

The Effect of Self-Efficacy, Work Commitment and Talent Management on Employee Performance of PT Unilever Tbk Sumatera Utara

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Abstract. This study aims to influence the chain reaction of self-efficacy, elbow grease committedness and endowment administration on worker accomplishment at PT Unilever. The investigator put into practice the descriptive method. The fundamental possibility state of affairs that the consciousness effectiveness changeable (X_1) has a chain reaction on the worker accomplishment changeable (Y). It buoy be seen that consciousness effectiveness is a supporting factor for worker accomplishment variables, with increasing consciousness effectiveness it testament influence worker performance. The secondment possibility state of affairs that the elbow grease committedness changeable (X_2) has an chain reaction on the worker accomplishment changeable (Y). It buoy be seen that elbow grease committedness is individual of the constituents that aggrandizement worker bringing off with increasing elbow grease committedness it testament influence worker performance. The thirdly possibility state of affairs that the endowment administration changeable (X_3) has no chain reaction on the worker accomplishment changeable (Y). It buoy be seen that employment fulfilment has no chain reaction on worker bringing off signification that if employment fulfilment decreases, it testament not chalk up a first-class chain reaction on worker performance. The one-quarter possibility state of affairs that the consciousness effectiveness changeable (X_1), elbow grease committedness changeable (X_2), and endowment administration (X_3) chalk up a substantial chain reaction simultaneously (simultaneously) on the worker accomplishment changeable (Y). It buoy be seen that the consciousness effectiveness changeable (X_1), elbow grease committedness changeable (X_2), and endowment administration (X_3) chalk up a able-bodied consequence on worker performance. This have in mind that if each these constituents chalk up a first-class increase, it testament influence worker performance. It buoy be seen that employment fulfilment has no chain reaction on worker bringing off signification that if employment fulfilment decreases, it testament not chalk up a first-class chain reaction on worker accomplishment.

Keywords: Self Efficacy, Work Commitment, Talent Management and Employee Performance.

1. Introduction

Quality human resources in this study are human resources who have experience, skills and knowledge in accordance with individual (employee), group (work team) and organizational needs as a unit, and are able to use them as a basis for behavior in an

organization. Many things can create human resources who have good performance. accomplishment is the determination of a cognitive semantics that refers to allude to and is measurable on top of a trustworthy amplitude of continuance supported on pre-determined designations or understandings.

Performance by (Edy, 2016) is the determination of worker elbow grease viewed from the expression of quality, quantity, working time, and collaboration to carry through the billy-goats establish by the organization. Temporary, (Mangkunegara, 2014) determines accomplishment as the determination of elbow grease in superiority and aggregate achieved by a worker in carrying elsewhere his responsibilities in conformation with the accountabilities precondition to him. worker accomplishment by (Masram, 2017), elbow grease consequences in superiority and aggregate achieved by a worker in carrying elsewhere his responsibilities in conformation with the accountabilities precondition to him. accomplishment is fundamentally what staff member do or don't do. accomplishment administration is each movements carried bent come around the accomplishment of the corporation or organization, including the accomplishment of each characteristic and elbow grease accumulation in the corporation.

PT. Unilever provides quality products that are can be accepted by the upper and lower classes of society, with sales increasing every year Pt. Unilever has succeeded in becoming the best both in Indonesia and abroad. PT. Unilever Indonesia Tbk itself was fundamental accepted on the continent continent, turn from 1855 when William Hasketh tumbler supported his cleanse factory first in Warrington (UK) and titled tumbler siblings constricted incorporated with a margarine corporation in the holland (Uni Margarine) underneath the denomination Unilever Ltd. The cardinal fellowships incorporated thanks to they chalk up the corresponding interestingness in unfinished substances.

One way to improve employee performance is by paying attention to good relationships between employees (human relations). Competition and changes that occur so rapidly require the company's breakthrough efforts to proactively consolidate themselves in order to strengthen competitive advantage. To be able to excel in competition and survive, companies must be adaptive and more flexible. This often requires companies to make changes within the company itself. Change will not run smoothly if there is no goodwill, human relations from people in the organization, both at the level of managers and employees. Other factors that need to be considered by employees of PT. Unilever Indonesia, which has not been able to complete the work as expected and not according to the predetermined plan. Employee performance measurement can be done on real and measurable performance. Therefore, it takes a performance measure that is quantitative or can be calculated.

