

# The Influence of Work Behavior on Employee Performance Through the Work Environment at the Regional Financial and Asset Management Agency of Labuhan Batu Regency

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## Abstract

The decline in the quality of a bureaucracy is often caused by employees who are less than optimal in carrying out their duties. Therefore, this study will examine the influence of work behavior on employee performance through the work environment at the Regional Financial and Asset Management Agency (BPPA) of Labuhanbatu Regency. Data collection in this study used quantitative methods, and analysis utilized Structural Equation Modeling (SEM). The research population was all employees at the Regional Financial and Asset Management Agency of Labuhanbatu Regency and agencies related to the institution. Data collection and collection involved field observation and questionnaires. The study concluded that work behavior positively influences the work environment. Work behavior also positively influences employee performance. Furthermore, the work environment positively influences employee performance. Finally, work behavior positively influences employee performance through the work environment at the Regional Financial and Asset Management Agency (BPPA) of Labuhan batu Regency.

**Keywords :** Work Behavior, Employee Performance, Work Environment, Regional Financial and Asset Management Agency (BPPA).

## 1. Introduction

Resilient people who are able to adapt to change are key to organizational progress. Human resources, in addition to productivity, are crucial for every organization to pay close attention to. Organizations with effective human resources will successfully achieve their goals of optimal work quality and quantity. Creating human resources capable of optimal performance requires creative employees. Given the complex nature of employee performance, institutions must pay closer attention to their human resources. According to

Mangkuprawira (2017), several variables influence employee performance, such as personal factors, motivation, work environment, organizational commitment, and so on.

Factors that contribute to the decline in a person's performance, especially in several Regional Device Organizations in the Regional Financial and Asset Management Agency of Labuhanbatu Regency, include work behavior, namely lack of commitment to the work handled, lack of work initiative, and lack of good teamwork (Bond & Fried-Meyer, 1987). Success in achieving a good work predicate is also seen in terms of work behavior. The attitude of employee work behavior determines how the quality of work produced optimally Hasibuan, M. S. P. (2016). Work behavior is related to motivation which will then shape employee discipline. Discipline is a person's ability to act based on established rules or norms, in order to encourage employees to comply with all established regulations, namely by improving employee performance.

One important factor influencing employee performance is their work environment. This is because many employees complain about their less-than-ideal working conditions. A poor work environment and lack of employee motivation can lead to low employee performance in a company. As Sarwoto (1991) stated, a good organizational structure can help create a positive work atmosphere, while a poorly structured organization often creates a negative work atmosphere. According to Agus Ahyari (1994), the work environment relates to everything surrounding the work and that can influence employees in carrying out their duties, such as service, working conditions, and relationships between employees within the institution. Based on the description of the problem background above, the author conducted research to examine in more depth the Influence of Work Behavior on Employee Performance Through the Work Environment at the Regional Financial and Asset Management Agency of Labuhan batu Regency.

## **Literature Review**

### **2.1 Work Behavior**

Working life is highly dependent on work behavior. People who work have attitudes and actions called work behavior. According to Bond and Fried Meyer (1987), work behavior consists of work abilities and behaviors that are very important in every work or employment situation. How people in the work environment can actualize themselves. Robbins's opinion shows how workers decide what they will do in the environment where they work (Wibowo, 2016).

Work behavior refers to the work skills and behaviors demonstrated by workers in carrying out tasks in their workplace. Human behavior, especially work behavior, has been

shown to determine success in various aspects of life. These work behaviors have several names: motivation, culture, and habits. Consequently, efforts are made to develop positive work behaviors. According to Sinamo (2002), there are eight paradigms of work behavior that produce eight key work behaviors that can ensure success at the personal, organizational, and social levels. These behaviors include working sincerely, correctly, fully, diligently, seriously, creatively, superiorly, and perfectly.

Work behavior is crucial for personal, organizational, and social success. Therefore, it is hoped that these eight paradigms will result in consistent and positive work behavior across all aspects of a person's professional life. According to Gray (2002), men and women must be aware that gender differences can influence how they behave in the workplace. Unbeknownst to both, many words or actions considered normal by one gender can offend the feelings and self-esteem of another. This can inevitably lead to conflict, which in turn can impact work behavior and disrupt a comfortable work environment. The Oxford Dictionary (2000) defines "work behavior" as a sign or indication that indicates how a situation is changing or how things are changing. Work behavior indicators are things that can be used to measure the extent to which work behavior impacts the workplace environment.

