



The Influence Of Job Placement And Self-Efficacy On Employee Performance Through Job Satisfaction As An Intervening Variable At The Personnel And Human Resources Development Agency In Karo Regency

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ABSTRACT

This study investigates the effect of Organizational Culture and Self-Esteem on employee performance, with Organizational Citizenship Behavior (OCB) serving as an intervening variable, at the Personnel and Human Resources Development Agency of Karo Regency. The research population consisted of 33 permanent employees, and due to the small size, the entire population was used as the sample through a saturated sampling technique. Data were collected using primary data in the form of questionnaires and secondary data obtained through documentation. The analysis employed quantitative methods using SPSS version 25, including the t-test, Sobel test, and path analysis. The findings reveal several important relationships. First, Organizational Culture has a positive and significant effect on OCB, indicating that supportive workplace values encourage employees to engage in extra-role behaviors. Second, Self-Esteem also shows a positive and significant effect on OCB, suggesting that individuals with higher self-confidence are more likely to contribute beyond formal job requirements. Third, both Organizational Culture and Self-Esteem directly and positively influence employee performance, underscoring their role in shaping work outcomes. Fourth, OCB itself has a positive and significant effect on performance, confirming its importance as a determinant of employee effectiveness. Furthermore, the study demonstrates that OCB mediates the relationship between Organizational Culture and performance, as well as between Self-Esteem and performance, highlighting its role as a key intervening variable. Overall, the results emphasize that cultivating a strong organizational culture and enhancing employees' self-esteem can foster higher levels of OCB, which in turn improves performance.



Keywords: Organizational Citizenship Behavior, Organizational Culture, Performance, and Self-Esteem.

INTRODUCTION

The success of an organization in reaching its objectives is largely determined by the quality of its human resources, namely the employees who carry out organizational tasks. Every institution seeks to have competent and reliable personnel because inadequate human resources can hinder progress and overall achievement. Therefore, effective management of employees is essential to ensure that organizational goals are realized in an efficient and productive manner. Employee performance serves as a reflection of organizational effectiveness, as the success of an institution is strongly tied to the contributions of its workforce. Consequently, employees are expected to consistently deliver their best performance, since both positive and negative outcomes directly affect the success of the organization as a whole. The Personnel and Human Resources Development Agency (BKPSDM) is a government body responsible for managing personnel and overseeing human resource development at the regional level. Its primary role is to assist local leaders, such as Regents or Mayors, in the administration of employee management and capacity building. According to Wirawan (2007), organizational culture has a direct impact on individual performance because it consists of patterns and environmental factors that influence motivation, behavior, and shared values within the workplace. Each organization develops a unique culture, which allows employees to express aspirations or complaints without fear, thereby shaping their work behavior. Previous studies, such as that conducted by Hasan and Khaerana (2020), highlighted that self-esteem significantly affects employee performance. Employees who maintain strong self-esteem tend to demonstrate persistence and motivation in fulfilling their responsibilities. Self-esteem reflects an individual's self-perception, whether positive or negative, and influences their behavior, attitude, and personality. Employees with higher self-esteem generally see themselves as valuable contributors, which fosters confidence, resilience, and the ability to develop their careers. This trait enables them to compete healthily and sustain long-term contributions within the organization. In addition, Organizational Citizenship Behavior (OCB) is another important factor influencing performance. OCB refers to voluntary actions undertaken by employees beyond their formal duties that support the organization's effectiveness. Examples include helping colleagues, volunteering for tasks, adhering to organizational rules, respecting workplace norms, and maintaining professionalism even in less favorable conditions. Such behaviors, though discretionary, enhance collaboration and service quality. For government agencies like BKPSDM, OCB is crucial because employees' extra-role



contributions directly impact the quality of public service delivery. Considering the observed challenges at BKPSDM Karo Regency, this study aims to analyze how organizational culture and self-esteem influence employee performance, with OCB acting as an intervening variable.

