The Role of Work Motivation in Mediating the Effect Self Esteem and Self Efficacy on Employee Performance at CV. Alam Tanpaka, Denpasar Bali

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Abstract:

This study aims to analyze the role of work motivation in mediating the effect self esteem and self efficacy on employee performance at CV. Alam Tanpaka, Denpasar Bali. The study was conducted in 2018, with data collection techniques through interviews and questionnaires. The number of respondents is 52 employees. The analysis technique used is multiple linear regression with the SPSS Version 23 application for Windows and Sobel test. The results showed that self esteem, self efficacy had no effect on work motivation, self esteem had a positive and significant effect on employee performance, work motivation had a significant role in mediating self esteem influencing employee performance, self efficacy had no effect on employee performance, work motivation had not significant role in mediating self efficacy influences employee performance, work motivation does not affect employee performance on CV. Alam Tanpaka, Denpasar Bali.

Keywords: self-esteem, self-efficacy, job involvement, employee performance

Introduction:

The challenges of companies in global competition that give rise to product and technology innovations are the ability to manage quality human resources (HR) as needed. The success of a company is an accumulation of individual success of each employee as measured by its performance. Performance is the result of work accomplished by an employee to do the task in accordance with the responsibilities given to him. Mathis and Jackson (2006: 378) argues employee performance can be measured by quantity, quality, timeliness, effectiveness, presence.

One of the factors that need to be considered to improve employee performance is to pay attention to employee work motivation factors. Work motivation of employees plays an important role in the success of each organization or company (Zameer, et al., 2014). Motivation is encouragement, effort, and desire that is in man which activate, energize and redirect the behavior to perform the tasks well within the scope of his job. Therefore, an employee who has high work motivation tends to have good performance (Hidayah, et al., 2015). Ryan and Deci (2000), motivation consists of intrinsic motivation,
Sapta Rini Widyawati et al. The Role of Work Motivation in Mediating the Effect Self Esteem and Self Efficacy on Employee Performance at CV. Alam Tanpaka, Denpasar Bali

Achievement to employee's performance is inseparable from the encouragement of the existing work on each individual employee. This is related to the attitudes and behavior of individual employees in work or the so-called self concept. Self concept that is seen from the employee's internal perspective is called self esteem and employee's external perspective is called self efficacy. Self esteem which consists of feeling needed, feeling accepted, feeling capable of doing a challenging job, and a feeling of value called self esteem. While self efficacy consists of the past performance, vicarious experience, verbal persuasion and emotional cues (Lunenberg, 2011).

The following is employee attendance data which is one of the employee performance indicators on CV. Alam Tanpaka, Denpasar Bali from January - September 2018.

Table 1 Percentage of Employee CV. Tanpaka Nature Period January - September 2018

| Month    | Number of Employees (people) | total Presence (a month) | Number of Working Days (a month) | Percentage of Attendance |
|----------|-----------------------------|--------------------------|----------------------------------|--------------------------|
| January  | 52                          | 1,217                    | 1,404                            | 86.67                    |
| February | 52                          | 1,118                    | 1,248                            | 89.58                    |
| March    | 52                          | 1,232                    | 1,404                            | 87.78                    |
| April    | 52                          | 1,160                    | 1,352                            | 85.77                    |
| May      | 52                          | 1,201                    | 1,404                            | 85.56                    |
| June     | 52                          | 1,158                    | 1,352                            | 85.65                    |
| July     | 52                          | 1,196                    | 1,404                            | 85.19                    |
| August   | 52                          | 1,186                    | 1,404                            | 84.44                    |
| September| 52                          | 1,134                    | 1,352                            | 83.85                    |

Source: CV. Alam Tanpaka, Denpasar

Based on Table 1 above, it can be seen that the percentage of employee attendance from January to September 2018 fluctuated and even tended to decline. This indicates a decrease in employee performance in terms of employee attendance.