## **2.2 Employee Performance**

Performance is the result that can be achieved by an individual or group of people in an organization in order to achieve organizational goals legally, without violating the law, and in accordance with morals and ethics. Performance is usually defined as a person's success in completing tasks resulting from their actions. The level of success in meeting job requirements is called performance (Nitisemito, 2016). Performance is also the result of evaluating work done compared to mutually established standards. Basically, there are three types of performance in every organization: organizational performance, process performance, and employee performance. Organizational performance is the performance demonstrated by the organization, while process performance is the performance demonstrated by the processes carried out by the organization. The relationship between these three performances is very close, because process performance depends on organizational performance.

Organizations are formed to be effective and efficient social units (Mahajaya & Subudi, 2016). One way to measure an organization's performance is to see how successfully it achieves its goals. On the other hand, organizational efficiency is measured by seeing how many resources are used to produce an overall unit. Performance is the

success in achieving certain goals for an organization or institution, according to the ideas above.

According to Mangkunegara (2017), performance is the quality and quantity of work results achieved by a person in carrying out their functions according to their responsibilities. Performance, according to Siagian (2014), is a person's overall ability to work so that they can achieve work goals and various predetermined objectives with a smaller sacrifice in ratio compared to the results achieved. Prawirosentono (2014) more often uses the term "performance" than "performance". Performance, according to him, is the results that can be achieved by individuals or groups of people in an organization according to their respective responsibilities to achieve organizational goals legally, not violating the law, and in accordance with morals. Based on the definition of performance explained above, the researcher concludes that performance is the work results that can be achieved by employees in an organization, in accordance with the authority and responsibilities given by the organization without violating the law and in accordance with morals or ethics.

### **2.3 Work environment**

The work environment, according to Dadang (2013), is what surrounds workers and can influence how they perform their assigned tasks. For example, cleanliness, air temperature, work safety, lighting, and so on. According to Sukanto and Indriyo in Khoiriyah (2009), the work environment is everything around workers that can influence their work. This includes lighting arrangements, workplace cleanliness, noise control, and workplace security arrangements. Komaruddin (2016) states that the work environment is all aspects of company life, including social, psychological, and physical aspects, that influence how employees perform their work.

Social life includes interactions between employees in a company, including interactions between superiors and staff. Psychological life consists of interactions between employee behaviors and actions in the company where they work. The work environment, according to Sedarmayanti (2015), includes all the tools, materials, and resources encountered by the environment where a person works, their work techniques, and the arrangement of the workplace, both individually and in groups. The work environment, according to Titisemito Alex (2016), includes everything around an employee that can influence how they complete the responsibilities assigned to them.

### **3. Research Method**

The researcher will use a quantitative explanatory approach to examine the research object. The purpose of this quantitative approach is to gather information about intervening

variables that influence employee performance in the workplace. This research will be tested using five independent variables, namely: Work Behavior (X1), one mediating variable, namely Work Environment (Z), and one dependent variable, namely Employee Performance (Y). Creswell (2017) stated that this research approach is quantitative research, which allows for the evaluation of certain theories by seeing how these variables relate to each other. Research instruments are used to measure these variables so that data consisting of numbers can be analyzed using statistical techniques. The research population was all employees at the Regional Financial and Asset Management Agency of Labuhanbatu Regency and agencies related to the institution. The minimum sample size that must be used in this study is 36 respondents. The process of collecting and collecting data is through field observation and using questionnaires. Data analysis uses Structural Equation Modeling (SEM).

**3.1 Research Hypothesis**

The hypothesis of the research to be conducted is :

1. There is a positive influence of work behavior on the work environment at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
2. There is a positive influence of work behavior on work performance at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
3. There is a positive influence of the work environment on employee performance at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
4. There is a positive influence of work behavior on employee performance through the work environment at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.

**4. Result And Discussion**

**4.1 Descriptive Analysis**

Description of the variables in the study, namely all the variables studied, namely the variables of Employee Performance, Work Environment, and Work Behavior.