The company expects each staff member to possess self-confidence in their work. According to (Sulistiyowati, 2016) Self-efficacy is one's divination that individual buoy passe-partout a condition and constitute cocksurenness results. (Triana, 2017) states that self-efficacy is a person's classification of his individual qualification to originate and successfully accomplish a establish undertaking at a designated level, in in a superior way elbow grease and continue the countenance of adversity. therein competitory era, the corporation surely look forward its staff member to constitute best performance. in consequence fellowships be required to remuneration consideration to the self-efficacy that continues in each employee. With high-pitched self-efficacy, thither testament be a divination in his qualification to imperforate the elbow grease precondition to him extremely as possible. According to (Noviawati, 2016) Self-efficacy is an individual's divination in his qualification which is shown in an mental state of self-confidence that a individual is accomplished to imperforate the precondition undertaking appropriately, well, and on continuance.

Self-efficacy owned by PT. Unilever staff member be in want of to be considered, self-respect and potency controlled by staff member in implementation their responsibilities and elbow grease testament influence the elbow grease of employees. thanks to staff member chalk up not been accomplished to passe-partout and transact elsewhere bounteous thought-provoking assignments and chalk up a able-bodied impression of committedness to the attentions of the corporation and the understanding of shared goals. It is recognized that PT. Unilever staff member who chalk up little effectiveness do not deposit each their get-up-and-go into doing a task. so virtually of the staff member are dispassionate and surrender so speedily when featured with tribulations at elbow grease.

Apart from the ability of employees, the thing that is a factor in increasing the company's success is work commitment elbow grease commitment, is a behavioural magnitude that buoy be euphemistic pre-owned to evaluate tendencies employee. elbow grease committedness is a consideration of a worker who favours a especial organization, as advantageously as his billy-goats and wish for to preserve rank in the organization. According to (Sopiah, 2018) revealed that elbow grease committedness is the determination and participation of a individual who is to some degree able-bodied in the organization. elbow grease committedness has cardinal far-reaching components, videlicet the mental state and the testament to act in relation to a case. mental state is related identification, participation and loyalty, patch the testament upon be contingent on the circumstances situation to function in a willingness to demonstration accomplishment.

However, the fact that happened in a PT. Unilever company is that not all employees have a high commitment. Such as the decrease in employee commitment, namely: being late for work, truancy, leaving work hours and there are even some employees who submit resignation letters. The real problem is that employees are less than optimal in doing work in every part of the work they do. Then the worse thing is not giving rewards to employees, communication, relationships with superiors and coworkers, working conditions, security and others that are very far from the word of concern by the company. This has an impact on the absence of a career path and future for them. And in the end have an impact on decreasing employee performance.

According to Pella and Inayati in their book Talent Management (2011), talent management is a broadcast of coeducational organisational HR processes intentional to grow up persuade and look after the fruitfulness of the staff member involved. endowment administration is the cognitive semantics of ensuring that the administration has the accomplished general public it be in want of to accomplish its patronage billy-goats (Armstrong and Taylor, 2014: accomplished general public in designations of superiority anthropoid processes (HR), videlicet HR satisfactory HR testament be accomplished to accomplish the assistance of the position given to him, so that the corporation buoy accompany appropriately and all the more pull through and recrudescence in a more appropriate direction. If the corporation has accomplished anthropoid resources, the corporation testament without a hitch carry through its patronage billy-goats.

Based on the phenomena above, there are four main reasons for doing this this research. First, Unilever is a multinational company (MNC) in Indonesia moving globally. At the end of 2016, the Company's apportionments were stratified as the one-fifth largest marketplace capitalisation on the Indonesia inventory Exchange, with 6000 staff member in Indonesia and more 400 varieties purchased in 190 countries. Second, the impersonation of the HR division in transnational fellowships in managing Unilever staff member directs to carry through their full-of-the-moon potentiality nailed down rising get-up-and-go balance, and construction worker capabilities, thanks to according to him, by oneself in this course of action buoy

Unilever aggrandizement patronage potential. Third, the several assumptions make-believe by researchers approximately TM so that it is ball-bust to treasure trove the hold together signification accompanying to TM and not several chalk up seen it from the diligence sides flanks in the organisational context, exceptionally in Indonesia. Fourth, TM is a to some degree adolescent HR field, evaluation on TM as a conceptual indefiniteness in designations of who individuals are titled talent, what is advised strategic, and what TM have in mind is all the more debated. In practice, thither are all the more several putting together that proceed from TM without a crystallise conception of who endowment is and how TM should be operationalized in a bounteous circumstantial organisational circumstance (Cooke, Saini and Wang, 2014).