LITERATURE REVIEW

1. Performance.

Performance is a measure of how effectively an individual or organization achieves established goals. According to Robbins and Judge (2019), employee performance refers to the outcomes of an individual's work in carrying out tasks and responsibilities, both quantitatively and qualitatively, in accordance with organizational standards. Performance encompasses not only the end results but also the processes, attitudes, and behaviors that support the achievement of organizational objectives.

Previous studies emphasize that performance is influenced by both internal and external factors. For instance, Sutrisno (2018) stated that motivation, competence, and job satisfaction are internal factors that can enhance employee performance. Meanwhile, external factors such as human resource management, work environment, and leadership also play a critical role in shaping optimal performance (Mangkunegara, 2020). Furthermore, research by Luthans (2017) indicates that performance is affected not only by technical skills but also by psychological aspects such as self-efficacy and employee engagement. This aligns with the findings of Hasibuan (2019), who discovered that appropriate job placement according to employees' abilities and interests can improve performance through increased job satisfaction. In conclusion, performance is an integrative outcome of ability, motivation, and work environment, all interacting to achieve organizational goals. A thorough understanding of the factors affecting performance is essential for organizations to design effective human resource development strategies.

2. Job Placement

Job placement refers to the process of assigning employees to positions or roles that match their skills, qualifications, experience, and interests within an organization. Proper job placement ensures that employees are in roles where they can maximize their potential, contribute effectively, and experience job satisfaction. According to Dessler (2020), effective job placement is essential for aligning human resources with organizational needs, reducing turnover, and improving overall productivity. Previous studies emphasize the importance of job placement in enhancing employee performance and satisfaction. Hasibuan (2019) found that employees who are assigned roles compatible with their abilities and interests tend to exhibit higher motivation,



engagement, and performance. Similarly, Mangkunegara (2020) argued that mismatched job placement can lead to decreased productivity, low morale, and increased stress, negatively affecting organizational outcomes. Job placement is also closely related to psychological factors such as self-efficacy and job satisfaction. Research by Luthans (2017) indicates that employees in positions suited to their competencies feel more confident in completing tasks, which enhances both their self-efficacy and performance. Moreover, studies by Robbins and Judge (2019) highlight that proper job placement contributes to higher job satisfaction, which in turn mediates the relationship between placement and employee performance.

In summary, job placement is a strategic human resource practice that ensures employees are positioned in roles that align with their strengths and interests. Proper placement not only optimizes individual performance but also supports organizational goals by enhancing motivation, satisfaction, and overall productivity.

3. Self-Efficacy

Self-efficacy refers to an individual's belief in their ability to successfully execute tasks and achieve specific goals. Bandura (1997) defines self-efficacy as the perception of one's competence to organize and perform actions required to manage prospective situations. High self-efficacy enables employees to approach challenges with confidence, persist in the face of obstacles, and recover from setbacks, while low self-efficacy can result in self-doubt, avoidance of challenges, and reduced performance. Several studies have shown that self-efficacy is a significant predictor of employee performance and job satisfaction. Luthans (2017) noted that employees with higher self-efficacy demonstrate greater initiative, resilience, and productivity. Similarly, Judge et al. (2007) found a positive relationship between self-efficacy and job performance, emphasizing that employees who believe in their capabilities are more likely to achieve superior outcomes. Self-efficacy also interacts with other organizational factors. For example, research by Stajkovic and Luthans (1998) indicates that self-efficacy mediates the relationship between organizational support, motivation, and performance. In the context of job placement, employees with high self-efficacy are better able to adapt to their roles and responsibilities, enhancing both job satisfaction and overall performance (Bandura, 1997; Luthans, 2017). In conclusion, self-efficacy is a crucial psychological factor that affects how employees approach tasks, handle challenges, and achieve results. Organizations that support and develop self-efficacy among employees can foster higher motivation, improved job satisfaction, and enhanced performance.



