The Effect of Motivation and Career Development Against Employees’ Performance and Job Satisfaction of the Governor Office South Sulawesi Province, Indonesia

Akmal Umar

Abstract
This study aims to analyze and assess (1) the effect of motivation on employee performance; (2) The effect of motivation on employee’s job satisfaction; (3) The effect of career development to employee performance; (4) The effect of career development on employee satisfaction; (5) The effect of career development for employee motivation, and (6) The effect of Job Satisfaction to the performance of employees in the governor office of South Sulawesi province. The population in this study were employees of managerial level echelon II, III, and IV. The research sample of 160 workers were taken by random sampling. The analysis model of the data in this study is using SEM (Structural Equation Modeling) analysis techniques. The results of this study showed that motivation significantly affecting on performance, and job satisfaction to the employees. Further career development significantly influence the performance, job satisfaction, and motivation. It also indicated that job satisfaction significantly affecting the performance of employees in the office governor office of South Sulawesi province

Keywords: motivation, career development, performance, and job satisfaction.

1. Introduction

In achieving success, generally, all organizations must be supported by qualified human resources, as well as over-governmental organizations to be able to adapt to various changes and developments in various fields.

Human resources as the performer of the organization have a very important role in the achievement of organizational goals, although in recent decades advances in technology have been able to play a role replace most of human duties, but the human factor as thinker and doer are still very dominant and decisive in achieving organization goals.

This situation makes human resources as an asset has to be improved, to achieve that the organization must be able to create conditions that can encourage and enable employees to develop and improve the abilities and skills optimally, by providing motivation and career development, which in turn can improve the performance and job satisfaction of employees.

From the various leader’s tasks in a bureaucratic institution, the most difficult task that must be carried out is how to motivate employee so that they would work diligently and responsibly. The nature of motivation is abstract and cannot be universally applicable to individuals in a bureaucracy. A specific treatment increased the motivation of a person at a particular time, may not be successful when applied to someone else in a different place and time.

Someone is willing to work or perform certain actions are caused by the courage that arises on oneself, the courage is usually arises as a result of the encouragement given by others, as well as the awareness that is

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not caused by others. This is in line with research Milette & Gagne (2008) which shows the characteristics of the job can affect motivation, job satisfaction and performance of a person, personal motivation to act as an intervening variable in the relationship between performance and job characteristics.

Performance, career development and satisfaction are influenced by motivational variables, as stated by Luthans (1995: 147) in his research stated that the motivation related to the physiology and psychology, motivation comes from within oneself. Motivation is required in order to achieve job satisfaction which will be followed by a performance. Furthermore, the effect of motivation on job satisfaction is reinforced by the findings by Koesmono (2005), and Hechanova, Alampay and Franco (2006).

George and Jones (2002: 183) suggested that motivation is one of a number factors that can affect performance. High level of motivation does not always causes the high levels of performance. Instead of high performance does not necessarily imply a high motivation. A worker with a low level of motivation can have high performance if they have some ability. Therefore, a leader must be careful not to automatically determine the attributes reasons for low performance is because lack of motivation, or the cause of high performance is because of high motivation.

Based on the research results Smerek & Peterson (2007), that both intrensic and extrinsic motivation both play an important role in influencing job satisfaction and performance of employees, these results are supported by the findings from Herpen, Praag & Cools (2005).

In addition to motivation, other factors that affect the performance and job satisfaction is career development. The existence of a clear career development encourage individuals to be motivated, to advance the organization in achieving its objectives (Dessler, 2007). Career development is the organization's activities in preparing an employee to occupy positions available within the organization concerned both at present and in the future. Or career development is a condition which showed increases one's position in an organization in a defined career path within the organization.

Nancarrow (2007) in his study entitled The Impact of Intermediate Care Services on Job Satisfaction, Skill and Career Development Opportunities, stated that respondents reported high job satisfaction occurs because of concern provide a good service has an important obligation, an increase in autonomy, the good setting from management can improve job satisfaction, besides, awards of the ability and career development opportunities can encourage job satisfaction.