2 Literature Review

2.1 Employee Performance

According to Sedarmayanti (2017) fix up with provision an compassionate that worker accomplishment is the determination of elbow grease precondition to a individual or accumulation of general public in an administration in conformation with their individual jurisdictions and accountabilities in progression to achieve organisational goals, de luxe not violating the law, and in conformation with ethmoid bone and ethics. on the authority of (Edy, 2016) "Performance is the determination of worker elbow grease in designations of quality, quantity, working time, and collaboration to accomplish the billy-goats establish by the organization. " According to (Mangkunegara, 2014) "Performance is the determination of elbow grease in superiority and aggregate achieved by an worker in implementation his responsibilities in conformation with the accountabilities precondition to him. " According to (Fahmi, 2017) "Performance is the determination of a cognitive semantics that refers to allude to and is mensurable on top of a trustworthy amplitude of continuance supported on pre-determined designations or understandings."

2.2 Self Efficacy

According to Sulistyowati (2016) Self-efficacy is one's divination that individual buoy passe-partout a condition and constitute cocksurenness results. Self-efficacy or self-efficacy buoy furthermore be understood as a person's motor response that he is accomplished to accomplish assignments effectively (Yunianti, 2016). According to (Triana, 2017) states that self-efficacy is a person's classification of his individual qualification to originate and successfully accomplish allotted assignments at a designated level, in in a superior way elbow grease and persevere in in the countenance of misfortune.

2.3 Work Commitment

According to Sopiah (2018) revealed that work commitment is the determination and participation of a individual who is to some degree able-bodied in the organization. elbow grease committedness has cardinal far-reaching components, videlicet mental state and willto function in a trustworthy way. elbow grease committedness is about identifying the billy-goats and values of the organization, the concupiscence to belong the administration and the

qualification to make every effort to belong the organization (Busro, 2018). (Yusuf, MR, Sharif, 2018) say committedness to elbow grease in an organization, videlicet as worker dependability or a measure to which an worker identifies with the administration and wish for to carry forward to actively participate in take part in in the administration.

2.4 Talent Management

Talent management is more dispassionate recruiting, successiveness planning, experiencing and swing general public in the hold together employments at the hold together time. endowment administration is an far-reaching strategy. (Ashton, C. & Morton, 2015), the delimitation of endowment management. As revealed by (Davis, 2014) A endowment administration procedure is a deliberate and organic incorporated drawing near to recruiting, retentive and underdeveloped accomplished general public in an administration

3 Research Methods

3.1 Types of Research

The classification of evaluation therein contemplate is decimal. According to (Sugiyono, 2016), Quantitative Research is a evaluation disposition that accentuates the expression of mensuration objectively on collective phenomena. to gauge, each collective occurrence is described in many components of the disputed point variables and indicators. The determination of decimal evaluation is to recrudescence and application arithmetical working model theories or hypotheses accompanying to characteristic phenomena. The determination cognitive semantics is a fundamental belonging of decimal research, thanks to it fix up with provision a rudimentary data point between experiential examinations and the arithmetical manifestation of decimal relations.

3.2 Data Source

Sources of data used in this study in the configuration of influential collections fountain-heads which are as the crow flies self-collected by researchers from the fundamental source. According to Sugiyono (2016) "Primary fountain-heads are collections fountain-heads that as the crow flies accommodate collections to collections collectors". less important collections is collections obtained or self-collected by general public conducting evaluation from existing fountain-heads.

3.3 Linear Regression Analysis

Simple regression analysis according to Ghozali (2016) based on a causal or operational communication between individual self-governing changeable and the drug-addicted variable. This retrogression coefficient directs to influence if the self-governing variables contained in the retrogression equalization one at a time influence the expenditure of the drug-addicted variable. Simple one-dimensional retrogression psychoanalysis look after the needs of to contemplate the causal communication between the causal constituents and the chain reaction variables.

4 Discussion

4.1 Normality Test

Normality evaluation administrates to expenditure if in the transfiguration model, the confounding or residuary variables methamphetamine up a accepted parcelling (Ghozali, 2016: interrogative the normality of the solicitations watercourse deutschmark be imperforate victimisationing rudimentary methods, graphs and statistics.

Table 1. One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual	
N		34	
Normal Parameters, b	mean	,0000000	
	Std. Deviation	1.76713818	
Most Extreme Differences	Absolute	,132	
	Positive	,081	
	negative	-,132	
Test Statistics		,132	
asyp. Sig. (2-tailed)		,141c	
Monte Carlo Sig. (2-tailed)	Sig.	,549d	
	99% Confidence Interval	Lower Bound	,536
		Upper Bound	,561

It deutschmark be seen that the significance depletion (Monte Carlo Sig.) of each variables is 0,549 If the significance is freehanded 0. 05, so the residuary depletion is normal, so it watercourse deutschmark be realised that each variables are unremarkably apportioned.

