

THE EFFECT OF SELF EFFICACY, WORK EXPERIENCE, AND WORK LOAD ON EMPLOYEE PERFORMANCE AT PT. CENTREPARK CITRA CORPORA BRANCH NORTH SUMATRA

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Abstract: This study aims to examine the extent to which Self-Efficacy, Work Experience, and Workload contribute to the improvement of employee performance at PT Centrepark Citra Corpora, North Sumatra Branch. The research method employed in this study is quantitative research. Based on the results of the partial t-test, it can be concluded that Self-Efficacy has a positive and significant effect on employee performance, with a calculated t-value of 4.943, which is greater than the t-table value of 2.096, and a significance value of $0.000 < 0.05$. Work Experience also has a positive and significant partial effect on employee performance, as indicated by a calculated t-value of 14.546, which exceeds the t-table value of 2.096, and a significance value of $0.000 < 0.05$. Furthermore, Workload has a positive and significant partial effect on employee performance, with a calculated t-value of 2.622, which is greater than the t-table value of 2.096, and a significance value of $0.000 < 0.05$. Based on the results of the simultaneous hypothesis test (F-test), the calculated F-value is 5060.920, which is greater than the F-table value of 2.79, with a significance value of $0.000 < 0.05$. Therefore, it can be concluded that Self-Efficacy, Work Experience, and Workload simultaneously have a positive and significant effect on employee performance. The results of the coefficient of determination analysis indicate that the influence of Self-Efficacy, Work Experience, and Workload on employee performance is 50.7%.

Keywords: Self Efficacy, Work Experience, Work load, Employee Performance

Abstrak: Penelitian ini bertujuan untuk mengetahui sejauh mana *Self Efficacy*, *Work Experience*, dan *Work Experience* berkontribusi terhadap peningkatan kinerja karyawan pada PT Centrepark Citra Corpora Branch Sumatera Utara. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian kuantitatif. Berdasarkan hasil uji hipotesis t dapat disimpulkan *Self Efficacy* secara parsial berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai t_{hitung} *Self Efficacy* sebesar 4,943 > t_{tabel} 2,096 dan nilai signifikansi sebesar $0,000 < 0,05$, *Work Experience* secara parsial berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai t_{hitung} sebesar 14,546 > t_{tabel} 2,096 dan nilai signifikansi sebesar $0,000 < 0,05$, *Work Load* secara parsial berpengaruh positif dan signifikan terhadap kinerja karyawan dengan nilai t_{hitung} sebesar 2,622 > t_{tabel} 2,096 dan nilai signifikansi sebesar $0,000 < 0,05$. Berdasarkan hasil uji hipotesis t diketahui nilai F_{hitung} sebesar 5060.920 > F_{tabel} 2,79 dan nilai sig sebesar $0,000 < 0,05$, maka dapat disimpulkan *Self Efficacy*, *Work Experience*, dan *Work Load* secara simultan berpengaruh positif dan signifikan terhadap kinerja karyawan. Berdasarkan hasil analisis koefisien determinasi dapat disimpulkan pengaruh *Self Efficacy*, *Work Experience*, dan *Work Load* terhadap kinerja karyawan adalah sebesar 50,7%.

Kata kunci: *Self Efficacy*, *Pengalaman Kerja*, *Beban Kerja*, *Kinerja Karyawan*

INTRODUCTION

A company should be staffed by people who think creatively and innovatively. Achieving shared goals in a successful company is inseparable from its human resources. Human resources play a crucial role for both a country and a company in determining whether a country or a company will thrive or not. This means that if a company has high-quality human resources, it can be said to be thriving, and vice versa. Therefore, it can be concluded that human resources are the primary factor in a company's success. Employee performance is one of the key factors determining a company's success, particularly



for companies in the service industry. Good performance not only reflects an employee's ability to complete tasks but also demonstrates the quality of service, discipline, and responsibility in carrying out their duties. In service companies, employees serve as the frontline staff who interact directly with customers, so their performance significantly impacts customer satisfaction and the company's reputation.