**Table 1. Description of Employee Performance Variables**

Questio n	5	4	3	2	1	Total				
	f	f	f	f	f	F	Score	TCR	Mean	Category
1	113	102	92	41	24	372	1355	0,73	3,64	Good/Fair
2	92	73	151	32	23	372	1295	0,70	3,48	Good/Fair
3	101	132	91	27	21	372	1381	0,74	3,71	Good/Fair
4	41	61	142	81	47	372	1084	0,58	2,91	Fair

Question	5	4	3	2	1	Total				
	f	f	f	f	f	F	Score	TCR	Mean	Category
5	192	123	51	4	2	372	1615	0,87	4,34	Very Good/High
6	112	131	91	23	15	372	1418	0,76	3,81	Good/Moderate
7	161	121	71	16	3	372	1537	0,83	4,13	Very Good/High
8	114	182	51	24	1	372	1500	0,81	4,03	Very Good/High
Average	116	116	93	31	17	372	1398,1	0,76	3,76	Good/Moderate

Based on the data distribution above, it can be seen that the instrument questions 5, 7 and 8 are the biggest contributors to the performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. The fifth contribution, namely "Loyalty and obedience to Pancasila, the 1945 Constitution, the State, the Government and prioritizing the interests of the state over personal interests is the basis of an employee's loyal nature" is included in the Loyalty indicator, and the dimensions of employee work behavior. The seventh and eighth instruments are included in the category of employee personal quality dimensions, where the highest contributing indicators are the insight indicator and the cooperation indicator. Employees realize the importance of having broad insight and cooperation built to collaborate between units/departments in creating good service and a good integrated system.

The lowest contribution was in the fourth question, "Initiative is very necessary, especially in a fast-paced and competitive work environment," which falls under the initiative indicator and falls under the work behavior dimension. This is a common practice in the field, where employees are reluctant to take initiative; they generally act under orders and supervision from their superiors.

**Table 2. Description of Work Environment Variables**

Question	5	4	3	2	1	Total				
	f	f	F	F	f	F	Score	TCR	Mean	Category
1	201	132	31	5	3	372	1639	0,88	4,405	Very Good/High
2	87	91	102	51	41	372	1248	0,670	3,350	Good/Moderate
3	210	112	42	7	1	372	1639	0,881	4,405	Very Good/High

Question	5	4	3	2	1	Total				
	f	f	F	F	f	F	Score	TCR	Mean	Category
4	73	69	171	36	23	372	1249	0,671	3,357	Good/Moderate
5	87	95	132	51	7	372	1320	0,709	3,548	Good/Moderate
6	63	66	121	67	55	372	1131	0,608	3,040	Good/Moderate
Average	120	94	100	36	22	372	1371	0,737	3,685	Good/Moderate

In the work environment variable, the largest contribution is found in instruments 1 and 3. The first instrument, namely "I have work equipment provided by the state according to daily work needs to carry out state duties" this instrument is included in the equipment indicator and the third instrument, namely "I can apply technology easily because there are fast internet network facilities, a capable laptop, information system technology that is easy to work on" is included in the Technology indicator where these two instruments, namely one and three, both fall into the Physical Work Environment dimension. In the Non-physical work environment, all are still in the good/moderate category but need improvement such as in the sixth instrument, namely "To improve cooperation between superiors and subordinates, it is necessary to build open and honest communication between the two parties, superiors need to listen to the views and opinions of subordinates, and subordinates must feel comfortable expressing their ideas. This condition occurs in my work environment" which is included in the superior-subordinate relationship indicator is the lowest contribution to this variable.

**Table 3. Description of Work Behavior Variables**

Question	5	4	3	2	1	Total				
	f	f	F	f	f	F	Score	TCR	Mean	Category
1	173	130	51	15	3	372	1571	0,844	4,223	Good/Fair
2	51	76	156	66	23	372	1182	0,635	3,175	Good/Fair
3	123	142	41	23	3	332	1355	0,728	4,081	Good/High
4	163	142	41	23	3	372	1555	0,836	4,180	Very Good/High
5	163	142	41	23	3	372	1555	0,836	4,180	Very Good/High
Average	93	114	121	31	13	372	1359	0,730	3,653	Good/Fair
	128	124	75,17	30	8	365	1429	0,768	3,912	Good/Fair

In general, all instruments fall into the good category. The largest contributions are from the fourth and fifth instruments. Furthermore, the second instrument, "I prioritize the interests of the organization over my personal interests," is of particular concern, falling within the good-to-fair threshold.

