

The Influence Of Organizational Culture And Career Development On Employee Performance With Self-Efficiency As A Moderation Variable In Upt Public Relationship Department (PKB Medan Amplas)

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ABSTRAK

The Influence of Organizational Culture and Career Development on Employee Performance with Self-Efficacy as a Moderating Variable at the UPT Transportation Service (PKB Medan Amplas). The purpose of this study was to determine the effect of career development on employee performance in self-efficacy moderation at the UPT Transportation Service (PKB Medan Amplas). The formulation of the problem in this study is whether career development affects employee performance in moderation by self-efficacy at the UPT Transportation Service (PKB Medan Amplas)?. This study uses data quality test analysis, classical assumption test, multiple regression analysis, t test, F test and determination test, with the help of the SPSS test tool version 22.00. The results of hypothesis testing show that partially, organizational culture variables have a significant effect on employee performance at the UPT Transportation Service (PKB Medan Amplas). 66055 which means that organizational culture has no real (significant) influence on employee performance variables. Partially it is known that the career development variable has a significant effect on employee performance at the UPT Transportation Service (PKB Medan Amplas). real (significant) effect on employee performance variables. The indirect effect of organizational culture on employee performance through self-efficacy has a significant effect on the UPT Transportation Service (PKB Medan Amplas), this is known from the value of the Standardized Beta Coefficient of -0.337 with a significant level of $0.000 < 0.05$. With the fulfillment of these two conditions, it shows that the variable self-efficacy strengthens the moderation of organizational culture in influencing employee performance. Thus self-efficacy is a moderating variable or a strong variable in moderating the influence of organizational culture on employee performance which indicates that the self-efficacy variable strengthens the moderation of organizational culture in influencing employee performance. The indirect effect of career development on employee performance through self-efficacy has no significant effect on the UPT Transportation Service (PKB Medan Amplas), this is known from the Standardized Beta Coefficient value of -0.095 with a significant level of $0.348 > 0.05$. Because one of these conditions is not met, it shows that the variable self-efficacy is not a moderating variable in career development in influencing employee performance. Thus self-efficacy is not a moderating variable in moderating the influence of career development on employee performance which indicates that self-efficacy is not a moderating variable of career development in influencing employee performance.

Keywords: Organizational Culture Career Development, Employee Performance, Self-Efficacy

INTRODUCITON

The UPT Transportation Service (PKB Medan Amplas) which is part of the Department of Transportation which specializes in vehicle testing which in its operations always pays attention to the performance of its employees, where one of the factors that influence performance is

organizational culture. According to Wibowo (2010: 363) "An organization is usually formed to achieve a goal through the performance of all human resources in the organization. However, the performance of human resources is determined by the internal and external environmental conditions of the organization, including organizational culture. Organizations must be able to create a positive organizational culture so that it influences employee performance, this is reinforced by Umar's opinion (2013: 75) that "Organizational culture is a system of spreading beliefs and values that develop within an organization and directs the behavior of its members." . Culture is a descriptive term.

Organizational culture expresses a shared perception held by members of the organization. Career development according to Simamora (2014: 87) "Career development for employees in the company is a behavioral dimension that can be used to measure and evaluate the strengths of employees in carrying out their duties and obligations to the company." Career planning where individuals can identify and take steps to achieve their career goals. Career management in which an organization tries to increase organizational capabilities and recruit employees. Career development is an important step that must be taken by employees, because this affects the quality of employee performance to reach a higher level for the employee and also for the welfare and stability of the organization. According to Hasibuan (2011: 94) "Employee performance is a result of work achieved by someone in carrying out the tasks assigned to him which are based on skills, experience and sincerity as well as time." According to Kreitner & Kinicki (2014: 102) "Self-efficacy is confidence in one's ability to carry out tasks". Someone who has a high level of self-confidence will continue to carry out, complete and accept their responsibilities without limiting themselves even though they experience role conflicts in their work. Someone who has low self-efficacy will tend to experience failure because of a conflict between expectations and roles that can be a problem for employees and the organization.