4. Job Satisfaction

Employee Job satisfaction refers to the emotional and psychological response employees have toward their jobs, reflecting how content they are with their roles, responsibilities, and work environment. According to Robbins and Judge (2019), job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics, such as work tasks, compensation, opportunities for growth, and relationships with colleagues and supervisors. Employees with high job satisfaction tend to be more motivated, committed, and productive, whereas dissatisfaction can lead to low morale, absenteeism, and decreased performance.

Research has consistently shown that job satisfaction is a key determinant of employee performance. Locke (1976) emphasized that satisfied employees are more likely to perform effectively and contribute to organizational success. Further studies by Luthans (2017) highlight that job satisfaction mediates the relationship between personal and organizational factors—such as job placement, self-efficacy, and organizational culture—and employee performance. For example, when employees are well-placed in roles that match their skills and interests, and they feel competent in their abilities, they are more likely to experience job satisfaction, which in turn enhances performance (Hasibuan, 2019; Mangkunegara, 2020). Job satisfaction is influenced by both intrinsic factors (such as achievement, recognition, and responsibility) and extrinsic factors (such as salary, work conditions, and organizational policies) (Herzberg, 1966). Understanding and improving job satisfaction is essential for organizations aiming to increase employee engagement, reduce turnover, and enhance overall organizational effectiveness.

METHODS

This study utilizes an associative research approach, which is designed to determine whether a relationship or causal influence exists between variables. Specifically, this approach investigates how one or more independent variables may affect a dependent variable, either directly or indirectly. In the context of this research, the independent variables are X1, Organizational Culture, and X2, Self-Esteem. The intervening variable is Z, Organizational Citizenship Behavior, which may mediate the relationship between the independent and dependent variables. The dependent variable in this study is Y, Performance, which reflects the outcome of employee behavior and effectiveness within the organization. By employing this approach, the study aims to provide empirical evidence regarding the interactions among organizational culture, self-esteem, organizational citizenship behavior, and employee performance.



Sampling

According to Sugiyono (2018), a sample represents a part of the population and reflects its characteristics. Given the relatively limited population size in this study, the saturated sampling method was employed, meaning that every individual within the population was included in the sample. Therefore, the research involved a total of 33 respondents.

Data collection

In this study, the researcher collected data from both primary and secondary sources. Primary data, as defined by Sanusi (2011), are original data obtained directly by the researcher, and in this study, they were gathered through questionnaires distributed to respondents. Meanwhile, secondary data refer to information that has already been collected by others. In this research, secondary data were obtained from books, journals, and other literature relevant to Organizational Culture, Self-Esteem, Organizational Citizenship Behavior, and Performance.

Measures (Alternatively: Measurement)

t-test (Partial Test)

In this study, the t-test (partial) was used to assess the significance of the individual influence of each independent variable on the dependent variable. According to Ghozali (2018), the t-test is designed to determine whether a specific independent variable has a statistically significant effect on the dependent variable when other variables are controlled. This test allows researchers to identify the partial contribution of each factor, providing insight into how variables such as Organizational Culture and Self-Esteem independently affect employee Performance. By using the t-test, the study aims to evaluate the direct relationships between the independent variables and Performance, thereby supporting a more detailed understanding of the factors that influence employee outcomes.

Sobel test (criteria of mediation)

Ghozali (2018) explains that the Sobel test is used to examine the indirect effect of an independent variable (X) on a dependent variable (Y) through an intervening variable (M). The calculation of the Sobel test follows the formula below:

$$\sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$



Path Analysis

According to Imam Ghozali (2005), path analysis is an extension of multiple linear regression that allows researchers to estimate and examine the relationships between variables that have been theoretically established. This method not only measures direct effects but also identifies indirect relationships among variables, making it particularly useful for studies involving mediating or intervening variables. In the context of this research, path analysis is employed to evaluate how Organizational Culture (X1) and Self-Esteem (X2) influence Performance (Y) both directly and indirectly through Organizational Citizenship Behavior (Z) as a mediating variable. By using this technique, the study can provide a comprehensive understanding of the strength and direction of these relationships, offering empirical evidence for the hypothesized theoretical framework.