Many factors affect a person's performance, one of them is still widely debated as a controversial issue, that are between satisfaction and performance, there are 3 (three) point of views of the relationship, there are: (1) job satisfaction as the cause of the performance; (2) performance as the cause of job satisfaction; and (3) the relationship of job satisfaction - performance is moderated by other variables such as reward. Although between them is weak (Ivancevich, 1999: 124).

The controversial relationship is an interesting thing to be studied and analyzed again with consideration of many research findings that support a strong relationship between job satisfaction and performance. Nerkar, et al. (1996) found that satisfaction as a powerful mediation to organizational performance. Similarly, Shipton et al. (2004) found that job satisfaction in aggregate predict product innovation and technology innovation or production process, which means that if someone has to get satisfaction in the workplace, then it will try to create a wide variety of innovations to get higher performance.

Further on performance (Armstrong & Baron in Wibowo, 2007: 7), stating that the performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contribute to the economy. Meanwhile, according Sedarmayanti (2007: 260), the performance is the work result of a worker, an organization's overall management process, where the results of such work must be shown in a concrete and measurable (compared with a predetermined standard).

Influence motivation and career development in relation to the performance and job satisfaction is to be studied in this research with the employee of governor South Sulawesi Province office as the object.
2. Research Methods

This research describes (explanatory research) because this study intends to explain the causal relationship between the various variables through hypothesis testing. The population in this study was a civil servant at the managerial level positions echelon II, III, and IV and work in various fields within the duties and functions of the Office of the Governor of South Sulawesi Province.

The research sample of 160 employees taken by proportional stratified random sampling. Model analysis of the data in this study using SEM (Structural Equation Modeling) analysis techniques with the help of computer processing.

Conceptual Framework and Hypotheses

Research Conceptual Framework shown in Figure 1 below:

Figure 1. Conceptual Framework Research

Research independent variables are: Motivation (X1) which is formed by four different indicators; Career Development (X2) which is formed by three kinds of indicators (described in Table 1). Furthermore, the dependent variable is performance (Y1) was built by five different indicators; Job Satisfaction (Y2) was built by three indicators. Job satisfaction as the ultimate goal will be measured how much direct influence Motivation and Career Development, as well as how much influence indirectly the Career Development Motivation and Performance through performance variables.

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Variable Name</th>
<th>Variable Type</th>
<th>Indicator and Symbols</th>
</tr>
</thead>
<tbody>
<tr>
<td>$X_1$</td>
<td>Motivation</td>
<td>Independent</td>
<td>$(X_{1.1})$ Responsibility $(X_{1.2})$ Recognition $(X_{1.3})$ Progress $(X_{1.4})$ Achievement</td>
</tr>
</tbody>
</table>

Table 1: Variables and Indicators Research
Research Hypothesis
H1: Motivation has positively and significantly affected to performance.
H2: Motivation has positively and significantly affected to job satisfaction.
H3: Career Development positively and significantly affected to performance.
H4: Career Development positively and significantly affected to job satisfaction.
H5: Career Development positively and significantly affected to motivation.
H6: Job Satisfaction positively and significantly affected to performance.

3. Research Result
Data analysis was performed by two methods, there are the descriptive and inductive statistics. Descriptive analysis is conducted on a sample of 160 respondents, which are Employees echelon II, III, and IV in the governor office of South Sulawesi province. Individual characteristics of respondents are presented in Table 2 below.