Some studies have examined the effect of self esteem, self efficacy on employee performance. The results of Angreni (2015), Sebayang and Sembiring (2016) research, Widyawati (2018) state that self efficacy and self esteem have a positive and significant effect on employee performance. But different results were obtained from Saputro’s (2015) research, Noviawati (2016), Fatmasari (2017) that efficacy does not affect employee performance.

Kusnoto and Sitorus (2016) who conducted a study of the effect of work life quality, self efficacy and employee performance: the effect of mediating work motivation (study on PT Bank BRI BSD Branch), the results showed that work motivation had a positive and significant effect on employee performance. The results of Noviawati's study (2016), showed that motivation has a significant role in mediating the effect of self efficacy on employee performance. The opposite result is obtained from Saputro's research (2015), that motivation does not affect employee performance.

Based on the phenomena that have been described and the research gap the results of previous research, the researchers need to conduct research related to the role of motivation in mediating the effect of self esteem and self efficacy on employee performance on CV. Alam Tanpaka, Denpasar Bali.

Formulation of the problem:

Formulation of the problem in this research are:

1. What does the effect of self esteem on work motivation at CV. Alam Tanpaka, Denpasar Bali?
2. What does the effect of self esteem on employee performance at the CV. Alam Tanpaka, Denpasar Bali?
3. What does the role of work motivation in mediating the effect self esteem on employee performance at the CV. Alam Tanpaka, Denpasar Bali?
4. What does the effect of self efficacy on work motivation at the CV. Alam Tanpaka, Denpasar Bali?
5. What does the effect of self efficacy on employee performance at the CV. Alam Tanpaka, Denpasar Bali?
6. What is the role of work motivation in mediating the effect of self efficacy on employee performance at the CV. Alam Tanpaka, Denpasar Bali?
7. What does the effect of work motivation on employee performance at CV. Alam Tanpaka, Denpasar Bali?

Research purposes:
The purpose of this study is:
1. To know the effect of self esteem on work motivation at the CV. Alam Tanpaka, Denpasar Bali.
2. To know the effect of self esteem on employee performance at the CV. Alam Tanpaka, Denpasar Bali.
3. To know the role of work motivation in mediating the effect of self esteem on employee performance at the CV. Alam Tanpaka, Denpasar Bali.
4. To know the effect of self efficacy on work motivation at the CV. Alam Tanpaka, Denpasar Bali.
5. To know the effect of self efficacy on employee performance at the CV. Alam Tanpaka, Denpasar Bali.
6. To know the role of work motivation in mediating the effect of self efficacy on employee performance at the CV. Alam Tanpaka, Denpasar Bali.
7. To know the effect of work motivation on employee performance at the CV. Alam Tanpaka, Denpasar Bali.

Literature Review:
Theoretical basis
1. Work motivation:
According to Mathis and Jackson (2006: 114) motivation is a desire in someone who causes the person to act to achieve a goal. Manulang and Marihot (2011) say that work motivation is something that gives rise to encouragement or morale. Hamzah (2011: 71) divides motivation into two definitions, conceptually and operationally. Hasibuan (2008) states that motivation is the giving of driving force that creates the enthusiasm of one's work so that they will cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. Mitchell in Kinicky and Robert (2006: 149) states that motivation affects behavior and performance.

The variable of work motivation has 6 (six) dimensions of Self Determination Theory (SDT) measurement (Ryan and Deci , 2000). The six dimensions in question are:

1. Intrinsic Motivation: is an encouragement from within a person to carry out activities for the sake of their own interests and satisfaction, if someone succeeds in performing a difficult task, and has the opportunity to learn new things and do challenging things, it will give satisfaction to him.
2. Integrated Regulation: an extrinsic motivation that is able to be adjusted with self confidence so as to meet individual needs. Where work is done reflects identity and is part of someone's life.
3. Identified Regulation: is a form of autonomous driven extrinsic motivation. Where someone does an activity because it has identified the purpose and value of the action then it will be accepted as an important matter personally, for example to achieve the desired lifestyle and career goals.
4. Introjected Regulation: is a type of behavior where a person feels motivated to show the ability to maintain self esteem or ego. If a person fails or is not successful in doing his job, he will feel embarrassed or disappointed, so that someone will be motivated to succeed and succeed in doing his job.
5. External Regulation: is a person's motivation to carry out activities due to external demand or to get compensation, for example doing a job to get a salary or to guarantee his life in the long term.
Self Esteem:

Self esteem is a part of one's personality in everyday life. Self esteem is an individual's assessment of himself expressed by positive and negative attitudes. Reasoner (2010: 3) states that every individual who has low self esteem, he often experiences depression and unhappiness, has a high level of anxiety, shows greater impulses of aggressiveness, is irritable and resentful, and always suffers from daily inhalation dissatisfaction. According to (Reasoner, 2010: 4), there are 5 (five) indicators to measure self esteem that is:

1. Feeling of security: a person's individual feelings that associated with a sense of confidence in their environment. For individuals who feel safe feel that their environment is safe for them, reliable and trustworthy.

2. Feeling of identity: a feeling of identity involves self-awareness to be an individual that is separate from the others and has its unique characteristics, involving acceptance of self that has many potential, interests, strengths and weaknesses of others. To find out who they are, individuals must be provided with opportunities to explore themselves and their environment.

3. Feeling of belonging: a individual feeling that he is part of a group and he was accepted as valued by group members. This group can be in the form of family, group of colleagues, or any group. Individuals will have a positive assessment of themselves when the individual feels accepted and becomes part of his group but the individual will have a negative assessment of him if he experiences feelings not accepted.

4. Feeling of competence: a feeling and individual confidence in the ability of existing in itself in achieving the expected results, for example through one's feelings in times of success or failure time. This understanding is related to the pride of one feeling is competence in oneself and feeling competent in facing challenges in life. This helps individuals to be confident to face their lives later. Individuals who do not have a sense of personal competence will feel very helpless.

5. Feeling of worth: is a feeling where the individual feels himself valuable or not, this feeling is much influenced by past experience. The feelings that individuals have are often displayed and come from statements that are personal such as smart, polite, good and so forth.

Self-Efficacy:

Lunenburg (2011: 10) suggests that self efficacy is an individual's belief in facing and resolving problems faced in various situations and is able to determine actions in completing certain tasks or problems, so that the individual is able to overcome obstacles and achieve the expected goals. According to (Lunenberg, 2011: 36) there are 4 (four) indicators to measure self-efficacy, namely:

1. Past performance: is a source of self efficacy, based on experience success. Past performance is the source of experience that has the greatest influence on individual self efficacy because it is based on authentic experience. The experience of success causes individual self efficacy to increase, while recurring failure results in a decrease in self efficacy, especially if failure occurs when the individual's self efficacy has not really formed strongly. Failure can also reduce individual self efficacy if the failure does not reflect a lack of effort or influence from outside circumstances. Some things are used as benchmarks in this indicator, namely (a) challenging tasks, (b) training, (c) supportive leadership.

2. Vicarious experience: is a source of individual efficacy that does not depend on his own experience of failure and success. Self efficacy is also influenced by the experiences of other individuals. Individual observation of the success of other individuals in a particular field will increase the individual's self efficacy in the same field. Individuals persuade themselves by saying that if
other individuals can do it successfully, then the individual also has the ability to do it well. Individual observation of failures experienced by other individuals even though they have made many attempts to reduce an individual's assessment of his own abilities and reduce individual efforts to achieve success. There are two conditions that allow individual efficacy to be easily influenced by other individual experiences, namely the lack of an individual's understanding of the abilities of others and the lack of an individual's understanding of his or her own abilities. Some things are used as benchmarks in this indicator, namely (a) the success of a colleague, (b) the success of the company.

3. **Verbal persuasion:** is a persuasion used to convince individuals that individuals have the ability to enable individuals to achieve what they want. Some things that exist in this dimension are perceived attitudes and communication from the leader or boss. In verbal persuasion, individuals are directed by advice and guidance so that in increasing their beliefs about the abilities they have that can help achieve the desired goals. Some things are used as benchmarks in this indicator, namely: (a) boss relationship with employees, (b) the role of the leader.