RESULTS

Analisis Jalur Sub Model

Besarnya Nilai R^2 atau R-square yang terdapat pada tabel berikut.

Summary of Model Test Results for Sub-Model II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.417	.357	.899

a. Predictors: (Constant), Organisational Citizenship Behaviour, Organisational Culture, Self-Esteem

The model summary presents the overall fit of the regression model used in this study. The predictors included are Organizational Citizenship Behavior, Organizational Culture, and Self-Esteem. The correlation coefficient (R) is 0.646, indicating a moderate positive relationship between the independent variables and employee Performance. The coefficient of determination (R^2) is 0.417, which means that 41.7% of the variance in Performance can be explained by the combined influence of these variables. The Adjusted R^2 , which accounts for the number of predictors in the model, is 0.357, suggesting that approximately 35.7% of the variability in Performance is explained when adjusted for sample size and the number of variables. The



standard error of the estimate is 0.899, representing the average distance between the observed Performance values and those predicted by the model.

This indicates that while Organizational Citizenship Behavior, Organizational Culture, and Self-Esteem significantly contribute to explaining employee Performance, there are other factors not included in the model that may also affect performance outcomes. Overall, the model provides a moderate explanation of the determinants of Performance in this study.

Sobel Test

Sobel test results					
Variables	Unstandardized	Std. Error	Test Statistics	Std. Error	P-Value
Organizational Culture on Organizational Citizenship Behavior	0.124 (a)	0.052 (Sa)	1,971	0.038	0.048
Organizational Citizenship Behavior on Performance	0.613 (b)	0.175 (Sb)			
Self Esteem towards Organizational Citizenship Behavior	0.243 (a)	0.060 (Sa)	2,574	0.057	0.010
Organizational Citizenship Behavior on Performance	0.613 (b)	0.034 (Sb)			

Source: Data Processed With Calculation for the Sobel Test, 2025

The analysis results indicate that both Organizational Culture and Self-Esteem have a significant positive effect on Organizational Citizenship Behavior (OCB), which in turn positively influences employee Performance. Specifically, Organizational Culture shows a positive effect on OCB with a coefficient of 0.124 and a p-value of 0.048, suggesting that a stronger organizational culture encourages employees to exhibit higher levels of citizenship behavior. Similarly, Self-Esteem has a significant positive impact on OCB, with a coefficient of 0.243 and a p-value of 0.010, indicating that employees with higher self-esteem are more likely to engage in behaviors that go beyond their formal job responsibilities. Furthermore, OCB itself has a strong positive influence on Performance, with a coefficient of 0.613, demonstrating that employees who actively participate in organizational citizenship behaviors tend to achieve higher



performance outcomes. These findings collectively highlight the mediating role of OCB, showing that the effects of Organizational Culture and Self-Esteem on Performance are partially channeled through employees' engagement in citizenship behaviors.

DISCUSSION

1. The Influence of Organizational Culture on Organizational Citizenship Behavior

The results of this study demonstrate that Organizational Culture significantly and positively affects Organizational Citizenship Behavior (OCB) among employees. This indicates that a supportive and well-established organizational culture is fundamental in shaping employees' attitudes and encouraging behaviors that go beyond their formal job requirements. A strong culture, defined by shared values, norms, and beliefs, creates an environment in which employees are motivated to contribute voluntarily to organizational objectives, collaborate with colleagues, and engage in proactive actions that benefit the organization. Such behaviors, collectively referred to as OCB, play a crucial role in enhancing organizational effectiveness and promoting a cooperative work climate.

These findings align with Andira Ramadha Arundita, Didik Subiyanto, Ignatius Soni Kurniawan (2021) perspective, which suggests that organizational culture serves as a behavioral guide for employees, influencing their interactions, task approaches, and responses to workplace challenges. Similarly, Febrina Ramadhani (2024) argues that adaptive, participative, and supportive organizational cultures foster higher levels of discretionary employee behavior, strengthening teamwork, innovation, and overall productivity. The current study supports these theoretical assertions, showing that employees who experience a positive organizational culture are more inclined to display citizenship behaviors that advance organizational goals.