<table>
<thead>
<tr>
<th>Characteristics of Respondents</th>
<th>Person</th>
<th>Proporsi (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>102</td>
<td>63,75</td>
</tr>
<tr>
<td>Female</td>
<td>58</td>
<td>36,25</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>100,00</td>
</tr>
<tr>
<td>Highest Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma / Academy</td>
<td>9</td>
<td>5,62</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>105</td>
<td>65,63</td>
</tr>
<tr>
<td>Master Degree</td>
<td>43</td>
<td>26,87</td>
</tr>
<tr>
<td>Doctoral Degree</td>
<td>3</td>
<td>1,88</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td>100,00</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 – 30 years</td>
<td>14</td>
<td>8,75</td>
</tr>
<tr>
<td>31 – 40 years</td>
<td>70</td>
<td>43,75</td>
</tr>
<tr>
<td>41 – 50 years</td>
<td>56</td>
<td>35,00</td>
</tr>
<tr>
<td>&gt; 50 years</td>
<td>20</td>
<td>12,50</td>
</tr>
</tbody>
</table>
Table 2 shows, the majority of respondents in the governor office of South Sulawesi province are male, it is as much as 63.75 percent, compared to 36.25 percent of female respondents, with an adequate level of education, approximately 94.38 percent of undergraduate and above, including as much as 65.63 percent of bachelor degree, master degree, as much as 26.87 percent, and the doctoral degree as much as 1.88 percent. Employees are also relatively at young age for about 78.75 percent, they are aged between 31-50 years old. Working period are relatively long for about 86.25 percent, they have been work for 10-30 years.

Data analysis by inference was done by using the SEM method which is a structural equation analysis (Overall Model). The test results are then tested with a research model goodness of fit index, the results are shown in Table 3 below:

<table>
<thead>
<tr>
<th>Goodness of fit Index</th>
<th>Cut off Value</th>
<th>Results Model</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>X²-Chi-Square Statistic</td>
<td>411.48</td>
<td>expected to be small</td>
<td></td>
</tr>
<tr>
<td>Derajat bebas, DF</td>
<td>138</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X²-Significance Probability</td>
<td>≥ 0.05</td>
<td>0.00</td>
<td>Good</td>
</tr>
<tr>
<td>Relative Chi-Square</td>
<td>≤ 2.00</td>
<td>0.08</td>
<td>Good</td>
</tr>
<tr>
<td>RMSEA</td>
<td>≤ 0.08</td>
<td>2.96</td>
<td>Good</td>
</tr>
<tr>
<td>TLI</td>
<td>≥ 0.95</td>
<td>0.96</td>
<td>Good</td>
</tr>
<tr>
<td>CFI</td>
<td>≥ 0.95</td>
<td>0.97</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: Results of SEM analysis

Table 3 shows the proposed research model as a whole based on the theory can be accepted. All variables according to the Confirmatory Factor Analysis (CFA) was significantly shaped by the indicator concerned. It means, the analysis is supported by empirical data collected through field surveys. Thus, the results are relatively fit. The results of the data analysis on the model coefficients way are presented in Table 4.

Table 4 shows that (a) motivation is positively and significantly affected to performance; (b) motivation is positively and significantly affected to job satisfaction; (c) career development is positively and significantly affected to performance; (d) career development is positively and significantly affected to job satisfaction; (e) career development is positively and significantly affected to motivation; (f ) job satisfaction is positively and significantly affected to performance.
### Table 4: Coefficient Way Data Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>path coefficient</th>
<th>t-test</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation → Performance</td>
<td>0.46</td>
<td>16.53</td>
<td>Significant</td>
</tr>
<tr>
<td>Motivation → Job Satisfaction</td>
<td>1.14</td>
<td>20.45</td>
<td>Significant</td>
</tr>
<tr>
<td>Career Development → Performance</td>
<td>0.22</td>
<td>6.91</td>
<td>Significant</td>
</tr>
<tr>
<td>Career Development → Job Satisfaction</td>
<td>0.26</td>
<td>6.64</td>
<td>Significant</td>
</tr>
<tr>
<td>Career Development → Motivation</td>
<td>0.15</td>
<td>6.86</td>
<td>Significant</td>
</tr>
<tr>
<td>Job Satisfaction → Performance</td>
<td>0.60</td>
<td>18.33</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Results of SEM analysis

#### 4. Discussion

**The Effect of Motivation to Performance**

Basically, employees can work hard through motivation, it affects on achieving the final objectives.