4. **Emotional Cues:** is an assessment of an individual's ability to do a task partly influenced by physiological conditions. Emotional turmoil and physiological conditions experienced by individuals give a signal of the occurrence of an undesirable thing so that pressing situations tend to be avoided. Information from physical conditions such as palpitations, cold sweat, and trembling is a signal to the individual that the situation he is facing is above his ability. In this indicator, which is used as a benchmark in: (a) the belief in the ability to achieve goals, (b) the desire to successfully achieve the goal.

4. **Employee Performance:**

Gibson, et al. (2009) states that employee performance is the result of employee work related to organizational goals, efficiency and other performance effectiveness performance. According to Mathis and Jackson (2006: 378) employee performance can be measured by:

1. **Quantity:** is the employee's performance measured by the employee's perception of the number of activities assigned and their results.
2. **Quality:** is the employee's performance as measured by employee perceptions of the quality of work produced and the suitability of the task towards the skills and abilities of employees. The results of the work carried out meet the expected objectives of the work.
3. **Timeliness:** is an employee's performance which is measured by the employee's perception of an activity that is completed from the beginning of time until it becomes output. Can complete at a set time and maximize the time available for other activities.
4. **Effectiveness:** is the employee's performance as measured by the maximum utilization of resources and time in the organization to increase profits and reduce losses.
5. **Presence:** is an employee's performance measured by the level of attendance of employees in the company can determine employee performance

**Previous research:**

1. Saputro (2015) examined the effect of job satisfaction, motivation and self-esteem on employee performance (Case study of the Koperasi Simpan Pinjam Syariah (KSPS) BMT Kodya Salatiga). The results showed that motivation, self-esteem did not affect employee performance.
2. Kusnoto and Sitorus (2016) examine the quality of life, self efficacy and employee performance: the effect of mediating work motivation (Study at the BRI branch of BSD). The results showed that self efficacy had a significant positive effect on employee performance. Motivation is able to mediate the effect of work motivation on employee performance.
The Role of Work Motivation in Mediating the Effect Self Esteem and Self Efficacy on Employee Performance at CV. Alam Tanpaka, Denpasar Bali

3. Noviawati (2016) examines the effect of self efficacy on employee performance with motivation as an intervening variable (Study of division finance employees and division of human reseacher PT Coca-cola Distribution Indonesia, Surabaya). The results showed that self efficacy did not affect employee performance. Motivation is able to mediate the effect of work motivation on employee performance.

4. Widyawati (2018) examines the effect of self esteem, self efficacy and work involvement on the performance of employees of PT. Dwi Fajar Semesta Denpasar. The results of the study showed self esteem, self efficacy had a positive and significant effect on employee performance.

Concept Framework and Hypothesis:

Framework
The framework in this study is found in Figure 1:

![Figure 1. Concept framework for the influence of self esteem, self efficacy and work motivation on employee performance at CV. Alam Tanpaka, Denpasar Bali](image)

Hypothesis:
1. Self-esteem has a positive and significant effect on work motivation at CV. Alam Tanpaka, Denpasar Bali.
2. Self esteem has a positive and significant effect on employee performance at CV. Alam Tanpaka, Denpasar Bali.
3. Work motivation has a significant role in mediating the effect of self esteem on employee performance at CV. Alam Tanpaka, Denpasar Bali.
4. Self efficacy has a positive and significant effect on employee performance at CV. Alam Tanpaka, Denpasar Bali.
5. Self efficacy has a positive and significant effect on employee performance at CV. Alam Tanpaka, Denpasar Bali.
6. Work motivation has a significant role in mediating the effect of self efficacy on employee performance at CV. Alam Tanpaka, Denpasar Bali.
7. Work motivation has a positive and significant effect on employee performance at CV. Alam Tanpaka, Denpasar Bali.

Research Methods:
Research location:
This research was conducted at CV. Alam Tanpaka, Denpasar is a company engaged in garment production, located in Denpasar, Bali.

