

# The Effect Of Career Development And Working Discipline Towards Working Satisfaction And Employee Performance In The Regional Office Of Ministry Of Religious Affairs In South Sulawesi

Muhammad Sofyan, Abdul Rahman M, Muh.Jobhar Bima, Syamsu Nujum.

**Abstract:** The civil servants as the element of state apparatus in executing the nation programs are in charged to do their function and task as the servants of the nation and society. The civil servant should also be able to uphold the officialdom dignity and imagery for the sake of society and nation. However, in reality there are still found many civil servants not realizing their task and function which leads to the imbalance in doing their job and resulting over disappointment among the citizen. This study aims to analyze the career development and working discipline towards the satisfaction and performance, also career development towards officer performance on the influence towards the employee working satisfaction in the regional office of the Ministry of Religious Affairs in South Sulawesi. This study took sample of 665 respondents. The data was analyzed using SEM (Structural Equation Modeling). The results of this study is theoretical findings suggesting that there is positively direct and significant effect of career development towards performance through working satisfaction, while the effect of working discipline towards satisfaction, career development towards performance and working discipline towards performance are not significantly correlated.

**Index Terms:** career development, working discipline, working satisfaction, employee performance

## 1 INTRODUCTION

In Indonesia, numerous regulations and guidance related to the enhancement of state apparatus on the ministry/institution and the local government have been published. The Law Number 8, 1974 and The Law Number 43, 1999 about the officialdom principals are strengthened by the regulation of Ministry of State Apparatus Reforms and Bureaucracy Reformation of Republic of Indonesia Number 38, 2012 about the guidance on performance appraisal. Aside from that, based on the Government Regulation Number 46, 2011 about the appraisal of employee performances as the Regulation in Lieu of Law Number 10, 1979 about DP3 and the regulation of the head of National Civil Service Agency (Perka BKN) Number 1, 2013, the appraisal system of working performance on civil servant (PNS) is included in the new paradigm with more comprehensive and objective element. Not only restricted to the personality, but also the successful performance with certain standards. With the SKP (Sasaran Kinerja Pegawai/Employee Performance Target), it is expected that there will be enhancement on competency and professionalism on the civil servant in performing their job and function as society servant Each organization has its own way, custom, and also regulation in achieving the organization goal and mission, including the way of an individual interacts with each other (socializing), and the way of an individual overcomes the problems which are faced by the organization. The conviction is used as the basic assumption underlying all the programs, strategies and activity planning in resulting the high value as the activities conducted not violating what has been programmed, and so does the reverse (Thoyib, 2005) A state apparatus should have certain characteristic such as skills and high proficiency, comprehensive insight and knowledge, talent and potency, personality and working motive, also high moral and working ethic. According to Barnawi & Arifin (2012:7), the high quality performance shows the professional quality and on the contrary, low quality performance shows the failure in respecting his/her own profession. The civil servants as the element of state apparatus in executing the nation programs are in charged to

do their function and task as the servants of the nation and society. The civil servant should also be able to uphold the officialdom dignity and imagery for the sake of society and nation. However, in reality there are still can be found many civil servants not realizing their task and function which leads to the imbalance in doing their job and resulting over disappointment among the citizen. The level of working discipline on the Ministry of Religious Affairs employees in South Sulawesi has been increasing when the fingerprint attendance system has been conducted or when the leader has given warning letter or when there has been a remuneration issue. Properly, the employees on their position as the civil servant bounded by the Government Regulation Number 53, 2010 about the Civil Servant (PNS) Discipline. PNS Discipline is the ability of the civil servants to obey their obligation and avoid the prohibition provided in the Law of Constitution and/or official regulation. As if it is not being obeyed or being violated, they will be given discipline punishment. With the correlation with working, working discipline is a state of respect, appreciation, obedience, and adherence towards the obtained rules both written and unwritten. Also, being able to apply the rules and not avoid the sanctions when he/she violates the duty and authority given. The advancement in discipline will lead to the improvement in performance of the employee in the regional office of Ministry of Religious Affairs in South Sulawesi Beside the working discipline, working satisfaction also becomes a measured variable on this research. This research is the development of expectation theory by Victor Vroom on Robbin 2003:229 which assumes that satisfaction can influence the performance. So it is possible that a good performance from an individual could be achieved. One thing that might influence the satisfaction is earning or salary or even reward, both intrinsic and extrinsic. In the simple way, it is shown that a good performance will lead to satisfaction. This formula states that a performance causes the satisfaction through mediating variables such as career development and working discipline. The new matter on this research is the additional variable of career development and working discipline in figuring out the working satisfaction