George and Jones et al. (2002: 183) stated that motivation is one of a number of factors that can affect performance. Someone before have the motivation on himself, the motive on him will be preceded, however, the motive underlying someone’s behaviour, there is any encouragement or motivaton needed to make the performance result becomes more positive.

The influence of motivation to performance in this research, such as wages have a significant effect to the employees’s performance in the governor office of South Sulawesi province. After tested, it has been proven and acceptable significantly. This relationship is shown in Table 4 with a coefficient of 0.46 (t-test 16.53 > 1.96 → significant). It means that the motivation which is consists of responsibility, recognition, advancement, and achievement, is significantly affected to the performance of employees, which consist of: quality of work, quantity of work, creativity, work, work effectiveness, and completion of working time.

The results of this study shows that the higher motivation of the employees has, it has tendency affected to the higher performance of workers.

Based on the descriptive analysis of the motivation variable, the average assessment of respondents' motivation is good (31.25% strongly agree, and 29.00% agree), it means that the respondents perceived that the motivation employees felt, encourage them to improve their performance.

These findings are consistent with Goal Theory (Suprihanto, 2003) which explained that performance or achievements of a person depending on the person's motivation to the job to be has done.. The higher a person's motivation to do the job, the higher level of his performance. Reversely, the lower the person's motivation to do a job, the lower level of his performance. These results are also in line with the opinion of Robbins (2001), explained that the employee's performance is a function of the interaction between ability and motivation. Meanwhile Mitchell (1998) created a model that explains the concept of motivation influence behavior and work performance.

**The Effect of Motivation to Job Satisfaction**

Job satisfaction is a general attitude toward one's work, which shows the difference between the number of awards received by workers with the amount that they believe they should receive, Robbins (2001).
In the Two Factor Theory, which suggests that job satisfaction and dissatisfaction are part of two different groups of variables, which are motivators and hygiene factors. In this theory, dissatisfaction associated with the work conditions circumstances (working conditions, wages, safety, quality control, and relationships with others), and not with the work itself. Reversely, satisfaction drawn from associated factors with the work itself or its direct result, such as the nature of the work, achievements, promotion opportunities, and the chance to developing self, as well as recognition.

The influence of motivation to the job satisfaction in this study, is that the motivation significantly affected to the employees’ job satisfaction in the governor office of South Sulawesi province. After tested, it has been proven and acceptable significantly. This relationship is shown in Table 4 which shows the coefficient way of motivation to job satisfaction of workers is 1.14 (t-test 20.45> 1.96 → significant). It means the motivation of workers are consist of responsibility, recognition, advancement, and achievement, significantly affected to the employees job satisfaction which consist of the work itself, supported working environment, and co-workers.

The results of this study also showed that the higher the motivation to employees, it tends to affect the higher the level of employee satisfaction. Everyone who works expect to obtain satisfaction from his workplace.

Based on the descriptive analysis of the motivation variables, the average assessment of respondents’ motivation is good (31.25% strongly agree, and 29.00% agree), it means that the respondents perceived that the motivation felt by employees is satisfying, and provide job satisfaction.

The results are consistent with proposed by Luthans (1995: 165) that the employees need to be motivated to achieve job satisfaction which will be followed by work performance or the performance of both individuals and groups.

Furthermore, these findings are consistent with Mishra and Gupta’s (2009) research that the compensation, motivation, and working conditions, as well as management support effect to the worker satisfaction.

More detailed Smith, argued in various dimensions of job satisfaction include the dimensions of satisfaction with: (1) the interest the type of work performed by employees, (2) the amount of wages received by workers, (3) the opportunity for promotion, (4) the ability of employers in providing technical assistance and support behavior, and (5) support colleagues.

The Effect to Performance Career Development

Career development system is basically required to increase productivity/ performance of employees, prevent performance degradation and improve the quality of employees (Tangkilisan, 2003: 88). Similarly, the effective career management can essentially reduce the mismatch between an employee with his role (Giyartiningrum, 2000: 25).

