

THE INFLUENCE OF SELF EFFICACY, INTERNAL COMMUNICATION, AND INNOVATIVE WORK BEHAVIOR ON EMPLOYEE PERFORMANCE AT PUBLIC WORKS AND SPATIAL PLANNING PROVINCE NORTH SUMATERA

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Abstract

This study aims to determine and analyze the effect of Self Efficacy, Internal Communication, and Innovative Work Behavior on Employee Performance of the Public Works and Spatial Planning Office of North Sumatra Province. The method used is descriptive quantitative with a sample of 66 planning section employees. Data collection techniques were carried out through observation, documentation, and questionnaires using a Likert scale. Data analysis includes validity, reliability, classical assumption, and multiple linear regression tests. Hypothesis testing was carried out with the t test, F test, and coefficient of determination (R^2), using the help of IBM SPSS 26 software. The results showed that partially, Self Efficacy (X_1), Internal Communication (X_2), and Innovative Work Behavior (X_3) had a significant effect on Employee Performance (Y). With the t-test Self Efficacy (X_1) obtained a t-count value of $6.943 > t$ -table of 1.669, Internal Communication (X_2) obtained a t-count value of $4.532 > t$ -table of 1.669, and Innovative Work Behavior (X_3) obtained a t-count value of $3.401 > t$ -table of 1.669. The F test shows the F-count value of $28.202 > F$ table 2.75 with a significance of 0.000. The coefficient of determination (R^2) value of 57.7% of the Employee Performance variable can be explained by the Self Efficacy, Internal Communication, and Innovative Work Behavior variables while the remaining 42.3% is explained by other variables outside the variables studied.

Keywords: *Self Efficacy, Internal Communication, Innovative Work Behavior, Employee Performance*

INTRODUCTION

Organizations, whether public or private, operate with diverse visions, missions, and objectives. The achievement of these objectives relies heavily on several strategic factors, with human resources being one of the most critical elements. The quality of human resources significantly influences the success or failure of an organization, surpassing even capital and physical assets. As such, managing human capital effectively is essential to ensure organizational efficiency and effectiveness. Human resource management (HRM) is vital in ensuring employees perform at optimal levels. Employee performance refers to the quality and quantity of work achieved by employees in carrying out their responsibilities. According to Mathis and Jackson (2015), individual employee performance is a key factor in the overall success of an organization, and organizations must recognize employee potential to create competitive advantages.

Several factors influence employee performance, including competencies, motivation, and internal communication (Husna et al., 2023). This study focuses on three main variables that originate from within the individual and organizational environment: Self Efficacy, Internal Communication, And Innovative Work Behavior. A preliminary survey conducted among employees of the Department of Public Works and Spatial Planning of North Sumatra Province revealed several challenges in these three areas. For instance, 67% of respondents disagreed with the statement that they could complete tasks quickly and without error. This indicates performance issues that must be addressed through strategic internal interventions. Innovative work behavior is crucial for enhancing employee performance. Getz and Robinson (Sinaga, 2023) emphasized that nearly 80% of innovative ideas originate from individuals. However, 73% of respondents in the pre-survey disagreed with the statement that they could find innovative solutions to problems. This suggests that employees are still hesitant or unaccustomed to generating and

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implementing new ideas in the workplace. Another factor affecting performance is internal communication. Effective communication within an organization facilitates information flow, teamwork, and problem-solving. However, 60% of respondents stated they were uncomfortable voicing concerns or suggestions to their superiors. This indicates a communication gap that may hinder decision-making and innovation.

Lastly, self efficacy one's belief in their ability to perform tasks plays a significant role in work outcomes. The pre-survey showed that 67% of respondents lacked confidence in persisting through job challenges. This low self-belief can reduce initiative and increase dependency on others, ultimately affecting job performance. Based on the above conditions, this study aims to examine and analyze the influence of Self Efficacy, Internal Communication, And Innovative Work Behavior On Employee Performance at the Department of Public Works and Spatial Planning of North Sumatra Province.

LITERATURE REVIEW

Self Efficacy

Self Efficacy was first introduced by Albert Bandura who presents one aspect of social cognitive theory, referring to self-confidence as the ability to believe that individuals have the ability to organize and carry out a series of actions that are considered necessary for a desired result (Fadhilah & Arwiyah, 2020). Self-efficacy is a person's belief in their ability to control their own functioning and influence events in their environment (Aprilia & Lubis, 2021). Self efficacy can also be said to be an individual's self-confidence in completing tasks or problems he encounters at work. Priyanto's study defines that Self efficacy is an individual's belief in their ability to carry out and manage the tasks given to achieve a goal (Ali & Wardoyo, 2021).