and employee performance on the regional office of Ministry of Religious Affairs on South Sulawesi

## 2. Problem Study

1. Does career development have an effect towards the employee working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi?
2. Does working discipline have an effect towards the employee working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi?
3. Does career development have an effect towards the employee performance in the regional office of Ministry of Religious Affairs in South Sulawesi?
4. Does working discipline have an effect towards the performance in the regional office of Ministry of Religious Affairs in South Sulawesi?
5. Does working satisfaction have an effect towards employee performance in the regional office of Ministry of Religious Affairs in South Sulawesi?
6. Does career development have an effect towards performance through employee working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi?
7. Does working discipline have an effect towards performance through employee working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi?

## 3. Literature Review

Conceptual framework on this research is taken from phenomena happened in the regional office Ministry of Religious Affairs in South Sulawesi that the improvement on their employee performance could be done by seeing the variables of career development and working discipline. This research is consisted by the variables of career development ( $X_1$ ), working discipline ( $X_2$ ), working satisfaction ( $Y_1$ ), and employee performance ( $Z$ ) The research object was taken in the regional office Ministry of Religious Affairs in South Sulawesi which shown the fact that the employee working in that office could not represent the best performance which could impact the employee working satisfaction and improvement on performance. On this research, the grand theory used is the expectation theory by Victor Vroom on Robbin 2003:229 which assumes that satisfaction can influence the performance. The satisfaction of people will be existed if it is followed by enough salary or reward which causes the enhancement of working spirit. The development of the theory on this research is added by the variable of career development and working discipline towards working satisfaction and working performance on the regional office Ministry of Religious Affairs in South Sulawesi Basically, working discipline is always expected to be one of the characteristic of each human resources in organization. Because with working discipline organization will run properly and achieve their goals (Setiyawan and Waridin, 2006: 189) on Dipta Adi Prawatya, Susilo Toto Raharjo. Working discipline has a positive effect towards the employee performance. Employee that has working discipline from the start until the end of his/her daily job and follows all the working rules ought to have a good performance. It can be concluded that the higher the working discipline, the higher the employee performance. A dimension from Working Discipline by Hasibuan (2002: 213-216) is consisted by the purpose of

working discipline indicated by (sticking to the plan and schedule, completing the job aim and improving the ability). The supporting factor of working discipline is (leadership role model, remuneration and justice. The determinant factor of working discipline is consisted by (viscous supervision, sanction and assertiveness) Gibson (2000) on Wibowo (2014:418) explains that there is a mutual relationship between performance and working satisfaction. On the other side, it is said that working satisfaction causes the performance improvement which leads the satisfied employee become more productive. Vecchio (1995) on Wibowo (2014:419) prefers to be on the perspective that says satisfaction is indirectly caused by performance. Performance will be given reward, both intrinsic and extrinsic. Satisfaction will be obtained through the appraisal towards reward given. If the employees feel that the given reward is fair, it will lead to the enhancement of working satisfaction. However, it will bring negative impact on working satisfaction if the contrary thing happens. Performance could be measured by 5 dimension by Stephen P. Robins (1994 : 56); Gery Dessler (1995 ; 57) on Pabundu (2004: 121-128) which is consisted by working quality (completing the tasks based on mechanism, hard work), working quantity (routinely working, fulfilling and supporting), working hours (attending and leaving in time, well attendance), cooperation (giving full responsibility, proper explanation), supervision (task based on skills, time and job quantity). Based on several concepts, theories, and empirical research stated above, the conceptual framework can be constructed to explain which of the variables take place as exogenous variable, intervening variable, and dependent exogenous variable. The preposition is based on the theoretical and empirical study which clearly shown the number of hypothesis made, variables included on each hypothesis and the correlation between the variables This conceptual framework wholly portrayed the direct correlation between the variables of career development ( $X_1$ ) and working discipline ( $X_2$ ) towards working satisfaction ( $Y_1$ ) and performance ( $Y_2$ ) of employees in the regional office of Ministry of Religious Affairs in South Sulawesi Those variables are the latent variables that could not be measured. Therefore, the measurement used indicators that could be seen on the conceptual framework below:

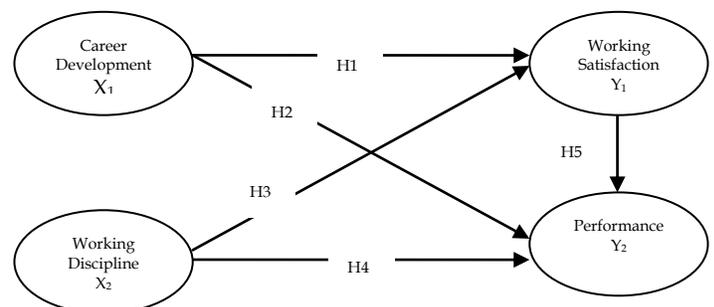


Figure 3.1: Conceptual Framework of the research

## 4. Hypothesis

Based on the background of the problem, study objectives, theoretical basis, and the formulated conceptual framework, the study hypotheses are proposed as follows:

1. There is positive and significant effect between career development and employee working satisfaction in the regional office Ministry of Religious Affairs in South

Sulawesi.

2. There is positive and significant effect between working discipline and the employee working satisfaction in the regional office Ministry of Religious Affairs in South Sulawesi.
3. There is positive and significant effect between career development and employee performance in the regional office Ministry of Religious Affairs in South Sulawesi.
4. There is positive and significant effect between working discipline and the performance in the regional office Ministry of Religious Affairs in South Sulawesi.
5. There is positive and significant effect between working satisfaction and employee performance in the regional office Ministry of Religious Affairs in South Sulawesi.
6. There is positive and significant effect between career development and performance through employee working satisfaction in the regional office Ministry of Religious Affairs in South Sulawesi.
7. There is positive and significant effect between working discipline and performance through employee working satisfaction in the regional office Ministry of Religious Affairs in South Sulawesi.

## 5. OBJECTIVES

- a. Theoretically, it is expected that this research could be taken as one of the foundation for the next researcher to see the influence of career development and working discipline towards the performance of the employee in the regional office of Ministry of Religious Affairs in South Sulawesi: working satisfaction as the intervening variable. Moreover, further research could be added by variables which have not been included in this dissertation.
- b. Practically, it is expected that the result of this research could become one of the meaningful suggestions and contribution for the employee in the regional office of Ministry of Religious Affairs in South Sulawesi in term of performance. So that, there will be linkages among the activities to generate high-performing employees.

## 6. RESEARCH METHODOLOGY

This study was located in the regional office Ministry of Religious Affairs in South Sulawesi. The location has been chosen based on the analysis that there has been a derivation of performance related to the career development and working discipline. Moreover, the researcher wanted to know deeper about which one of the two variables is more dominant in influencing the derivation of performance in the regional office Ministry of Religious Affairs in South Sulawesi. The study analyzed the influence of the variable dimensions of career development, working discipline, working satisfaction, and performance. Then, determined the instrument based on the variable and population sample. Population on this study is the employees in the regional office Ministry of Religious Affairs in South Sulawesi with the total of 665 people. The sample of the study is the part of population taken as a data resource representing the population. With the large number of population, the sampling method used was Stratified Proportional Random, Sampling taken based on the slovin formula. The data collection has been done by using observation method, interview, and questionnaire. The data collected has been analyzed by using quantitative descriptive analytic tool. The analysis technique used to analyze the data is SEM (Structural Equation Modeling). Then, the result of

analysis has been interpreted. Lastly, the conclusions of the research and suggestion for a clearer research concept have been inferred.