Influence of career development to the performance in this research, that is career development have a significant effect to the employees performance in South Sulawesi provincial governor's office. After tested, it has been proven and acceptable significantly. This relationship is shown in Table 4 which shows the career development coefficient way to employees performance is 0.22 (t-test 6.91> 1.96 → significant). It means that the career development consists of training and development, leadership roles, and the reward system, affected significantly to the employees performance, consist of quality of work, quantity of work, working creatively, effectiveness of work, and work completion on time.

The results of this study showed that the higher the career development of employees, tend to affect the performance of the worker becomes higher. The work is done because there are career development will make employees happy at work, so the impact on performance improved.

Based on the descriptive analysis of career development variables, the average assessment of respondents’ career development is good (36.20% strongly agree and 44.93% agree), it means that respondents considered that a clear career development will drive performance improved.
The results are consistent with the opinion of Leibowitz and Schlossberg (1981: 277) that there is a relationship between career management and career development system with performance, behavior development, and participation in career development activities.

**The Influence to the Job Satisfaction Career Development**

Cascio in Marwansyah (2010) defines two perspectives on careers, there are: a career is a series of position/job run by a person during his life, this is an objective career, then from another perspective, career include changes in values, attitudes and motivation that comes with person's age, is called as a subjective career. Both of these perspectives, the objective and subjective put the focus on the individual, both assume that people have some control over his fate, so that they can take advantage of opportunities to maximize the success and satisfaction from their careers.

The effect of career development to job satisfaction in this research is career development significantly influence employee satisfaction at governor's office of South Sulawesi province. After tested, it has been proven and acceptable significantly. This relationship is shown in Table 4 which shows the career development coefficient way to employee job satisfaction is 0.26 (t-test 6.66> 1.96 → significant). This means that the career development consists of training and development, leadership roles, and the reward system, significantly affected to job employees satisfaction, consist of the work itself, supported working environment, and co-workers.

The results of this study indicate that the better the perceived career development of employees, it will increase employee satisfaction as well. The work done because there is a feeling of satisfaction will make employees feel responsible, disciplined and obedient, proud as employees, feel proud and respectful to employer, and feel proud of the image of the office.

Based on the descriptive analysis of career development variables, the average assessment of respondents' career development is good (36.20% strongly agree and 44.93% agree), it means that the respondents considered that the development of clear career will satisfy employees.

The results are consistent with the studies of Kacmar and Ferris (1989: 201) stated that the salary, promotion, supervisor and co-worker relationships have a close relationship with job satisfaction. Also in line with the study from Quartein (1992: 859) stated that the salary, promotion opportunities, working conditions, supervisors, and the awards are all factors that influence employee satisfaction.

Robbins (2001: 149) argued that there are several factors that shape employee satisfaction, there are: beside of working conditions and co-workers were supportive, as well as the types of jobs that are mentally challenged (mentally challenging work), and also appropriate reward system (equitable rewards) . Furthermore Wexley & Yuki (2005: 98) argued that if the employees’ salary and promotion system were assessed fair enough, then most likely the employee will experience of job satisfaction.

**The Effect to Motivation Career Development**

Dessler (2007) argued that career development is a lifelong series of activities that contribute to the exploration, stabilization, success, and fulfillment of one's career.

The effect of career development to work motivation in this research is that career development significantly influence employees’ motivation at governor's office of South Sulawesi province. After tested, it has been proven and acceptable significantly. This relationship is shown in Table 4 which shows the career development coefficient way to work motivation is 0.15 (t-test 6.86> 1.96 → significant). This means that the career development consists of training and development, leadership roles, and the reward system, significantly affected to the employee motivation which consists of responsibility, recognition, advancement, and achievement.

The results of this study are also indicate that the better the perceived career development of employees, it will increase the employees motivation.
Based on the descriptive analysis of career development variables, the average assessment of respondents' career development is good (36.20% strongly agree and 44.93% agree), it means that respondents considered that a clear career development will provide high motivation.