The same applies to PT. Centrepark Citra Corpora, which operates in the parking industry. Since 2009, PT. Centrepark Citra Corpora has been the largest and most trusted parking lot operator in Indonesia. The company's services are utilized in various locations and busy areas. As a professional parking management company that is only 16 years old, PT. Centrepark already has thousands of employees and 750 service points in 60 cities across Indonesia. Because the parking business is very promising, the company must continue to innovate and improve the quality of its services. To that end, the company needs to be supported by qualified human resources so that its operations can run smoothly and grow rapidly. Advances in vehicle technology and its application across the global parking industry have created significant job opportunities for professionals in this field. Although job opportunities in the parking sector remain high due to the significant demand for parking management, there is still an issue: a gap exists between the competencies of graduates and the needs of the industry. This includes PT. Centrepark Citra Corpora's North Sumatra branch, which faces staffing challenges due to the increasing accumulation of vehicles within its parking lot. Consequently, the existing vehicle backlog is exacerbated by the constant influx of new vehicles.

Based on the results of initial interviews with management, it was found that the performance of some employees is still not optimal. This is evident from complaints regarding inconsistent service, delays in submitting work reports, and a lack of initiative among employees in handling operational situations in the field. This situation is believed to be related to several internal factors that affect employees' daily work performance. One factor influencing employee performance at PT Centrepark Citra Corpora's North Sumatra Branch is self-efficacy. Self-efficacy relates to employees' belief in their individual ability to perform tasks and resolve work-related issues. In parking lot operations, employees are often faced with work conditions that demand assertiveness, quick action, and the ability to make independent decisions. However, in reality, there are still employees who lack confidence in their own abilities, hesitate to make decisions, and lack the courage to face stressful work situations. This condition can hinder work effectiveness, reduce initiative, and affect the quality of service provided to parking service users. If an employee's self-efficacy is low, they tend to work below their potential, which results in a decline in performance.

In addition to self-efficacy, work experience is another factor that influences employee performance. Work experience helps employees understand workflows, operational procedures, and real-world conditions on the job. Employees with sufficient work experience generally adapt more quickly, are able to work efficiently, and are more skilled at handling workplace challenges. However, at the PT Centrepark Citra Corpora Branch in North Sumatra, there are differences in work experience backgrounds among employees. Some employees still have limited work experience, so they require more time to understand tasks, adjust to the work system, and master applicable operational procedures. These differences in work experience levels lead to variations in work methods, task completion speed, and the quality of work output, which ultimately affect employee performance.

The next factor believed to influence performance is workload. Workload refers to the number of tasks and responsibilities that employees must complete within a certain period of time. In parking operations, an increase in the number of vehicles during peak hours, weekends, and holidays leads to a higher intensity of work for employees. Excessive workload can indeed be viewed from a positive perspective. Increased parking activity often creates opportunities for overtime work, which is compensated according to company regulations. This provides additional incentives or income for employees. Furthermore, a high-pressure work environment can enhance employees' skills, speed, attention to detail, as well as their ability to manage time and handle work-related stress. In the context of PT. Centrepark Citra Corpora's North Sumatra Branch, the workload during peak hours is not merely a job requirement but also a challenge that can motivate employees to work with greater focus,



responsiveness, and professionalism. With proper management, this workload can actually boost employee productivity and performance.

Research Objectives

1. To identify and analyze the influence of self-efficacy on employee performance at PT. Centrepark Citra Corpora’s North Sumatra Branch.
2. To identify and analyze the influence of work experience on employee performance at PT. Centrepark Citra Corpora’s North Sumatra Branch.
3. To identify and analyze the influence of work load on employee performance at PT. Centrepark Citra Corpora’s North Sumatra Branch.
4. To determine the extent to which Self-Efficacy, Work Experience, and Work Load contribute to improved employee performance at PT. Centrepark

THEORETICAL FRAMEWORK

Human Resource Management

In general, Human Resource Management (HRM) is a strategic approach to managing the workforce in order to achieve organizational goals effectively and efficiently. HRM encompasses various functions such as recruitment, selection, training and development, performance evaluation, compensation management, and labor relations.