In this study, there are 3 indicators of Self Efficacy based on the opinion of (Kamila & Nurhasanah, 2024) broad areas of behavior (Generality), level of difficulty (Level), and strength (Strength).

Internal Communication

Internal communication as defined by (Sukatno et al., 2018) is the exchange of ideas between administrators and employees in a company or organization in order to realize company goals with a typical structure (organization), the exchange of ideas takes place horizontally and vertically within the company so that work (operations and management) can take place. According to (Rahayu et al., 2022) internal communication is determined based on the level of employee performance, namely by empowering all members of the organization to support each other, in working together, interacting and influencing each other which then the performance of employees in the organization becomes optimal.

In this study, there are 3 indicators of internal communication based on the opinion of (Mijaya & Susanti, 2023) Upward Communication, Downward Communication, Horizontal Communication.

Innovative Work Behavior

According to (Sinaga, 2023), innovative work behavior is a series of individual behaviors that lead to exploration, emergence, introduction, which are then applied, resulting in new things such as products, services, processes, methods, and policies. In line with that, Escriba-Carda et al in (Atmaja & Damayanti, 2022) Innovative work behavior can be defined as the ability of individuals to generate new ideas and perspectives, and turn them into innovations. In this context, the process of creating innovation is a time when new ideas are developed, providing opportunities for individuals to develop and act with a focus on innovation.

In this study, there are 4 indicators of innovative work behavior based on the opinion (Hadi et al., 2020) including Idea Exploration, Idea Generation, Idea Championing, Idea Implementation.

Employee Performance

According to (Kasmir, 2019) employee performance is the result of work and activities achieved by fulfilling the duties and responsibilities given within a certain period of time. According to (Sedarmayanti, 2019) says that performance is defined as the work of a worker, a management process or an organization as a whole, where the results of this work must be able to show concrete and measurable evidence (compared to predetermined standards).

In this study, there are 5 indicators of employee performance based on the opinion (Priansa, 2021) including Quantity of Work, Quality of Work, Independence, and Cooperation.

METHOD

THE INFLUENCE OF SELF EFFICACY, INTERNAL COMMUNICATION, AND INNOVATIVE WORK BEHAVIOR ON EMPLOYEE PERFORMANCE AT PUBLIC WORKS AND SPATIAL PLANNING PROVINCE NORTH SUMATERA

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This research is a descriptive data analysis method with a quantitative approach. Data collection techniques in this study with observation, documentation and questionnaires or questionnaires, data measurement tools using a 1-5 Linkert scale. The population in this study were all employees of the Public Works and Spatial Planning Office of North Sumatra Province in the field of Planning. The sample of this study amounted to 66 employees determined based on the census method (Sugiyono, 2019). Data processing using the IBM SPSS 26.0 software program.

RESULTS AND DISCUSSION

Validity test.

According to (Sugiyono, 2019) "The validity test is the degree of accuracy between the data that actually occurs on objects that can be reported by researchers. Validity testing means testing the extent of the accuracy or correctness of an instrument as a measuring instrument for research variables. If the instrument is valid, then the measurement results are likely to be correct.

It can be seen that based on the SPSS Version 26.0 Data Processing Test, it is known that the Self Efficacy (X_1), Internal Communication (X_2), Innovative Work Behavior (X_3) and employee performance (Y) variables have a t value greater than the t table, which means that employee performance (Y) is significantly correlated with the total score (valid). Based on the results of the Product Moment Correlation that has been carried out on the indicator questionnaire, it is acceptable if the alpha coefficient > of the r table value $df = n-2$, $30-2 = 28$ so that the value of $n = 28$ is 0.361, meaning that the statements in the questionnaire are declared valid because the value of $r_{count} > r_{table}$.

Reliability test

Reliability research is concerned with the level of consistency and stability of data and findings. If the research variables use reliable and trustworthy instruments, the research results can also have a high level of confidence.