#### 4.2 Structure Equation Model

##### 4.2.1 Convergent Validity on Employee Performance Variables

There were eight questions on the employee performance variable. Based on the data analysis, convergent validity was obtained through the loading factors in the table below:

Tabel 4. Convergent Validity pada Variabel Kinerja Pegawai

Indicator	Loading Factor	Information
Y.1	0.766	Valid
Y.2	0.801	Valid
Y.3	0.785	Valid
Y.4	0.743	Valid
Y.5	0.714	Valid
Y.6	0.804	Valid
Y.7	0.767	Valid
Y.8	0.791	Valid

All employee performance variable instruments have a loading factor value of more than 0.6, meaning that all instruments can be declared valid.

##### 4.2.2 Convergent Validity on Employee Work Environment Variables

The questionnaire for the employee work environment variable consisted of six. Based on the data analysis, convergent validity was obtained through the loading factors in the table below:

Table 5. Convergent Validity of Work Environment Variables

Indicator	Loading Factor	Information
Z.1	0.754	Valid
Z.2	0.840	Valid
Z.3	0.821	Valid
Z.4	0.795	Valid
Z.5	0.838	Valid
Z.6	0.801	Valid

All the Employee Work Environment variable instruments have a loading factor value of more than 0.6, meaning that all the instruments can be declared valid.

##### 4.2.3 Convergent Validity on Employee Work Behavior Variables



The instrument questions for the Employee Work Behavior variable numbered five. Based on the results of the data analysis, convergent validity was obtained through the loading factors in the table below:

Table 6. Convergent Validity of Employee Work Behavior Variables

Indicator	Loading Factor	Information
X.1	0.798	Valid
X.2	0.778	Valid
X.3	0.736	Valid
X.4	0.684	Valid
X.5	0.810	Valid

All Employee Work Behavior variable instruments have a loading factor value of more than 0.6, meaning that all instruments can be declared valid.

#### 4.4 Discriminat Validity

Discriminant validity aims to test the extent to which a latent construct is actually different from other constructs. High discriminant validity indicates that a construct is unique and capable of explaining the phenomena being measured.

##### 4.4.1 Average Variance Extracted (AVE)

The AVE value of all variables must be greater than 0.5. This value indicates adequate convergent validity, meaning that one latent variable is able to explain more than half of the daily average of its indicators.

Table 7. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee Performance	0,711
Employee Work Environment	0,721

Based on the table above, the results obtained show that the average variant value extracted from the Employee Performance variable (0.711), Work Environment (0.721) is greater than 0.5, so it can be concluded that all instruments for each variable meet the requirements and conditions of discriminant validity.

##### 4.4.2 Reliability Testing

This reliability test aims to see the overall consistency of the construct variable instrument in measuring the variable itself. This study uses two approaches, namely Cronbach's alpha and composite reliability. In the Cronbach's alpha and composite reliability tests, the lower limit of the reliability value of a construct is seen, which has regulations that must be greater than 0.7-0.6, a value that can be accepted as a variable that has an instrument that consistently measures the variable itself.

**Table 8. Cronbach Alpha dan Composite Reliability**

Variable	Cronbach Alpha	Composite Reliability	Conclusion
Employee Performance	0,911	0,915	Reliabel
Employee Work Environment	0,877	0,897	Reliabel
Work Behavior	0,937	0,945	Reliabel

Based on the test results in the table above, the test results were greater than 0.70. Therefore, it can be concluded that all instruments for each research variable have met the reliability assumptions in the Cronbach Alpha test.

### 4.3 Inner Model

#### 4.3.1 Q Square

This test is conducted to measure how well the observations and parameter estimates generated by this research model perform. Observations and parameter estimates are considered good if the Q-square value is greater than 0 ( $Q^2 > 0$ ) as follows :

**Table 9. Q Square**

	SSE/SSO
Employee Performance	0.651

The image above shows the value of  $Q^2$  greater than 0, namely  $0.651 > 0$ . So it can be concluded that the observations and parameter estimates in each model formed are quite good.

#### 4.3.2 Goodness of Model

**Table 10. Goodness of Model**

	Saturated Model	Estimated Model
SrMR	0.0082	0.082

It is known in the image above that the results of the goodness fit test of the SRMR model are  $0.082 < 0.1$ . So it can be concluded that the model is fit.