Variable identification:
The research variables can be identified as follows:
1. Independent variable : self esteem (X₁) and self efficacy (X₂)
2. Mediation variable : work motivation (M)
3. Dependent variable : employee performance (Y)

Operational Definition of Variables:
1. Self esteem variable (X₁) measured by indicators: feeling of safe, feeling of self respect, feeling of accepted, feeling of capable and feeling of valuable.
2. Self efficacy variable (X₂) measured by indicators: past performance, vicarious experience, verbal persuasion, emotional cues.
3. Work motivation variable (M) measured by indicators: intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation, amotivation.
4. Employee performance variable (Y) measured by indicator is the quality, quantity, timeliness, effectiveness, independence, work commitments.
The statement on the questionnaire was measured using a Likert scale by asking respondents to express their perceptions by choosing one of the alternative answers in the form of five rating points: (5) strongly agree, (4) agree, (3) neutral, (2) disagree, (1) strongly disagree.

Sample collection method:
The sample in this study is a population that is taking data of all employees on the CV. Alam Tanpaka, Denpasar Bali, amounting to 52 people.

Method of collecting data:
The data used in this study are primary data. The data was collected by direct interviews through questionnaires designed to obtain self esteem data, self efficacy, work motivation and employee performance.

Data analysis technique:
1. Testing of Research Instruments
Testing research instruments used validity and reliability. Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the question in the questionnaire is able to express something that will be measured by the questionnaire. While reliability is actually a tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time (Sugiyono, 2011)
2. Testing of Classical Assumptions
Theoretically the use of a regression model will produce a valid parameter value, if the model can meet the requirements of classical assumptions. The classic assumption that must be fulfilled is that the residual confounding variable has a normal distribution, there is no autocorrelation, there is no heterocedasticity and there is no multicollinearity.
3. Analysis Descriptive Statistics
This analysis aims to describe the description of each variable consisting of the number of samples (N), minimum values, maximum values, average values (mean) and standard deviations.

4. Data analysis
Analysis of data in this study using multiple linear regression to determine the direct effect of independent variable on dependent variable, while to determine the indirect effect through mediating variable using the sobel test.

H Asil Discussion and Research:

Data Analysis Results:
To analyze this research data, the SPSS Version 23.0.

1) Direct influence:
In Table 2, there are results of recapitulation of direct effects after calculation.

| Notation Hypothesi s | Path       | Direct Effect | p-value | ≤ α (5% ) |
|----------------------|------------|---------------|---------|-----------|
| H₁                   | Self_Est -> Work_Mot | 0.06 | 0.652 | No effect |
| H₂                   | Self_Est -> Empl_Perf | 0.97 | 0.000 | Significant positive |
| H₄                   | Self_Efc -> Work_Mot | 0.05 | 0.698 | No effect |
| H₅                   | Self_Efc -> Empl_Perf | -0.04 | 0.106 | No effect |
| H₇                   | Work_Mot -> Empl_Perf | -0.01 | 0.497 | No effect |
The influence is indirect:

In Table 3 are the recapitulation of the indirect effect after calculation.

| Table 3 Indirect Impact Recapitulation | Independent Variable, Mediation Variable on Dependent Variable |
|----------------------------------------|-------------------------------------------------------------|
| Notation Hypothesis                   | Path             | Indirect Effect | ρ- value | ≤ α (5%) |
| H3                                    | Self_Est -> Work_Mot -> Empl_Perf | 0.845 | 0.007 | Significant |
| H6                                    | Self_Efc -> Work_Mot -> Empl_Perf | 0.041 | 0.203 | Not significant |

Discussion Research Results:

The results of the research are discussed as follows:

1. Discussion of Hypothesis 1:
Hypothesis 1 states that self esteem has a positive and significant effect on employee performance on CV. Alam Tanpaka, Denpasar Bali. Based on the results of the analysis, it is known that the regression coefficient value is 0.061 and the significance test results obtained a significant value of 0.652 > 0.05. These results indicate that hypothesis 1 is rejected. Thus it was concluded that self esteem did not affect work motivation at CV. Alam Tanpaka, Denpasar Bali.