The phenomenon observed at the UPT Transportation Service (PKB Medan Amplas) is the lagging behind work facilities in the field of work demand technology from both administration and senior officials, but all workers at the UPT Transportation Service (PKB Medan Amplas) have no problems in carrying out their work because the workers imitate their superiors which is a habit that can be said to be organizational culture because it is a habit that exists in this organization.

In addition, the existing career development is still not carried out fairly for all employees in the organization, where the appointment of classes and positions is carried out only for certain groups, causing a feeling of dissatisfaction for employees in other sections. Furthermore, there is still career development that has not satisfied employees, which triggers a decrease in employee performance due to employee motivation that is not obtained fairly. In addition, for employees who have the ability to do many things in the organization, they cannot show their self-efficacy due to restrictions on rights and obligations in doing work, where all forms of work must be in accordance with established procedures and standards, so that the ability possessed by employees to maximize results more optimal work does not get a chance at all. Based on the phenomenon that occurs, this researcher will focus on self-efficacy as a strengthener or weakener between organizational culture and career development in an effort to improve employee performance at the UPT Transportation Service (PKB Medan Amplas). Researchers choose to prove whether there is a relationship between these variables.

RESEARCH METHOD

The type of research used is descriptive quantitative research related to causation/casual research. According to Sugiyono (2016; 13) "Quantitative descriptive research is a research method that is based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion. The population of this study were all employees of the UPT Transportation Service (PKB Medan Amplas), totaling 100 people. The sampling technique in this study was saturated sampling (total sampling). Saturated sampling is a sample that represents the total population. Thus this research sample is the size of the research population so it is called population research.

This residual test is basically carried out to solve the classic assumption test problem,

especially in the multicollinearity test. Interaction methods and absolute differences tend to have problems with classical assumptions, and it should be noted that classical assumption tests are still used while the data analysis technique still uses Ordinary Least Square (OLS) regression. MRA - residual testing cannot be carried out in multiple ways such as multiple linear regression, but the test must be carried out in stages, namely by doing regression of the independent variable, the moderating variable and the dependent variable in stages.

RESULTS AND DISCUSSIONS

1) Classical Assumption Testing,

Table 1. Data Normality Test
One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>
N		100 ^a
<i>Exponential parameter.^b</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	2.15433562
<i>Most Extreme Differences</i>	<i>Absolute</i>	.115
	<i>Positive</i>	.070
	<i>Negative</i>	-.115
<i>Kolmogorov-Smirnov Z</i>		1.153
<i>Asymp. Sig. (2-tailed)</i>		.140
<i>a. There are 45 values outside the specified distribution range. These values are skipped.</i>		
<i>b. Test Distribution is Exponential.</i>		

Based on the Kolmogorov-Smirnov Test table, it can be seen whether the research data is normally distributed or not, and the results of the test distribution show normal values, namely where all values are asymp. Sig (2-tailed) > 0.05 so it is 0.140. To further test the normality of the data, it can be seen.

Normal P-P Plot of Regression Standardized Residual

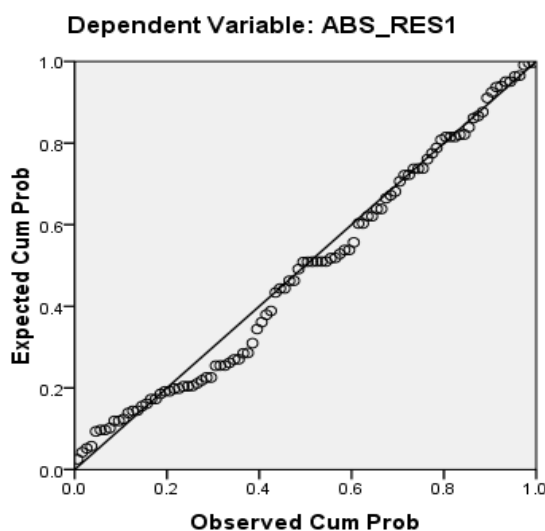


Figure 1. In the Normal P-Plot image below

In Figure 1 the Normal P-Plot shows that the data distribution tends to approach the normal distribution line in Equations 2 and 3, the data distribution is not spread to the left or not spread to the right, meaning that the data has a pattern like a normal distribution, meaning that the data is feasible for used as research material.