Table 1. Reliability Test Result

Variable	Cronbachs Alpha Count	Information
Employee Performance (Y)	0,888	Reliable
Self Efficacy (X_1)	0,864	Reliable
Internal Communication (X_2)	0,907	Reliable
Innovative Work Behavior (X_3)	0,918	Reliable

Source: Data Processing Using SPSS 26, 2025

Based on the table above, it is stated that all statements in each research variable show reliable results. Cronbach's Alpha value > 0.7. Then all items used can be used as research instruments.

Classical Assumption Test Result

Assumption of normality

Normality test is carried out using the PP Plot graph test for testing the regression model residuals as shown in Figure below.

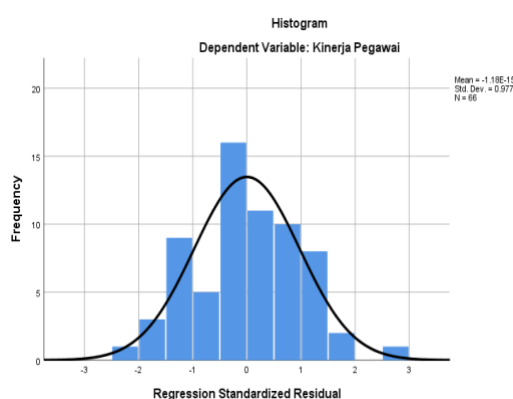


Figure 1. Normality Test

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In Figure 1. it can be seen that the normal probability plot graph shows that the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality. The histogram also shows that the distribution forms a bell, it can subjectively be concluded that the data is normally distributed.

Multicollinearity Assumption

To analyze whether multicollinearity occurs in a regression model, it can be seen from the VIF value (Variance Inflation Factor) and tolerance. From the result of data analysis, the VIF value can be seen in the table below.

Table 2. Multicollinearity Test Result

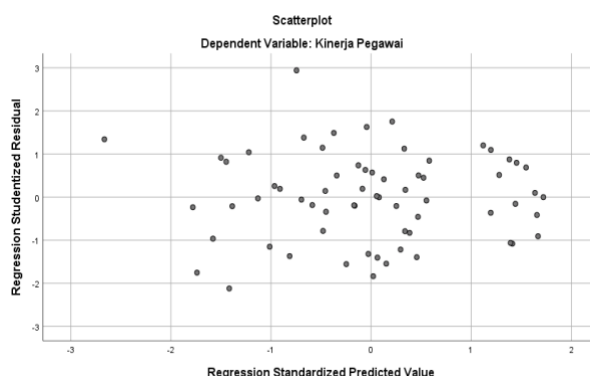
Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.011	4.034		1.490	.141		
	Self Efficacy (X_1)	.625	.090	.583	6.943	.000	.968	1.033
	Internal Communication (X_2)	.377	.083	.376	4.532	.000	.993	1.007
	Innovative Work Behavior (X_3)	.276	.081	.285	3.401	.001	.975	1.026

a. Dependent Variable: Employee Performance

Based on table 2 show the results of the Multicollinearity Test in show that each variable has a tolerance value > 0.10 , and a VIF value < 10 , so it can be concluded that the relationship between variables does not show any multicollinearity problems.

Heteroscedasticity Assumption

The heteroscedasticity test product a scatterplot pattern as shown in figure 2 below.



The results of the heteroscedasticity test show that the points do not form a certain pattern or there is no clear pattern and the points spread above and below the number 0 (zero) on the Y axis, so there is no heteroscedasticity. Thus, the assumptions of normality, multicollinearity and heteroscedasticity in the regression model can be met from this model.

Multiple Linear Regression Analysis Result

The result of the regression analysis using SPSS 26.0 are shown in the following table:

Table 3. Multiple Linear Regression Analysis Result

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Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	6.011	4.034		.141
	Self Efficacy (X1)	.625	.090	.583	.000
	Internal Communication (X2)	.377	.083	.376	.000
	Innovative Work Behavior (X3)	.276	.081	.285	.001

a. Dependent Variable: Employee Performance

Based on table 3, the multiple regression equation in this study is:

$$Y = 6.011 + 0.625 X1 + 0.377 X2 + 0.276 X3.$$

Table 3 shows that the calculation obtained a constant value (a) of 6.011, b1 of 0.625, b2 of 0.377 and b3 of 0.276 so that a multiple linear regression equation is obtained $Y = 6.011 + 0.625 X1 + 0.377 X2 + 0.276 X3$, From the regression equation it can be concluded that:

1. Constant (a) = 6.011 means that if the variables of Self Efficacy, Internal Communication, and Innovative Work Behavior are 0 then employee performance is 6.011.
2. The regression coefficient of the self efficacy variable = 0.625 means that if the self efficacy variable increases by 1 unit, the employee performance variable will increase by 0.625.
3. The regression coefficient of the internal communication variable = 0.377 means that if the internal communication variable increases by 1 unit, the employee performance variable will increase by 0.377.
4. The regression coefficient of the innovative work behavior variable = 0.276 means that if the innovative work behavior variable increases by 1 unit, the employee performance variable will increase by 0.276.