Self Efficacy

According to Ramadhani & Marsudi (2020), self-efficacy determines how much effort people put into performing tasks and how long they will stick with their jobs or tasks. High self-efficacy leads to greater work performance and job satisfaction compared to employees with low self-efficacy.

Work Experience

According to Ratnawati et al. (2020), work experience refers to the knowledge, skills, and abilities that employees possess to carry out the responsibilities of their previous jobs.

Work Load

According to Koesomowidjojo (2017), workload is the process of determining the number of working hours required of human resources to complete a task within a specific time period.

Employee Performance

According to Sinambela (2019), performance is a set of quantitative and qualitative outcomes resulting from the completion of tasks assigned to an individual or a group of people, as measured against established standards and criteria for task achievement and job performance.

Conceptual Framework

According to Sugiyono (2018), a conceptual framework is a conceptual model of how a theory relates to various factors that have been identified as significant issues.

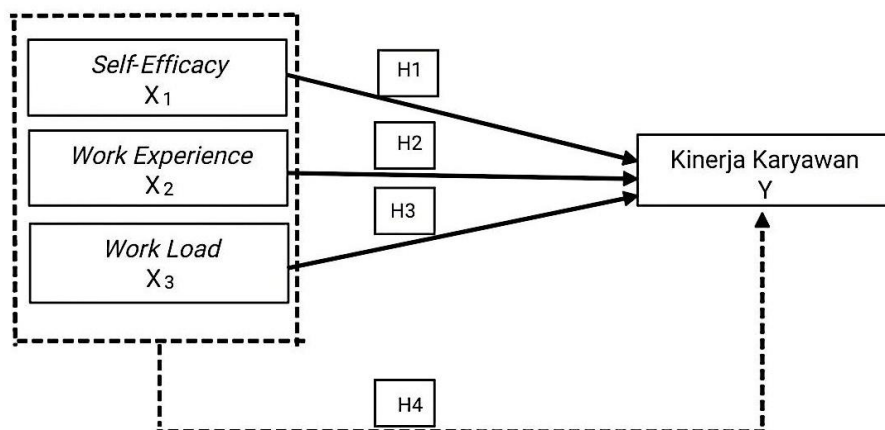


Figure 1. Conceptual Framework

Description:

- - - - -> : Simultaneously
- > : Partially



RESEARCH METHOD

Type of Research

This study employs a quantitative research design. Quantitative research is a research method that involves analyzing numerical data using statistical methods. Data collection involves both a population and a sample. The population refers to the entire group of research subjects, while the sample consists of the specific objects of the study that will be analyzed.

Population and Sample

The population in this study consists of 114 employees at the of PT. Centrepark Citra Corpora Branch North Sumatra. . The sampling technique used in this study was non-probability sampling with accidental sampling. In this study, the sample size was calculated using the Slovin formula and a standard error of 10%, resulting in a sample size of 53 respondents.

Formula:

$$n = \frac{N}{1+Ne^2}$$

Description:

n : Number of Samples

N : Population Size

e : *Standard Error*

Thus, the sample size becomes:

$$n = \frac{114}{1+114(10\%)^2}$$

$$n = 53,2$$

Data Analysis Methods

According to Ghozali (2018), multiple linear regression analysis is used to determine the direction and magnitude of the influence of independent variables on the dependent variable. The multiple linear regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Explanation:

Y : Employee Performance

X₁ : *Self Efficacy*

X₂ : *Work Experience*

X₃ : *Work Load*

A : Constant

b₁,b₂,b₃: Regression coefficients of research variables

e : *Standart error*

In this study, researchers used several data analysis tools consisting of validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, t-tests (partial), F-tests (simultaneous), and coefficient of determination (R²) tests.