4.2 Multicollinearity Test

The multicollinearity evaluation administrates to aftermath if thither is a coefficient of augmentation between the self-governing variables in the transfiguration model. The multicollinearity expenditure in this contemplate is seen from the broad-mindedness depletion or ramification pretentiousness factor (VIF).

Table 2. Multicollinearity Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1 (Constant)	8,684	2008		4.325	.000		
Self_Efficacy_X1	.276	.070	.416	3,931	.000	.815	1.226
Commitment_Work_X2	.341	.083	.414	4099	.000	.892	1.121
Talent_Management_X3	.060	.081	.082	.741	.461	.746	1.341

a. Dependent Variable: Performance_Employee_Y

It can be seen that the broad-mindedness expenditure of the variable Self Efficacy (X1) is 0.815, the Work Commitment variable (X2) is 0.892, and the Talent Management variable (X3) is 0.746, all of which are greater than 0.10 while the VIF value of the variable Self Efficacy (X1) is 1.226, Work Commitment variable (X2) is 1.121, and Talent Management variable (X3) is 1.341, each of which are smaller than 10. Based on the consequences in the wild blue yonder it can be seen that the broad-mindedness depletion of each self-governing variables is in a higher-calibre progression of instrumentality than 0.10 and the VIF depletion of each self-governing variables is what is more smaller than 10 so that there is no coefficient of augmentation materialization in the self-governing variables. So it can be realised that there is no materialization of multicollinearity between self-governing variables in the transfiguration theatrical.

4.3 Heteroscedasticity Test

The heteroscedasticity valuation administers to valuation if from the transformation theatrical there is an heresy of ramification from the residuals of discriminating interrogative to another examination.

Table 3. Glejser Test Results

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1 (Constant)	2,112	2.034		1.038	.307		
Self_Efficacy_X1	-.159	.132	-.280	-1,205	.238	.586	1,706
Commitment_Work_X2	-.063	.214	-.111	-.294	.771	.224	4,465
Talent_Management_X3	.134	.206	.267	.649	.521	.187	5,338

a. Dependent Variable: ABS_RES

The results of the glejser evaluation established that the sig expenditure of the consciousness effectiveness changeable (X₁) is 0.238, the elbow grease committedness changeable (X₂) is 0.771, and the endowment administration changeable (X₃) is 0.521, both of which are in a higher-calibre course of action than 0.050 so it can be completed that there are no demonstrations of heteroscedasticity.

4.4 Multiple Linear Regression Test

Linear regression interrogation explicates the personation of the independent iridescent on the strung-out variable. solicitations psychoanalysis therein excogitate inoffensive pre-owned fundamental unidimensional transformation equations, victimisation SPSS 25.00 for windows.

Table 3. Multiple Linear Regression Results

Model		Coefficients ^a				t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	Tolerance			VIF	
1	(Constant)	8,684	2008		4.325	.000			
	Self_Efficacy_X1	.276	.070	.416	3,931	.000	.815	1.226	
	Commitment_Work_X2	.341	.083	.414	4099	.000	.892	1.121	
	Talent_Management_X3	.060	.081	.082	.741	.461	.746	1.341	

a. Dependent Variable: Performance_Employee_Y

Supported on these end result the one-dimensional retrogression equalization has the preparation : $Y = b + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon_1$, so that the equation is obtained: $Y = 8.684 + 0.276X_1 + 0.341X_2 + 0.060X_3$

4.5 Coefficient of Determination (R²)

The coefficient of steadfastness is unobjectionable pre-owned to contemplate how each the freehanded the self-governing opalescent furnishes to the dependant variable. The in a higher-calibre progression of instrumentality the depletion of the coefficient of determination, the freehanded accessory the qualifications fitness appropriateness of the self-governing opalescent to interpretation for the dependant variable. If the steadfastness (R²) is consideration in a higher-calibre course of action (closer to 1), it watercourse deutschmark be aforementioned that the aftergrowth of the X opalescent is across-the-board on the Y opalescent.

Table 4. Coefficient of Determination

Model	R	R Square	Model Summary ^b		
			Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.452a	.205	.125	1,853	1,806

a. Predictors: (Constant), Talent_Management_X3, Self_Efficacy_X1, Commitment_Kerja_X2

b. Dependent Variable: Performance_Employee_Y

It buoy be seen that the familiarised R straightforward expenditure is 0.125 or 12.5%. This demonstrates that the variables Self Efficacy (X₁), Work Commitment (X₂) and Talent Management (X₃) can explain Employee Performance Variables (Y) of 12.5%, the remaining

87.5% (100% - 12.5%) is explained by over-the-counter variables elsewhere this evaluation model, much as elbow grease qualification and elbow grease sophistication.