## 7. RESULTS

Based on empirical models proposed in this study, the hypothesis could be tested using structural equation models. The test results are presented in Table 1 below:

**Table 1 Hypothesis Testing**

H <sub>1</sub> P	Independent Variable	Dependent Variable	Direct Effect			
			Standardize	CR	P-value	Explanation
H1	Career Development	Working Satisfaction	0,757	7,962	0,000	Significant
H2	Working Discipline	Working Satisfaction	0,075	0,839	0,401	Not Significant
H3	Career Development	Performance	0,082	0,737	0,461	Not Significant
H4	Working Discipline	Performance	0,306	3,684	0,000	Significant
H5	Working Satisfaction	Performance	0,586	5,657	0,000	Significant
Indirect Effect						
	Independent Variable	Dependent Variable	Intervening Variable	Standardize	Explanation	
	Career Development	Performance	Working Satisfaction	0,444	Significant	
	Working Discipline	Performance	Working Satisfaction	0,044	Not Significant	

Among five of the direct path models, there are only three significant paths while the other two are not significant. The interpretation from Table 5.19 could be explained as below:

- A. Career development has significantly positive effect towards the working satisfaction at  $p = 0.000 < 0.05$  with the coefficient value at 0.757. This coefficient shows that the better the career development, the higher the working satisfaction of the employee will be.
- B. Working discipline has insignificantly positive effect towards the working satisfaction at  $p = 0.401 > 0.05$  with coefficient value at 0.075. This coefficient shows that the applied working discipline in the regional office of Ministry of Religious Affairs in South Sulawesi has not been able to enhance the employee working satisfaction.
- C. Career development has insignificantly positive effect towards the working satisfaction at  $p = 0.461 > 0.05$  with the coefficient value at 0.082. This coefficient shows that the career development has no direct impact in improving the employee performance in the regional office ministry of religious affairs in South Sulawesi.
- D. Working discipline has significantly positive effect towards performance at  $p = 0.000 < 0.05$  with the coefficient value at 0.306. This coefficient shows that the better the applied working discipline, the higher the employee performance will be.

- E. Working satisfaction has significantly positive effect towards employee performance at  $p = 0.000 < 0.05$ , with the coefficient value at 0.961. This coefficient shows that the better the employee working satisfaction in the regional office ministry of religious affairs in South Sulawesi, the higher the employee satisfaction will be
- F. Career development has significantly positive effect towards performance thorough working satisfaction with coefficient at 0.444. This shows that the better the career development system, the higher the employee working satisfaction, which can lead to the improvement of employee performance.
- G. Discipline has insignificantly positive effect towards performance through working satisfaction with the coefficient at 0.044. This shows that a well applied working discipline could not improve the employee working satisfaction. Thus, the applied working discipline has no impact on the employee performance but the applied working discipline has direct impact on performance.

- $h_1$ : the effect of career development towards working satisfaction n working satisfaction
- $h_4$ : the effect of working discipline towards performance
- $h_5$ : the effect of working satisfaction towards performance
- $h_6$ : the effect of career development towards performance through working satisfaction.

Supported and approved empirical data.