#### 4.3.3 Discriminant Correlation Testing

**Table 11. R-Square**

	R Square
Employee Performance (Y)	0.771
Work Environment (Z)	0.684

Source: Data Processing

The R-Square value for Employee Performance (Y) is 0.771, meaning that Work Behavior (X) and Work Environment (Z) explain 77.1% of Employee Performance (Y). The remaining value is explained by other variables outside of this variable.

The R-Square value of the Work Environment (Y) is 0.684, which means that Work Behavior (X) is able to explain the Work Environment (Z) by 68.4%. Meanwhile, the remaining value is explained by other variables outside this variable.

#### 4.3.4 Hypothesis Testing

Table 12. Results of Direct and Indirect Hypothesis Tests

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Work Behavior -> Work Environment	0,371	4,504	0,000
Work Environment -> Employee Performance	0,282	3,426	0,008
Work Behavior -> Employee Performance	0,051	2,002	0,000
Work Behavior -> Work Environment -> Employee Performance	0,313	2,452	0,007

Based on the results of the direct influence hypothesis testing above, the following conclusions can be drawn regarding the effects of each equation:

1. The influence of Work Behavior (X) on the Work Environment (Z) is significant because the t-statistic is greater than 1.969 (4.504), and the p-value is less than 0.05 (0.000).
2. The influence of Work Environment (Z) on Employee Performance (Y) is significant because the t-statistic is greater than 1.969 (3.426), and the p-value is less than 0.05 (0.008).
3. The influence of Work Behavior (X) on Employee Performance (Y) is significant because the t-statistic is greater than 1.969 (2.002), and the p-value is less than 0.05 (0.000).
4. The influence of work behavior (X) on employee performance (Y) through the work environment (Z) is influential and significant because the t-statistic value is more than 1.969, namely 2.452, and the P-value is less than 0.05, namely 0.007.

#### 5. Discussion

Work behavior is related to the work environment. According to Sukirman (2017), Cushway, B., & Lodge, D. (1996). work behavior is the ability to work and behaviors that are very important in every job or work situation. How people in the work environment can

actualize themselves through their attitudes at work (Robbins et al., 2002), Etzioni, A. (1985). There are eight paradigms at the work behavior level that produce eight main work behaviors that can be the basis for success at both the personal, organizational, and social levels, namely: working sincerely, working thoroughly, working correctly, working hard, working seriously, working creatively, working superiorly, and working perfectly (Sinamo, 2002; Brasmasari, 2004; Umam, K. 2012). ; Etzioni, A. (1985).

Furthermore, work behavior influences employee performance. As Gray (2002), Zainal (2017), Luthans (2002) points out, employee work behavior significantly impacts institutional performance. It's often overlooked that work behavior contributes to the completion of assigned tasks. In-depth understanding and insight are needed to mitigate conflict within each work behavior. The solution lies in creating a healthy work climate or environment (Gray, 2002; Mariam, 2009).

The research also shows that employee performance is influenced by the work environment. According to Mahajaya & Subudi (2016), Herzberg, F. (2011). employee performance and the work environment are the social, psychological, and physical life within a company that influences workers in carrying out their duties. The social life referred to relates to beliefs, values, attitudes, views, patterns, or lifestyles in the surrounding environment, as well as interactions between people who work in a company, both interactions between superiors and subordinates and with colleagues. Psychological life is the interaction of employee behaviors within a company where they work. According to Dadang (2013), the work environment is everything that exists around workers and that can influence them in carrying out assigned tasks, such as cleanliness, air temperature, work safety, lighting, and others.

Work behavior influences employee performance through the work environment. According to Mangkunera (2017), Alim. (2009) the work environment is all physical aspects of work and productivity achievement. Supardi (2016) states that work behavior on employee performance through the work environment is the condition around the workplace, both physical and non-physical, which can provide a pleasant, safe, calming and comfortable impression at work. According to Sedarmayanti (2015), work behavior and the work environment are all tools and materials encountered in the surrounding environment where a person works, their work methods, and work arrangements both as individuals and as a group. The work environment is everything around workers that can influence them in carrying out the tasks assigned (Alex, 2016).

## 6. Conclusion

Based on the research results, several conclusions can be drawn, namely:

1. Work behavior positively influences the work environment of the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
2. Work behavior positively influences the work performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
3. The work environment positively influences the performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
4. Work behavior positively influences employee performance through the work environment at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.

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