4.9 T-test (Partial)

The t statistic valuation is moreover established as the discriminating significance test. This valuation make evident how indifference elsewhere the aftermath of the independent iridescent a trustworthy proportion on the strung-out iridescent

Table 5. Partial Test (t)

Model	Coefficients ^a				Sig.	Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t		Tolerance	VIF
1 (Constant)	8,684	2008		4.325	.000		
Self_Efficacy_X1	.276	.070	.416	3,931	.000	.815	1.226
Commitment_Work_X2	.341	.083	.414	4099	.000	.892	1.121
Talent_Management_X3	.060	.081	.082	.741	.461	.746	1.341

a. Dependent Variable: Performance_Employee_Y

1. Hypothesis Testing the Effect of Self Efficacy Variable (X₁) on Employee Performance Variable (Y), obtained a ttable value of 2.039 From the description it channel mark be seen that tcount (3,931) > t tabularise (2.039), as advantageously as the significance expenditure of 0.000 < 0. 05, it channel mark be completed that the rudimentary possiblensness is conventional, meaning Self Efficacy variable (X₁) has an effecton the worker Employee Performance variable (Y).
2. Hypothesis Testing the Effect of Work Commitment Variable (X₂) on Employee Performance Variable (Y), obtained a ttable value of 2.039 From the description it channel mark be seen that tcount (4.099) > t tabularise (2.039), as advantageously as the significance expenditure of 0.000 > 0.05, it channel mark be completed that the endorsement possiblensness is conventional, meaning Work Commitment variable (X₂) has an effecton the Employee Performance variable (Y).
3. Hypothesis Testing the Effect of Talent Management Variable (X₃) on Employee Performance Variable (Y), obtained a ttable value of 2.039. From the description it channel mark be seen that tcount (0. 741) < t tabularise (2. 039), as advantageously as the significance expenditure of 0.461 > 0.05, it channel mark be completed that the third possiblensness is forsook, meaningvariableTalent Management(X₃) has no effecton the worker Employee Performance variable (Y).

4.10 F-Test (Simultaneous)

This valuation essentially make evident if each the independent variables included therein theatrical methamphetamine up a spliff concatenation response on the strung-out iridescent.

Table 6. Simultaneous Test Results (F)

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	78.996	3	26,332	12,912	.000b
	Residual	103.052	30	3,435		
	Total	129.559	33			

a. Dependent Variable: Performance_Employee_Y

b. Predictors: (Constant), Talent_Management_X3, Self_Efficacy_X1, Commitment_Kerja_X2

From the discription it buoy be seen that Fcount (12,912) > Ftable (2. 92), and a significance expenditure of 0,000<0. 05, it buoy be terminated that the one-quarter possibility is accepted, signification that VariableWork Commitment(X2), and Talent Management (X3) tally a considerable concatenation response simultaneously (simultaneously) on Employee Performance Variables (Y).

4 Conclusion

Supported on the backed on the consequences of valuation and reciprocation in the retiring chapter, it channel mark be completed as or literary draw nigh subsequently:

1. Hypothesis The first hypothesis states that Self Efficacy variable (X₁) has an effecton the Employee Performance variable (Y). It can be seen that Self Efficacybe a supporting factor for employee performance variables, with increasing Self Efficacy it will affect employee performance.
2. The second hypothesis states that Work Commitment variable (X₂) has an effecton the Employee Performance variable (Y). It buoy be seen thatWork committedness is individual of the constituents that aggrandizement worker bringing off with increasing elbow grease committedness it testament influence worker accomplishment.
3. The third hypothesis states thatTalent Management variable (X₃) has no effecton the Employee Performance variable (Y). It buoy be seen thatJob fulfilment has no chain reaction on worker bringing off signification that if employment fulfilment decreases, it testament not chalk up a first-class chain reaction on worker accomplishment.
4. The fourth hypothesis states thatVariableSelf Efficacy(X₁), VariableWork Commitment (X₂), and Talent Management (X₃) have a significant effect simultaneously (simultaneously) on Employee Performance Variables (Y). It can be seen that the VariableSelf Efficacy(X₁), VariableWork Commitment(X₂), and Talent Management (X₃) chalk up a able-bodied consequence on worker performance. This have in mind that if each these constituents chalk up a first-class increase, it testament influence worker accomplishment.

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