Hypothesis:

- $H_2$ : the effect of working discipline towards working satisfaction
- $H_3$ : the effect of career development towards performance
- $H_7$ : the effect of working discipline towards performance through working satisfaction

Unsupported and rejected empirical data

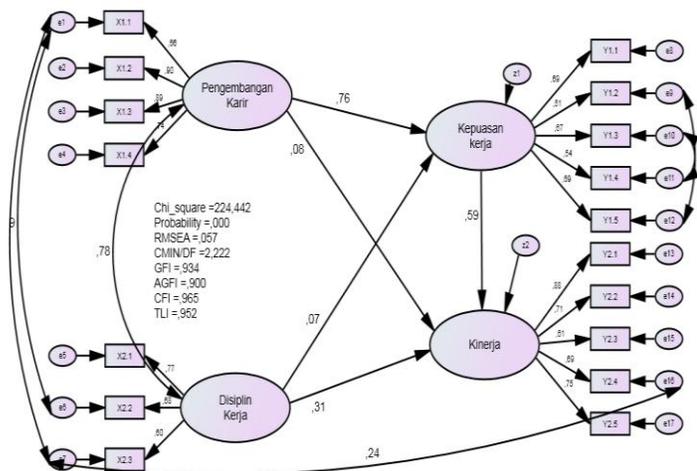


Figure 1

**8. CONCLUSION**

1. There is a positively direct and significant effect from career development with the indicators of education background, training, working experience, and skills towards working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi. The most

influential indicator in career development is educational background

2. There is a positively direct and insignificant effect from working discipline with the indicators of comprehension and knowledge about the job, awareness towards responsibility, obedience and devotion on the applied rules towards working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi. The most influential indicator in working discipline is obedience and devotion on the applied rules.
  3. There is a positively direct and insignificant effect from career development towards employee performance with the indicators of education background, training, working experience, and skills towards working satisfraction in the regional office of Ministry of Religious Affairs in South Sulawesi. The most influential indicator in career development is educational background
  4. There is a positively direct and significant effect from working discipline with the indicators of comprehension and knowledge about the job, awareness towards responsibility, obedience and devotion on the applied rules towards working satisfaction in the regional office Ministry of Religious Affairs in South Sulawesi. The most influential indicator in working discipline is obedience and devotion on the applied rules.
  5. There is a positively indirect and significant effect from career development towards employee performance through working satisfaction with the indicators of educational background, training, working experience, and skills towards working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi.
- There is a positively indirect and insignificant effect from working discipline with the indicators of comprehension and knowledge about the job, awareness towards responsibility, obedience and devotion on the applied rules towards working satisfaction in the regional office of Ministry of Religious Affairs in South Sulawesi.

**9. RECOMENDATION**

1. Limitations and weaknesses in this study might lead to a less perfect result. So, hopefully this study will be further refined by other researcher on the future. Diagnostic limitations and weaknesses are as follows:
2. This study only tested three variables influencing the Performance; there are many other variables that more likely influencing the Performance. Thus, this study is less comprehensive in explaining more about managing customer loyalty well.

**REFERENCES**

- [1] Abdullah Ma'rif, 2012. Syariah Based Management. Aswaja Presindo. Yogyakarta.
- [2] Abdul Hameed Aamer., 2011. Employee Development And Its Affect On Employee Performance A Conceptual Framework. International Journal Of Business And Social Science Vol. 2 No. 13.
- [3] Al Fajar, Siti dan Heru, Tri., 2013. Human Resource Management To Get Competitive Advantage. Second