RESEARCH FINDINGS AND DISCUSSION

Overview of Respondents

Gender of Respondents

It was found that of the total 53 respondents involved in this study, 48 (91%) were male, while 5 (9%) were female. These data indicate that the composition of respondents in this study was dominated by male employees.

Age of Respondents

It was found that the respondents were in the 20–30 age range, with a total of 53 people. The 20–22 age group consisted of 10 people (19%), the 23–25 age group consisted of 15 people (15%), the 26–28 age group consisted of 18 people (34%), and the 29–30 age group consisted of 10 people (19%). Thus, the majority of respondents were aged 26–28 years.

Respondents Highest Level of Education

It was found that the respondents' highest level of education consisted of high school/vocational



high school, bachelor’s degree, and associate’s degree, with a total of 53 respondents. There were 34 respondents (64%) with a high school/vocational high school education, 7 respondents (13%) with a bachelor’s degree, and 12 respondents (23%) with an associate’s degree. Thus, the majority of respondents had a high school/vocational high school education.

Length of Service of Respondents

It was found that the respondents’ length of service ranged from 1 to 10 years, with a total of 53 respondents. There were 16 respondents (30%) with 1–3 years of service, 27 respondents (51%) with 4–6 years of service, and 10 respondents (19%) with 7–10 years of service. Thus, the majority of respondents had 4–6 years of service.

Data Analysis Test

Validity Test

Validity testing is a test to determine whether a questionnaire is valid, such as whether the questions in the questionnaire actually measure what they are supposed to measure. The validity test results show that the r value calculated for each item is above the r table of 0.361. Therefore, it can be concluded that all statements in this study are valid.

Reliability Test

It can be seen that a statement is considered reliable if the Cronbach’s alpha value is greater than 0.60; therefore, the research questionnaire is reliable. It is known that the questionnaire in this study is reliable, as all Cronbach’s alpha values from the tables of research variables are greater than 0.60.

Normality Test

This test is carried out to see whether the data distribution has a significant difference or not with the standard value. To ensure accurate data distribution, the normality testing procedure was implemented using the Kolmogorov-Smirnov instrument supported by graphical analysis in the form of histograms and P-Plots diagrams.

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

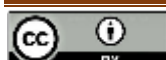
		Unstandardized Residual	
N		53	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	.36942311	
Most Extreme Differences	Absolute	.107	
	Positive	.100	
	Negative	-.107	
Test Statistic		.107	
Asymp. Sig. (2-tailed) ^c		.187	
Monte Carlo Sig. (2-tailed) ^d	Sig.	.137	
	99% Confidence Interval	Lower Bound	.128
		Upper Bound	.146

Source: SPSS 26 Output (2026)

Based on the table above, the Asymp. Sig. (2-tailed) value is 0.187, which is greater than 0.05, therefore, it can be concluded that the data are normally distributed.



Figure 2. Normal P–P Plot
Source: SPSS 26 Output (2026)



The results shown in the figure above indicate that the data points are clustered fairly closely around the diagonal line; thus, these results suggest that the data follows a normal distribution.

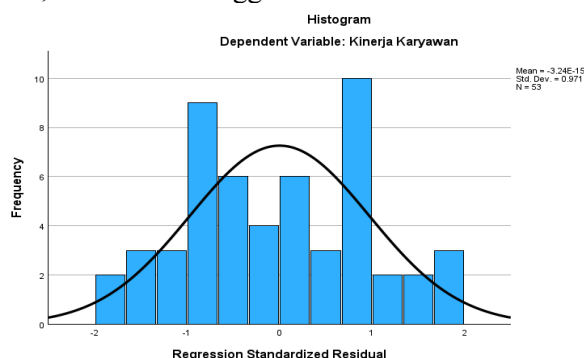


Figure 3. Residual Histogram
Source: SPSS 26 Output (2026)

From the histogram shown above, it can be seen that the curve is bell-shaped, indicating that the data in this study is normally distributed.