2) Heteroscedasticity Test

This test was conducted to find out whether in a regression model, there is an inequality of variance from the residual of one observation to another.

Histogram

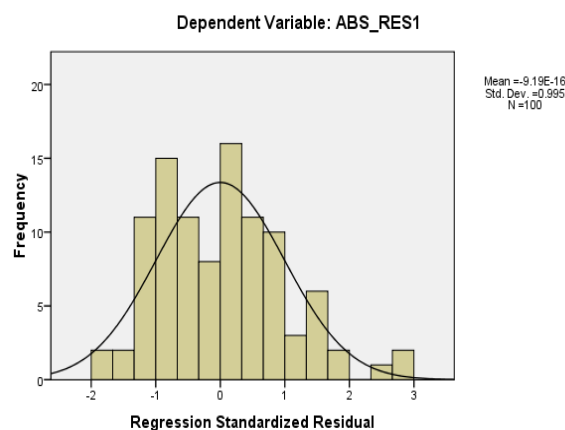


Figure 2. Histogram Graph

From the Histogram graph above it is known that the resulting points form a certain graphic pattern, the distribution of the data forms a graph which has the highest point on the zero vertical line. The results of this test indicate that this regression model is free from heteroscedasticity problems and can be used as research material.

3) Model Feasibility Testing

Table 2. Model Feasibility Testing ANOVA^b

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	890.854	2	445.427	156.741	.000 ^a
	<i>Residual</i>	275.656	97	2.842		
	<i>Total</i>	1166.510	99			

a. *Predictors:* (Constant), Career Development, Organizational Culture

b. *Dependent Variable:* Employee performance

Based on the calculation results above, the calculated F value is 156,741 with a probability of 0.00. Where $F_{count} > F_{table}$ and sig is smaller than the value of 0.05. Thus it can be concluded that the model used is a fit (proper) model.

4) Testing Equation 2

**Table 3. Testing Equation 2
Coefficients^a**

Model	Unstandardized Coefficients	Standardized Coefficients	Std. Error	Beta	t	Sig.	95% Confidence Interval for B			Collinearity Statistics		VIF	
							Lower Bound	Upper Bound	Zero	Parti	Par		Toleran
1 (Constant)	11.752		2.469		4.760	.000	6.852	16.652					
BUDAYA ORGANISASI	.727	.062		.731	11.707	.000	.604	.850	.767	.765	.720	.971	1.030
ABS_RES1	-.599	.175		-.214	-3.429	.001	-.946	-.252	-.339	-.329	.211	.971	1.030

a. Dependent Variable: EFIKASI DIRI

$$Z1 = 11.752 + 0.727 X1 - 0.214 \dots \dots \dots \text{Pers 2}$$

From this regression equation, it shows that the value of α or constant is 11,752, which means that if there is no organizational culture, self-efficacy is 11,752 units. From this regression equation it also shows that when organizational culture (X1) increases by 1 unit it will increase self-efficacy (Y) by 0.727 from each level of 1 unit of organizational culture.

The results of this test also show a Coefficients Standardized Beta value of -0.214 with a significant level of 0.001 < 0.05. With the fulfillment of these two conditions, it shows that the self-efficacy variable moderates organizational culture in influencing employee performance.

Based on the SPSS calculation, it is known that equation (2) will then be tested for the presence or absence of the influence of the moderating variable e2 to find out equation (3).