- Edition, Higher Education Management YKPN. Yogyakarta.s
- [4] Ardiana, Komang, Mujiati NW dan Utama WM., 2012. Human Resource Management. First Edition. From Graha Ilmu. Yogyakarta.
- [5] Arikunto, Suharsimi. 2010. Research Prosedure Practise. PT. Rineka Cipta. Jakarta.
- [6] Atty Tri Juniarti., 2009. The Effect Organization Sturcture and Leadership to Employee Performance PT Bumitama Gunajaya Agro. Trikonomika Journal Volume 8, No. 2, Desember 2009, Hal. 90–95 ISSN 1411-514X. Bandung
- [7] Audra Bianca, Putiri B. Katili, Shanti K. Anggraeni., 2013. The Effect Motivation, Employee Development, and working satisfaction towards Employee Performance with the SEM Methode. Teknik Industri Journal, Vol.1, No.4, Desember 2013, pp.334-340 ISSN 2302-495X.
- [8] Bambang Suko Priyono., 2010. The Effect Career Dimension To Towards Performance Organization as a moderation (Study at Jawa Tengah Company managers). Bussiness and economic Journal (JBE), Volume 17 Nomor 2. Semarang
- [9] Barnawi & Arifin, Mohammad. 2012. Proffesional Teacher Performance. Ar-Ruzz Media. Jogjakarta.
- [10] Bobby Fitriansyah., 2012. The Effect of Analysis Career Development, Dicipline, and Motivation Towards Employee Performance in the Regional Industry and Trade Oku Timur. Human Resource Management Journal Vol. 39, No. 9.
- [11] Danang Sunyoto., 2012. Human Resource Management. CAPS (Center for Academic Publishing Service). Yogyakarta.
- [12] Davis, Keith., 2002. Fundamental Organization Behavior, Translate by Agus Dharma, Erlangga. Jakarta.
- [13] Dessler, Gary., 2006, Human Resource Management, Ten Edition. Part 1 PT. Indeks. Jakarta.
- [14] -----, 2009, Human Resource Management, Ten Editions. Part 2 PT. Indeks. Jakarta.
- [15] Dolet Unaradjan., 2009. Dicipline Management. PT. Gramedia Widiasarana Indonesia. Jakarta.
- [16] Ferdinand, Augusty. 2000. Structural Equation Modelling in Management Research. Magister Programe University Diponegoro. Semarang
- [17] Fransiska., 2013. Effect Organizaion Structure Towards Performance PT. Air Manado. not
- Publication Tesis. Bandung: Fakultas Ilmu Ilmu Sosial dan Ilmu Politik Universitas Padjajaran Bandung.
- [18] Ginsberg., 1984. Operationalizing Organizational Strategy: towards an Integrative Framework. Academy of Management Review.
- [19] Handoko, T Hani, 2001. Personalia Managemet and Human Resource. BPFE UGM: Yogyakarta.
- [20] Handoko, T. H. 2008. Personalia Managemet and Human Resource. BPFE. Yogyakarta
- [21] Jay Heizer dan Barry Render., 2009. Operation Management. 9 Edition Book 1. Salemba Empat. Jakarta.
- [22] John E. Delery and D. Harold Doty., 1996. Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions. The Academy of Management Journal, Vol. 39, No. 4.
- [23] John Paul Macduffie. 1996. Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry. Industrial and Labor Relations Review, Vol. 48, No. 2.
- [24] Kadarisman., 2012. The Development Human Resource Management. First Edition. Raja Grafindo. Jakarta.
- [25] Mangkunegara, 2005. Employee and Personal Management. Jakarta: Alumni.
- [26] Mangkunegara, A.A. Anwar Prabu. 2011. Human Resource Management Company. PT. Remaja Rosdakarya, Bandung.
- [27] Marquis, B.L. & Huston, C., J., 2010. Leadership and Nurse Managemnt : Theoty and Aplication. 4 Edition, Translate by, Widyawati dkk, Indonesian Leanguange Version Editor Egi komara yuda et all, EGC . Jakarta.
- [28] Martoyo, S. 2000. Human Resource Management 4 Edition. BPFE . Yogyakarta
- [29] M. Harlie., 2010. The Effect Working Dicipline and Career Development Towards Government Employee Performance in Tabalong Region at Tanjung South Kalimantan. Volume 11 Number 2. Management and Accounting Journal.
- [30] Moh. Nazir., 2011. Research Methode. Seven Edition. Ghalia Indonesia. Bogor.
- [31] Mubbsher Munawar Khan, Zia-Ur-Rehman, Muhammad Khyzer Bin Dost., 2012. Employee Commitment Vs Employee Performance Effects Of Employee Satisfaction As A Moderating Variable: A Correlational Study From Pakistan. Singaporean

Journal Of Business Economics, And Management Studies Vol.1, No.1.