Moreover, the positive link between organizational culture and OCB highlights the importance of cultivating organizational values that resonate with employee expectations and align with strategic objectives. By nurturing such a culture, organizations can enhance employees' sense of belonging, commitment, and intrinsic motivation, which encourages voluntary behaviors that, while not formally required, significantly contribute to organizational success. Thus, this study confirms that developing and maintaining a strong organizational culture is a key strategy for promoting OCB, ultimately impacting overall organizational performance.

2. The Influence of Self Esteem on Organizational Citizenship Behavior

The results of this study indicate that Self-Esteem has a significant positive effect on Organizational Citizenship Behavior (OCB) among employees. This suggests that employees



who possess a higher level of self-esteem are more likely to engage in discretionary behaviors that go beyond their formal job responsibilities, such as assisting colleagues, taking initiative, and contributing to organizational goals. Self-esteem, which reflects an individual's self-confidence and self-worth, plays a vital role in shaping attitudes, motivation, and interpersonal behaviors in the workplace. Employees with strong self-esteem are generally more proactive, confident in their abilities, and willing to contribute positively to the organization.

These findings are consistent with prior research, which emphasizes the psychological basis of OCB. For instance, Riska Anggrayny (2021) noted that individuals with high self-esteem tend to have greater resilience, self-motivation, and social engagement, enabling them to exhibit behaviors that support the organization and their peers. Similarly, Gilbert Kaligis, Irvan Trang, Regina Saerang (2022) found that self-esteem positively correlates with workplace behaviors that enhance performance and organizational effectiveness. The current study corroborates these perspectives by demonstrating that employees' perceptions of their own competence and value significantly influence their willingness to participate in organizational citizenship activities.

Furthermore, the positive relationship between self-esteem and OCB underscores the importance of fostering employees' psychological well-being and confidence within the organizational environment. By providing opportunities for personal growth, recognition, and skill development, organizations can enhance employees' self-esteem, thereby encouraging voluntary behaviors that contribute to a collaborative and productive workplace. In conclusion, this study highlights that self-esteem is a critical determinant of OCB, showing that employees who value themselves are more likely to engage in behaviors that support organizational goals beyond their formal job duties.

3. The Influence of Organizational Culture on Performance through Organizational Citizenship Behavior

The findings of this study reveal that Organizational Culture indirectly affects employee Performance through the mediating role of Organizational Citizenship Behavior (OCB). This indicates that a strong and supportive organizational culture does not only influence employee behaviors directly but also fosters discretionary behaviors that, in turn, enhance performance outcomes. Employees embedded in a positive organizational culture are more likely to engage in OCB, such as assisting colleagues, taking initiative, and going beyond their formal job responsibilities, which collectively contribute to improved organizational performance.

These results are consistent with previous research emphasizing the mediating role of OCB in linking organizational factors to performance. Hermindawati Simanjuntak (2024) suggests that organizational culture establishes shared norms and values that guide employees' behaviors,



while Hendra (2020) notes that a participative and supportive culture promotes voluntary, proactive behaviors that enhance organizational effectiveness. The current study corroborates these perspectives by demonstrating that employees' engagement in citizenship behaviors serves as a key mechanism through which organizational culture impacts performance.

Moreover, the findings highlight the importance of cultivating an organizational culture that not only aligns with strategic objectives but also encourages employees to exhibit OCB. By fostering a positive work environment that values collaboration, recognition, and mutual support, organizations can enhance employees' motivation and commitment, leading to higher levels of performance. In conclusion, this study confirms that Organizational Citizenship Behavior mediates the relationship between Organizational Culture and Performance, indicating that the positive effects of culture on performance are, at least in part, channeled through employees' voluntary and supportive behaviors.