Partial Test Result (t Test)

Partial test result using SPSS 26.0 can be seen in the following table:

Table 4, Partial Test Result (t Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	6.011	4.034		.141
	Self Efficacy (X ₁)	.625	.090	.583	.000
	Internal Communication (X ₂)	.377	.083	.376	.000
	Innovative Work Behavior (X ₃)	.276	.081	.285	.001

a. Dependent Variable: Employee Performance

Based on the t test results above, the t table value at $df = n - k - 1 = 66 - 3 - 1 = 62$ at a significant level of 5% (0.05) is 1.669. Thus, to find out partially, the multiple regression equation can be arranged as follows:

1. The value obtained from the t-count > t-table ($6.943 > 1.669$) and a significant value of 0.000 is smaller than 0.05, meaning that self efficacy has a positive and significant effect on purchasing decisions, Ha1 is accepted.
2. The value obtained from the t-count > t-table ($4.532 > 1.669$) and a significant value of 0.000 is smaller than 0.05, meaning that internal communication has a positive and significant effect on purchasing decisions, so Ha 2 is accepted.
3. The value obtained from the t-count > t-table ($3.401 > 1.669$) and a significant value of 0.001 is smaller than 0.05, meaning that innovative work behavior has a positive and significant effect on purchasing decisions, so Ha 3 is accepted.

Simultan Test Result (F Test)

Simultan test result using SPSS 26.0 can be seen in the following table:

Table 5, Simultaneous Test Result (t Test)

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.

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1	Regression	385.396	3	128.465	28.202	.000 ^b
	Residual	282.422	62	4.555		
	Total	667.818	65			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), , Innovative Work Behavior (X ₃), Internal Communication (X ₂), Self Efficacy (X ₁)						

From table 5, the Fcount value is 28.202. With $\alpha = 5\%$, dk numerator: 3, dk denominator: 66-3 (5%; 3; 63; Ftable 2.75) obtained Ftable value of 2.75. From this description it can be seen that Fcount (28,202) > Ftable (2.75), and a significance value of $0.000 < 0.05$, it can be concluded that the fourth hypothesis is accepted, meaning that the variables of self efficacy (X₁), internal communication (X₂) and innovative work behavior (X₃) simultaneously (simultaneously) affect the employee performance variable (Y).

Coefficient Determination (R²) Test Result

The coefficient of determination is located in the Model Summary table and written R Square. For multiple linear regression, you should use adjusted R Square or written Adjusted R Square because it is adjusted for the number of variables used in the study, the value of R Square / Adjusted R Square is said to be good if it is above 0.5 because the value of R Square ranges from 0 to 1. The results of the coefficient of determination analysis in this study are

Table 6, Coefficient Determination (R²) Test Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760 ^a	.577	.557	2.134
a. Predictors: (Constant), Innovative Work Behavior (X ₃), Internal Communication (X ₂), Self Efficacy (X ₁)				
b. Dependent Variable: Employee Performance (Y)				

Based on table 4.14, it can be seen that the adjusted coefficient of determination (R Square) is 0.577, this means that 57.7% of the dependent variable can be explained by the independent variable while the rest ($100\% - 57.7\% = 42.3\%$) is explained by other variables outside the variables studied.

Discussion

The Effect of Self Efficacy on Employee Performance

Based on hypothesis testing, it is found that Self Efficacy can have a positive and significant effect on Employee Performance, which is indicated by the t-count > t-table value ($6.943 > 1.669$) and a significance of 0.000 smaller than 0.05, meaning that self efficacy has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of North Sumatra Province.

Self efficacy refers to a person's belief in their ability to control their own functions and influence events in the surrounding environment (Aprilia & Lubis, 2021). Employees with high self-efficacy are more likely to set challenging goals, show perseverance in the face of all conditions and problems, and have a greater sense of commitment to their work (Sagita, 2024). Thus, it will ultimately improve employee performance. The results of this study are in line with research conducted by (Kamila & Nurhasanah, 2024), (Elisabet, 2021), (Vitapamoorthy et al., 2021), (Nusannas et al., 2020) which found that self efficacy has a positive and significant effect on employee performance.