5) Testing Equation 2

**Table 4. Testing Equation 3
Coefficients^a**

Model	Unstandardized Coefficients	Standardized Coefficients	Std. Error	Beta	t	Sig.	95% Confidence Interval for B			Collinearity Statistics		VIF	
							Lower Bound	Upper Bound	Zero	Parti	Par		Toleran
1 (Constant)	6.801		1.249		5.444	.000	4.322	9.281					
KINERJA KARYAWAN	-.132	.033		-.377	-4.035	.000	-.197	-.067	.377	-.377	.377	1.000	1.000

a. Dependent Variable: ABS_RES1

$E_{abs 1} = a_3 - \beta_5 Y \dots \dots \dots$ Pers 3
 $E_{abs 1} = 6.801 - 0.132 Y \dots \dots \dots$ Pers 3

Based on the results above, it can be seen that with a significant positive value and smaller than an alpha value of 0.05, it indicates that organizational culture has a significant effect on employee performance in moderation by self-efficacy.

The results of this test also show the Coefficients Standardized Beta value of -0.337 with a significant level of 0.000 < 0.05. With the fulfillment of these two conditions, it shows that the variable self-efficacy strengthens the moderation of organizational culture in influencing employee performance.

The relationship between organizational culture and influence on employee performance in moderation by self-efficacy can be described as follows:

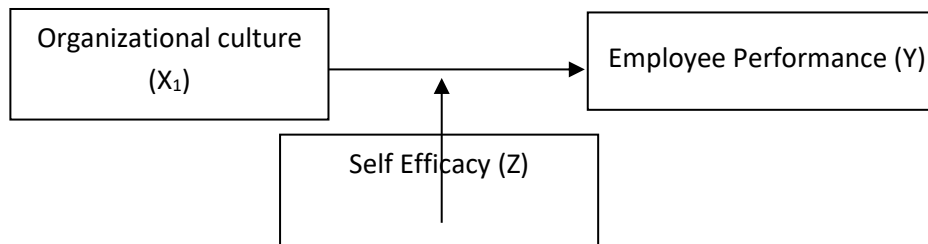


Figure 3. Conceptual Framework for Hypothesis 3 (X1 – Z – Y)

6) Classical Assumption Testing

Table. 5 Data Normality Test
One-Sample Kolmogorov-Smirnov Test

	<i>Unstandardized Residual</i>
N	100 ^a
<i>Exponential parameter.^b Mean</i>	1.0816081
<i>Most Extreme Differences Absolute</i>	.206
<i>Positive</i>	.074
<i>Negative</i>	-.206
<i>Kolmogorov-Smirnov Z</i>	1.334
<i>Asymp. Sig. (2-tailed)</i>	.057
<i>a. There are 58 values outside the specified distribution range. These values are skipped.</i>	
<i>b. Test Distribution is Exponential.</i>	

Based on the Kolmogorov-Smirnov Test table, it can be seen whether the research data is normally distributed or not, and the results of the test distribution show normal values, namely where all values are asymp. Sig (2-tailed) > 0.05 so it is 0.057. To further test the normality of the data, it can be seen in the Normal P-Plot image below:

Normal P-P Plot of Regression Standardized Residual

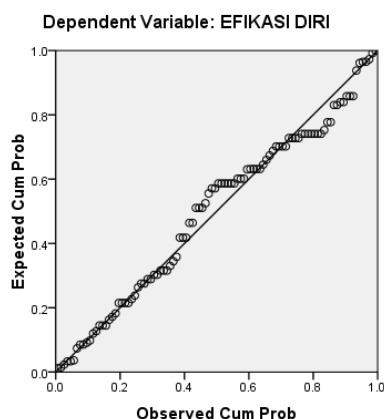


Figure 4. Output SPSS P-Plot Normal

In Figure 4 the Normal P-Plot shows that the data distribution tends to approach the normal distribution line, the data distribution is not spread to the left or not spread to the right, meaning that the data has a pattern like a normal distribution, meaning that the data is feasible to be used as research material.

7) Heteroscedasticity Test

This test was conducted to find out whether in a regression model, there is an inequality of variance from the residual of one observation to another.