2. Discussion of Hypothesis 2:
Hypothesis 2 states that self esteem has a positive and significant effect on employee performance. Based on the results of the analysis, it is known that self esteem has a regression coefficient of -0.042 and the significance test results obtained a significant value of 0.106 > 0.05. These results indicate that hypothesis 2 be accepted. Thus it was concluded that self esteem had a positive and significant effect on employee performance at CV. Alam Tanpaka, Denpasar Bali.

3. Discussion of Hypothesis 3:
Hypothesis 3 states that work motivation has a significant role in mediating the effect of self esteem on employee performance. Based on the results of the analysis, it is known that the regression coefficient value is 0.845 and the significance test results obtained a significant value of 0.007 < 0.05. These results indicate that hypothesis 3 is accepted. Thus it was concluded that work motivation has a significant role in mediating the effect of self esteem on employee performance at CV. Alam Tanpaka, Denpasar Bali.

4. Discussion of Hypothesis 4:
Hypothesis 4 states that self efficacy has a positive and significant effect on work motivation. Based on the results of the analysis, it is known that self efficacy has a regression coefficient of 0.055 and the significance test results obtained a significant value of 0.698 > 0.05. These results indicate that hypothesis 4 is rejected. Thus it is concluded that self efficacy does not affect employee performance on CV. Alam Tanpaka, Denpasar Bali.

5. Discussion of Hypothesis 5:
Hypothesis 5 states that self efficacy has a positive and significant effect on employee performance. Based on the results of the analysis, it is known that self efficacy has a regression coefficient of -0.042 and the significance test results obtained a significant value of 0.106 > 0.05. These results indicate that hypothesis 5 is rejected. Thus it is concluded that self efficacy does not affect employee performance at CV. Alam Tanpaka, Denpasar Bali.

6. Discussion of Hypothesis 6:
Hypothesis 6 states that work motivation has a significant role in mediating the effect of self efficacy on employee performance. Based on the results of the analysis, it is known that the regression coefficient of 0.041 and the results of the significance test obtained a significant value of
Sapta Rini Widyawati et al. The Role of Work Motivation in Mediating the Effect Self Esteem and Self Efficacy on Employee Performance at CV. Alam Tanpaka, Denpasar Bali

0.203 > 0.05. These results indicate that hypothesis 6 is accepted. Thus it was concluded that work motivation was not significant a role in mediating the effect of self efficacy on employee performance at CV. Alam Tanpaka, Denpasar Bali.

7. Discussion of Hypothesis 7:

Hypothesis 7 states that work motivation has a positive and significant effect on employee performance. Based on the results of the analysis, it is known that self efficacy has a regression coefficient of -0.018 and the significance test results obtained a significant value of 0.497 > 0.05. These results indicate that hypothesis 7 is rejected. Thus it is concluded that work motivation does not affect employee performance on CV. Alam Tanpaka, Denpasar Bali.

Conclusion and Advice:

Conclusion:

Based on the results and discussion of the research conclusions can be drawn as follows:

1. Self esteem has no effect on work motivation at CV. Alam Tanpaka, Denpasar Bali.
2. Self esteem has a positive and significant effect on employee performance at CV. Alam Tanpaka, Denpasar Bali.
3. Work motivation has a significant role in mediating of the effect self esteem on the employee performance at CV. Alam Tanpaka, Denpasar Bali.
4. Self efficacy has no effect on work motivation at CV. Alam Tanpaka, Denpasar Bali.
5. Self efficacy has no affect on employee performance at CV. Alam Tanpaka, Denpasar Bali.
6. Work motivation has a significant role in mediating of the effect self efficacy on employee performance at CV. Alam Tanpaka, Denpasar Bali.
7. Work motivation has no effect on employee performance at CV. Alam Tanpaka, Denpasar Bali.

Suggestion:

Suggestions that can be put forward in this study, namely:

1. The results of the research were obtained only the variables of self esteem significant positive on employee performance, it should be led CV. Alam Tanpaka, Denpasar Bali pays more attention to increasing self esteem.
2. The results of this research can be used by the next researcher to add other variables related to employee morale in improving their performance.

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