The results are consistent with the opinion of Sulistyani & Rosidah (2009) which stated that the general benefits of career development are: developing employees performance, prevent employees who ask to resign to work in the other company/ institution by increasing employee loyalty, as a vehicle to motivate employees in order to develop the talent and capability, reduce subjectivity in the promotion, provide certainty of the future, as an effort to support the organization obtain qualified and skilled personnel in doing the job task.

In line with the study of Alwi (2001), employees career development system is aimed to improve employees motivation and job satisfaction. While the benefits for the organization is to increase employees loyalty, improve communication throughout the organization, improve performance and strengthen the human resource systems.

The Effect of Job Satisfaction to Performance

Interests of managers on job satisfaction tends to be centered on its effect on employee performance. Employees who are satisfied is a prerequisite for improving productivity, responsibility, quality, and customer service (Robbins, 2001: 151).

The research shows that there is a positive and significant relationship between job satisfaction and performance. Job satisfaction is a response that are affecting the various aspects of one’s work.

The effect of job satisfaction to the performance in this research that job satisfaction have a significant effect to the employees performance at the governor office of South Sulawesi province. After tested, it has been proven and acceptable significantly. This relationship is shown in Table 4 which shows the coefficient way of job satisfaction to the performance is 0.60 (t-test 18.33> 1.96 → significant). This means that job satisfaction is consist of the work itself, supported working environment, and co-workers have a significantly affected to the performance which are consists of the quality of work, quantity of work, working creatively, effectiveness of work, and completion of working period.

The results of this study also showed that the higher the perceived job satisfaction of workers, it would improve their performance as well.

Descriptive analysis of the job satisfaction variables shows that the average respondent is good (34.40% strongly agree, and 47.80% agree), it means that respondents rate/ describe their job satisfaction is good, job satisfaction encourage high performance.

The results of this study are consistent with study of Schultz (1991: 594) who concluded that job satisfaction has a direct relationship with the positive behavior to the job, employees with high job satisfaction will have a high performance compared to employees who are not satisfied.

In line with the opinion of Dessler (2007: 364), that the employees who get job satisfaction typically have a better record attendance and turnover, less active in union activities, and also achieving better than employees who do not get job satisfaction.

5. Conclusion

From the results discussion of this study can be drawn the conclusion that the six hypotheses proposed in a study of employees at governor's office of South Sulawesi province is proven/ accepted: (1) Motivation significant affected to performance. The higher employees motivation, it is likely affected to the higher performance of employees. This shows the first hypothesis proposed in this study proven/ accepted; (2) Motivation significantly affected to job satisfaction. The higher employees motivation, it tends to increase employees satisfaction. This shows the second hypothesis proposed in this study proven / accepted; (3) Career development have a significantly affected to performance. The better employees career development,
then the employees are likely to increase their performance. This shows the third hypothesis proposed in this study proven/ accepted; (4) Career Development significantly affected to job satisfaction. The better career development of employees, it tends to increase employees satisfaction. This shows the fourth hypothesis proposed in this study proven/ accepted; (5) Career development significantly affected to motivation. The better career development, it tends to increase employees motivation. This shows the fifth hypothesis proposed in this study proven/ accepted; (6) Job satisfaction is significantly affected to performance. The higher the employees perceived job satisfaction, the employee's performance is likely to increase. This shows the sixth hypothesis proposed in this study proven/ accepted.

6. Suggestion

Based on the conclusions of this study, there are some suggestions: (1) The leader should increase the employees motivation by providing jobs that are mentally challenging, offering varied tasks, gives freedom, and gets feedback on their work; (2) The leader should give rewards for the employees’ achievements, such as praise, recognition of the work and promotion; (3) The leader should gives opportunity equally and fair to the employees, so they will be able to follow the training and development, and higher career opportunities; (4) The leader should apply better career development system, improvements in staffing policy; (5) The leader should give greater responsibility, and supports the progress of employees achievements; (6) The leader should supervise of the working conditions that physically supported, maintaining a pleasant working relationship among all employees.

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