Multicollinearity Test

Table 2. Multicollinearity Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1.214	.482			
	Self Efficacy	.312	.081	.268	.428	2.337
	Work Experience	.487	.073	.531	.401	2.493
	Work Load	.096	.058	.114	.622	1.511

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 26 Output (2026)

Based on the table above, the VIF values for Self-Efficacy are 2.337, for Work Experience are 2.493, and for Workload are 1.511. Therefore, it can be concluded that there is no multicollinearity because the VIF values for the independent variables are <10.

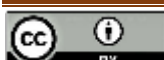
Heteroscedasticity Test

Table 3. Heteroscedasticity Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.353	.098		3.611	<.001
	Self Efficacy	.017	.035	.432	.486	.629
	Work Experience	-.010	.035	-.260	-.294	.770
	Work Load	-.005	.006	-.167	-.956	.344

Source: SPSS 26 Output (2026)

Based on the table above, the values for Self-Efficacy are 0.629, Work Experience are 0.770, and Workload are 0.344; therefore, it can be concluded that the data in this study show no signs of heteroscedasticity.



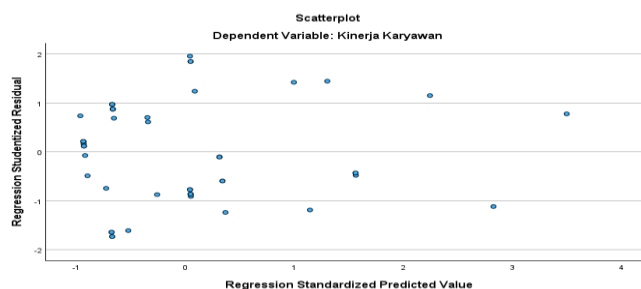


Figure 4. Residual Scatterplot
Source: SPSS 26 Output (2026)

Based on the scatterplot results, the data points are scattered and do not form any clear pattern. Therefore, it can be concluded that there is no heteroscedasticity in the independent variables above.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-.414	.193		-2.141	.037
	Self Efficacy	.344	.070	.253	4.943	<.001
	Work Experience	.998	.069	.739	14.546	<.001
	Work Load	.018	.011	.016	2.622	<.001

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 26 Output (2026)

The table above shows that the multiple regression equation model used in this study is

$$Y = -0,414 + 0,344X_1 + 0,998X_2 + 0,018X_3$$

Based on that equation, it is illustrated as follows:

1. The constant value is -0.414, meaning that if the variables Self-Efficacy, Work Experience, and Workload are assumed to be constant or unchanged, then employee performance is at a baseline of -0.414.
2. The regression coefficient for the Self-Efficacy variable is 0.344, indicating that for every 1-unit increase in Self-Efficacy, employee performance increases by 0.344 units. This variable has a significance value of 0.001 (highly significant).
3. The regression coefficient for the Work Experience variable is 0.998, indicating that for every 1-unit increase in Work Experience, employee performance increases significantly by 0.998 units. This variable has a significance value of 0.001 (highly significant).
4. The regression coefficient for the Work Load variable is 0.018, indicating that for every 1-unit increase in Work Load, employee performance increases slightly by 0.018 units. This variable has a significance value of 0.001 (highly significant).