Histogram

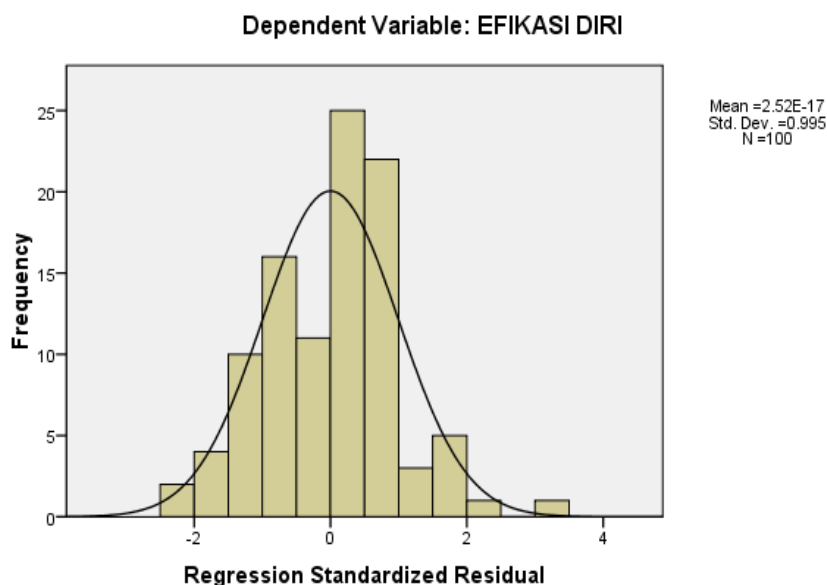


Figure 5. Output SPSS Histogram Grafik

From the Histogram graph above it is known that the resulting points form a certain graphic pattern, the distribution of the data forms a graph which has the highest point on the zero vertical line. The results of this test indicate that this regression model is free from heteroscedasticity problems and can be used as research material.

8) Model Feasibility Testing

Table 6. Model Feasibility Testing ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	578.090	1	578.090	105.117	.000 ^a
	Residual	538.950	98	5.499		
	Total	1117.040	99			

a. Predictors: (Constant), ABS_RES2
b. Dependent Variable: EFIKASI DIRI

Based on the calculation results above, the calculated F value is 105,117 with a probability of 0.00. Where $F_{count} > F_{table}$ and sig is smaller than the value of 0.05. Thus it can be concluded that the model used is a fit (proper) model.

9) Testing Equation 4

Table 7. Testing Equation 4 Coefficients^a

Model	Standardized Coefficients		t	Sig.	95% Confidence Interval for B			Collinearity Statistics	VIF		
	B	Std. Error			Lower Bound	Upper Bound	Tolerance				
1 (Constant)	10.698	2.831	3.779	.000	5.080	16.316					
PENGEMBANGAN KARIR	.727	.072	10.110	.000	.584	.869	.719	.716	.713	.983	1.018
ABS_RES2	-.001	.167	-.007	.995	-.333	.330	-.095	.000	.000	.983	1.018

a. Dependent Variable: EFIKASI DIRI

$$Z_2 = a_4 + \beta_6 X_2 + |e_2|$$

$$Z_2 = 10.698 + 0.727 X_2 + |e_2| \dots \dots \dots \text{Pers 4}$$

Based on the Coefficients Table, the career development value is 0.727 with a sig value of 0.000 < 0.05 (sig α), so the requirements to fulfill as a moderating variable are not met. So it can be concluded that self-efficacy is not a moderating variable for career development to affect employee performance.

The results of this test also show a Coefficients Standardized Beta value of 0.719 with a significant level of 0.000 < 0.05. Because one of these conditions is not met, it shows that the variable self-efficacy is not a moderating variable in career development in influencing employee performance.