4. The Influence of Self Esteem on Performance through Organizational Citizenship Behavior

The results of this study indicate that Self-Esteem has an indirect effect on employee Performance through the mediating role of Organizational Citizenship Behavior (OCB). This suggests that employees who possess higher levels of self-esteem are more likely to engage in discretionary behaviors that go beyond their formal job duties, and these behaviors subsequently enhance their overall performance. In other words, self-esteem influences performance not only directly but also through its impact on employees' willingness to participate in OCB, such as helping colleagues, taking initiative, and contributing to organizational goals.

These findings are supported by prior research highlighting the importance of psychological factors in workplace behavior. Novita Sari Ambarita (2024) emphasized that individuals with high self-esteem exhibit greater confidence, resilience, and motivation, which enables them to engage in behaviors that positively affect organizational outcomes. Similarly, Anwar (2021) found that self-esteem is closely related to both job performance and discretionary workplace behaviors. The current study extends these insights by demonstrating that OCB serves as a mediating mechanism, explaining how employees' self-perceptions translate into improved performance outcomes.

Furthermore, the findings underscore the value of fostering employees' self-esteem within organizational settings. By providing opportunities for personal growth, recognition, and skill development, organizations can enhance employees' confidence and intrinsic motivation,



encouraging them to engage in OCB that supports organizational effectiveness. In conclusion, this study confirms that Self-Esteem indirectly influences Performance through Organizational Citizenship Behavior, highlighting the critical role of employees' psychological well-being in achieving superior organizational outcomes.

CONCLUSION

Based on the results and discussion of this study, several conclusions can be drawn regarding the influence of Organizational Culture, Self-Esteem, and Organizational Citizenship Behavior (OCB) on employee Performance at the Personnel and Human Resources Development Agency in Karo Regency. First, Organizational Culture has a significant positive effect on Organizational Citizenship Behavior, indicating that a supportive, value-driven, and well-structured culture encourages employees to engage in discretionary behaviors that benefit the organization. Second, Self-Esteem also positively influences Organizational Citizenship Behavior, showing that employees with higher confidence and a stronger sense of self-worth are more likely to exhibit proactive and cooperative behaviors beyond their formal job responsibilities.

Furthermore, the study demonstrates that Organizational Citizenship Behavior mediates the relationships between Organizational Culture and Performance, as well as between Self-Esteem and Performance. This indicates that the positive effects of both Organizational Culture and Self-Esteem on Performance are, at least in part, channeled through employees' engagement in citizenship behaviors. Employees who participate actively in OCB tend to perform better, highlighting the critical role of both organizational and psychological factors in shaping work behaviors and outcomes.

In summary, fostering a strong organizational culture and supporting employees' self-esteem are essential strategies for enhancing OCB and, consequently, improving overall employee performance. These findings suggest that organizations aiming to optimize performance should not only focus on structural and procedural aspects but also prioritize creating a positive work environment that encourages discretionary behaviors and strengthens employees' confidence and motivation.

LIMITATION

Despite the valuable findings of this study, several limitations should be acknowledged. First, the research was conducted on a relatively small population, consisting of only 33 permanent employees at the Personnel and Human Resources Development Agency in Karo Regency. This limited sample size may affect the generalizability of the results to other organizations or



regions. Second, the study relied primarily on self-reported questionnaires to measure Organizational Culture, Self-Esteem, Organizational Citizenship Behavior, and Performance. Self-reported data are susceptible to biases such as social desirability or respondents' subjective perceptions, which may influence the accuracy of the findings. Third, the study employed a cross-sectional design, capturing data at a single point in time. This limits the ability to draw conclusions about causal relationships and long-term effects among the variables. Finally, while this study examined Organizational Culture and Self-Esteem as predictors of Performance through OCB, other factors such as leadership style, motivation, job satisfaction, and organizational support were not included, yet they may also play a significant role in influencing employee behavior and performance.

These limitations suggest that the results should be interpreted with caution, and future research could address these constraints by using larger sample sizes, longitudinal designs, multi-source data collection, and additional variables to provide a more comprehensive understanding of the factors influencing employee performance.

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