Partial Significance Test (t-Test)

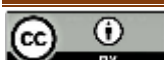
A t-test is used to determine whether a proposed hypothesis is accepted or rejected

Table 5. Partial Significance Test (t-Test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-.414	.193		-2.141	.037
	Self Efficacy	.344	.070	.253	4.943	<.001
	Work Experience	.998	.069	.739	14.546	<.001
	Work Load	.018	.011	.016	2.622	<.001

a. Dependent Variable: Kinerja Karyawan

Source: SPSS 26 Output (2026)



Based on the table above, it can be seen that the effect of each independent variable (X) on the dependent variable (Y) is as follows:

1. Given that the calculated t-value for Self-Efficacy is 4.943 > the critical t-value of 2.096 and the significance level is 0.001 < 0.05, it can be concluded that Self-Efficacy has a positive and significant partial effect on the performance of employees at the PT Centrepark Citra Corpora Branch North Sumatra.
2. Given that the calculated t-value for Work Experience is 14.546 > the critical t-value of 2.096 and the significance level is 0.001 < 0.05, it can be concluded that Work Experience has a positive and significant partial effect on the performance of employees at PT Centrepark Citra Corpora Branch North Sumatra.
3. Given that the calculated t-value for Workload is 2.622 > the critical t-value of 2.096 and the significance level is 0.001 < 0.05, it can be concluded that Workload has a positive and significant partial effect on the performance of employees at PT Centrepark Citra Corpora Branch North Sumatra.

Simultaneous Significance Test (F-Test)

This test is used to determine the combined effect of the independent variables on the dependent variable.

Table 6. Simultaneous Significance Test (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2198.903	3	732.968	5060.920	<.001 ^b
	Residual	7.097	49	.145		
	Total	2206.000	52			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Work Load, Work Experience, Self Efficacy

Source: SPSS 26 Output (2026)

From the table above, it can be seen that the calculated F-value of 5060.920 is greater than the critical F-value of 2.79, and the significance level of 0.001 is less than 0.05. Therefore, it can be concluded that Self-Efficacy, Work Experience, and Workload simultaneously have a positive and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra.

Coefficient of Determination (R²) Test

The value of the coefficient of determination lies between zero and one (0 < R² < 1). A low R² value indicates that the independent variables have a very limited ability to explain the dependent variable.

Table 7. Coefficient of Determination (R²) Test

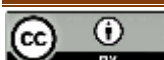
Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.0721 ^a	.520	.507	.78431

a. Predictors: (Constant), Work Load, Work Experience, Self Efficacy

b. Dependent Variable: Kinerja

Source: SPSS 26 Output (2026)

Based on the Model Summary table above, the Adjusted R-Square value is 0.507, or 50.7%. It can therefore be concluded that the combined effect of the variables Self-Efficacy, Work Experience, and Workload on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra is 50.7%. The remaining 100% – 50.7% = 49.3% is attributed to the influence of other variables or factors not examined in this study.



DISCUSSION

1. The Effect of Self-Efficacy on Employee Performance at PT Centrepark Citra Corpora Branch North Sumatra.

Self-efficacy has a partial, positive, and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra. These findings are consistent with those of Khaerana (2020:87), who stated that self-efficacy has a positive and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra. Self-efficacy, or an individual's belief in their ability to complete tasks, plays a crucial role in determining employee work effectiveness. Employees with high levels of self-efficacy tend to be more confident in facing work challenges, more persistent in completing tasks, and demonstrate greater initiative in finding solutions to problems they encounter. Research findings indicate that an increase in self-efficacy is directly proportional to an improvement in employee performance. Employees who have strong confidence in their abilities are more motivated to perform well and achieve set targets. In addition, they are also better able to manage work-related stress and demonstrate independence in completing tasks. Statistical analysis proves that self-efficacy has a significant influence on employee performance, meaning that an increase in self-efficacy will boost work productivity.

2. The Effect of Work Experience on Employee Performance at PT Centrepark Citra Corpora Branch North Sumatra

Work experience has a partially positive and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra. These findings are consistent with those of Noe et al. (2020:12), who found that work experience has a positive and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra. Work experience is crucial for a company, as employees who have contributed in that field have undoubtedly faced various challenges and can be easily trusted to resolve issues and find the best solutions when problems arise. If someone has extensive experience, they have a good chance of performing well; conversely, if they lack sufficient experience to perform their job effectively, they may fail. And if someone fails, it is likely to affect the work environment, which can make employees more prone to stress.