10) Testing Equation 5

**Table 8. Testing Equation 5
Regression Test Results Equation 5
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics		VIF	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	Partial R Squared		
1 (Constant)	3.339	1.602		2.084	.040	.160	6.519				
KINERJA KARYAWAN	-.040	.042	-.095	-.944	.348	-.123	.044	.095	-.095	.095	1.000

a. Dependent Variable: ABS_RES2

Based on the Coefficients Table, the employee performance value is -0.040 with a sig value of 0.348 > 0.05 (sig α), so the requirements to fulfill as a moderating variable are not fulfilled. So it can be concluded that self-efficacy is not a moderating variable for career development to affect employee performance.

$$E_{abs\ 2} = a_5 - \beta_5 Y \dots \dots \dots \text{Pers 5}$$

$$E_{abs\ 2} = 3.339 - 0.040 Y \dots \dots \dots \text{Pers 5}$$

Berdasarkan hasil di atas dapat diketahui bahwa dengan nilai signifikan yang positif dan lebih besar dari nilai alpha 0.05 menunjukkan bahwa pengembangan karir tidak berpengaruh terhadap kinerja karyawan dimoderasi oleh efikasi diri.

The results of this test also show a Coefficients Standardized Beta value of -0.095 with a significant level of 0.348 > 0.05. Because one of these conditions is not met, it shows that the variable self-efficacy is not a moderating variable in career development in influencing employee performance. The link between career development and influence on employee performance in moderation by self-efficacy can be described as follows:

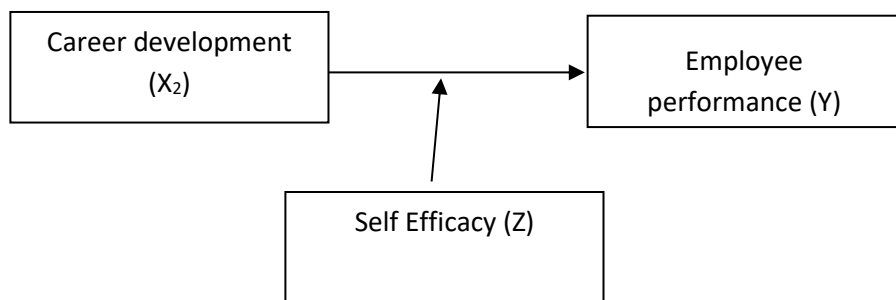


Figure 6. Conceptual Framework for Hypothesis 4 (X2 – Z – Y)

CONCLUSION

- a. Partially, the organizational culture variable has no significant effect on employee performance at the UPT Transportation Service (PKB Medan Amplas). meaning that organizational culture has no real (significant) influence on employee performance variables. Organizational culture that is not appropriate will make it easy for employees to violate predetermined rules, so that it

will have an impact on the employee's performance. Therefore, an inappropriate organizational culture affects the level of employee performance.

- b. Partially it is known that the career development variable has a significant effect on employee performance at the UPT Transportation Service (PKB Medan Amplas). career has a real (significant) influence on employee performance variables. Career development that is in accordance with what is expected will make employees disciplined in carrying out work, especially in completing work according to a predetermined time. Therefore, appropriate career development will influence and improve employee performance.
- c. The indirect effect of organizational culture on employee performance through self-efficacy has a significant effect on the UPT Transportation Service (PKB Medan Amplas), this is known from the Coefficients Standardized Beta value of -0.337 with a significant level of $0.000 < 0.05$. Thus self-efficacy is a moderating variable or a strong variable in moderating the influence of organizational culture on employee performance which indicates that the self-efficacy variable strengthens the moderation of organizational culture in influencing employee performance.
- d. The indirect effect of career development on employee performance through self-efficacy has no significant effect on the UPT Transportation Service (PKB Medan Amplas), this is known from the Coefficients Standardized Beta value of -0.095 with a significant level of $0.348 > 0.05$. Thus self-efficacy is not a moderating variable in moderating the influence of career development on employee performance which indicates that the variable self-efficacy is not a moderating variable of career development in influencing employee performance.

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