The Effect of Internal Communication on Employee Performance

Based on hypothesis testing, the results show that internal communication can have a positive and significant effect on employee performance, which is indicated by the t-count > t-table value ($4.532 > 1.669$) and a significance of 0.000 less than 0.05, meaning that internal communication has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of North Sumatra Province.

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Internal communication is an interaction that takes place within an organization or institution, both vertically and horizontally. Good and effective communication quality can have a positive impact and improve employee performance and facilitate the flow of information needed by employees in organizations or agencies that have clear goals and must be achieved, (Prabawa & Paramarta, 2023). The results of this study are in line with research conducted by (Sagita, 2024) and (Ardianto, 2023) showing that internal communication has a positive and significant effect on employee performance.

The Effect of Innovative Work Behavior on Employee Performance

Based on hypothesis testing, it is found that innovative work behavior can have a positive and significant effect on employee performance as indicated by the $t\text{-count} > t\text{-table value}$ ($3.401 > 1.6694$) and a significance of 0.001 less than 0.05, meaning that internal communication has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of North Sumatra Province.

Innovative work behavior (Sinaga, 2023) is a series of individual behaviors that lead to exploration, emergence, introduction, which are then applied, resulting in new things such as products, services, processes, methods, and policies. Innovative employees tend to look for new ways to complete tasks faster and better. They not only follow standard procedures, but also actively seek opportunities to improve the work process, which in turn increases productivity and output quality which ultimately improves employee performance. The results of this study are in line with research conducted by (Elisabet, 2021), (Kamila & Nurhasanah, 2024) (Prihatin Tiyanto, 2023) and (Vitapamoorthy et al., 2021) showing that innovative work behavior has a positive and significant effect on employee performance.

The Effect of Self Efficacy, Internal Communication, and Innovative Work Behavior on Employee Performance

The $F\text{count value}$ ($28.202 > F\text{tabel}$ (2.75) and a significance value of $0.000 < 0.05$, it can be concluded that the fourth hypothesis is accepted, meaning that the variables of self efficacy (X1), internal communication (X2) and innovative work behavior (X3) simultaneously affect the employee performance variable (Y). The adjusted coefficient of determination (R Square) of 0.577 means that 57% of the dependent variable can be explained by the independent variable while the remaining 42.3% is explained by other variables outside the variables studied. According to (Sedarmayanti, 2019) says that performance is defined as the work of a worker, a management process or an organization as a whole, where the results of this work must be able to show concrete and measurable evidence (compared to predetermined standards). The results of this study are in line with research conducted by (Kamila & Nurhasanah, 2024), (Elisabet, 2021), (Prihatin Tiyanto, 2023), (Sagita, 2024), (Ardianto, 2023), and (Vitapamoorthy et al., 2021), stating that Self Efficacy, Internal Communication, and Innovative Work Behavior have a positive and significant influence on Employee Performance. Therefore, high self-efficacy can encourage employees to be more confident in completing tasks and facing work challenges. Good internal communication creates an open, collaborative work environment and facilitates the flow of information and coordination between employees. Meanwhile, innovative work behavior encourages the birth of new ideas and continuous improvement in the implementation of tasks. These three aspects complement each other and become an important foundation in shaping a productive and adaptive work culture, which in turn will have a positive impact on improving employee performance at the Public Works and Spatial Planning Office of North Sumatra Province.

CONCLUSION

Based on the results of research and discussion of the Effect of Self Efficacy, Internal Communication, and Innovative Work Behavior on Employee Performance of the Public Works and Spatial Planning Office of North Sumatra Province, it can be concluded as follows:

1. Self Efficacy partially has a positive and significant effect on the Performance of Employees of the Public Works and Spatial Planning Office of North Sumatra Province.
2. Internal Communication partially has a positive and significant effect on Employee Performance of the Public Works and Spatial Planning Office of North Sumatra Province.
3. Innovative Work Behavior partially has a positive and significant effect on Employee Performance of the Public Works and Spatial Planning Office of North Sumatra Province.
4. Self Efficacy, Internal Communication, and Innovative Work Behavior simultaneously have a positive and significant effect on Employee Performance of the Public Works and Spatial Planning Office of North Sumatra Province.

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