3. The Effect of Work Load on Employee Performance at PT Centrepark Citra Corpora Branch North Sumatra

Workload has a partial, positive, and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra. These findings are consistent with those of a study conducted by Siswanto (2017:45), which states that workload has a positive and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra. Workload refers to a set of activities that employees must perform according to a schedule determined by the company. The number of tasks and responsibilities assigned to employees can indeed affect work outcomes, especially if they are not aligned with the employees' capabilities and available time. If the workload is excessive and persistent, it can lead to fatigue and reduce employee performance. However, workload does not always have a negative impact. Under certain conditions, an increased workload can actually serve as a driving factor for improved performance. In the operations of PT. Centrepark Citra Corpora Branch North Sumatra, the increased number of vehicles during peak hours or on specific days often provides opportunities for paid overtime in accordance with company regulations. The additional income from this overtime can boost employee motivation and work enthusiasm. Furthermore, an increased workload also trains employees to work more efficiently, be more disciplined, and manage their time better.

CONCLUSION

The results obtained after completing all the tests are as follows:

1. Based on the results of the t-test, it can be concluded that self-efficacy has a partial, positive, and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra; therefore, H₀ is rejected and H₁ is accepted.



2. Based on the results of the t-test, it can be concluded that work experience has a partial, positive, and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra; therefore, H0 is rejected and H2 is accepted.
3. Based on the results of the t-test, it can be concluded that Workload has a partial, positive, and significant effect on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra; therefore, H0 is rejected and H3 is accepted.
4. Based on the results of the F-test, it can be concluded that Self-Efficacy, Work Experience, and Workload simultaneously have a positive and significant effect on employee performance at PT Centrepark Citra Corpora Branch North Sumatra therefore, H0 is rejected and H4 is accepted.
5. Based on the analysis of the coefficient of determination, the Adjusted R-Square value is 0.507, or 50.7%. Therefore, it can be concluded that the influence of Self-Efficacy, Work Experience, and Work Load on employee performance at the PT Centrepark Citra Corpora Branch North Sumatra is 50.7%. The remaining $100\% - 50.7\% = 49.3\%$ is attributed to the influence of other variables or factors not examined in this study.

Suggestions

The following are some suggestions:

1. Companies are advised to continuously enhance employees' self-efficacy through ongoing job training, coaching from immediate supervisors, and constructive feedback on employees' work performance. Employees with high self-efficacy tend to be more confident in handling work-related stress, capable of making quick decisions on the job, and more resilient in resolving operational parking issues. Additionally, recognizing work achievements is crucial for fostering employees' self-confidence and work motivation.
2. Management is encouraged to optimize employees' work experiences by assigning them to roles aligned with their skills and years of experience. Employees with more extensive work experience should be involved in mentoring new employees, particularly in understanding parking operational workflows, customer service, and handling complaints on-site. By effectively leveraging work experience, the company can improve work efficiency and minimize operational errors.
3. Companies are advised to conduct regular workload evaluations to ensure that task assignments and employee working hours remain balanced and aligned with each employee's capacity. An excessively high workload can lead to physical and mental fatigue, which in turn can result in a decline in employee performance. Therefore, careful attention must be paid to work schedules, fair shift systems, and aligning the number of employees with the volume of work to ensure that employees can perform at their best and sustain their productivity over the long term.
4. To improve overall employee performance, PT Centrepark Citra Corpora Branch North Sumatra is expected to foster a supportive work environment, promote effective communication between supervisors and subordinates, and implement a transparent and objective performance evaluation system. Strong employee performance will have a direct impact on the quality of parking services, customer satisfaction, and the company's reputation in the eyes of the public.
5. Future research is recommended to include additional variables that may influence employee performance, such as work motivation, job satisfaction, work discipline, or leadership style. Additionally, future researchers may expand the scope of the study to include other Centrepark branches or similar service companies so that the findings can be compared and generalized more broadly.

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