- [32] Mukhtar, 2013, Practise Methode Descriptive qualitative Research. Penerbit Referensi. Jakarta.
- [33] Murdifi Haming dan Mahfud Nurnajamuddin., 2011. Production Management Modern: Manufaktur Operation and service. Second Edition, Bumi Aksara. Jakarta.
- [34] Munandar, A. S. 2008. Industri Psikologi and Organisation. Universitas Indonesia. Jakarta.
- [35] Nise Septyawati., 2010. Career Development Analysis Towards Employee Satisfaction in Centre Office PT. Pos Indonesia (Persero) Bandung. <http://elib.unikom.ac.id> Diakses 22 Agustus 2015.
- [36] Ni Made Candra Megita., 2014, The Effect Career Development Towards Employee Performance in Centre Office PT. Pos Indonesia (Persero) Jembrana Region 2014. <http://ejournal.undiksha.ac.id>. Vol: 4 No: 1 Tahun: 2014. Diakses 22 Agustus 2015.
- [37] Oliver, Sandra. 2007. Public Relation Strategic. Erlangga Jakarta
- [38] Pantri Heriyati And Ahmad Seiichi Ramadhan., 2012. The Influence Of Employee Satisfaction In Supporting Employee Work Performance And Retention Moderated By The Employee Engagement Factor Of An Institution (An Empirical Study Of Binus Business School). Int. Journal Of Economics And Management 6(1): 191 – 200.
- [39] Indonesian Government Role Number 46. 2011 Performance Employee Assesment.
- [40] Indonesian Government Role Numbe 10. 1979. DP3
- [41] Indonesian Government Role Numbe 53. 2010 Government Employee Dicipline.
- [42] Indonesian Government Role Numbe No. 24. 2010. Job Description, Function, and Organization Structure , Job And Function Eselon I and II.
- [43] The Government Religion RI Number 13. 2012. Organization and Job Vertical Government Religion.
- [44] Role of BKN Number 1. 2013, Assasment System Performance Goverment Employee.
- [45] Philip, C.G., 2006. A Manager's Guide to Performance Appraisal. New York: Free Press.
- [46] Putu Yudha Asteria Putrid dan Made Yenni Latrini., 2013. The Effect Working Satisfaction Towards Performance Employee Public Sector, with In-Role Performance and Innovative Performance as a Moderating variable. E-Jurnal Accounting Udayana University 5.3 (2013):627-638. ISSN: 2302-8556.
- [47] Richard L. Daft., 2012. Management New Era. 9 Edition Book 1. Salemba Empat. Jakarta.
- [48] -----, 2012. Management New Era. 9 Edition Book 2. Salemba Empat. Jakarta.
- [49] Rivai, Veithzal . 2005. Performance Appraisal : System Yang Tepat Untuk Menilai Kinerja Karyawan dan Meningkatkan Daya Saing Perusahaan. Edisi 1. Penerbit PT.Raja Grafindo Persada Jakarta.
- [50] ----- . 2009. Islamic Human Capital From Theory to Practise Islamic Management Resource. PT.Raja Grafindo Persada Jakarta.
- [51] Rivai, Veithzal dan Ella Jauvani Sagala., 2013. Human Resource Management For Company From Threory to Practise. Fice Edition. PT.Raja Grafindo Persada Jakarta.
- [52] Robert, Goddart., 2006. Attention & Performance. New York: Academic Press
- [53] Rosita., 2007. Relation Dicipline Towards emplyee performance in Ichi Bento Restoran Cabang Jalan Dr Setiabudhi Bandung. <http://repository.widyatama.ac.id>. Diakses 22 Agustus 2015.
- [54] Sanapiah Faisal, 2010. Social Reseachr Format. Rajawali Press. Jakarta.
- [55] Sedarmayanti., 2013 Human Resource Management Reformation and Birocration Employee Management. Refika Aditama. Bandung.
- [56] Sudarsono, 1994. Birocration Strategic. Bussiness Journal and Birocration, Number 3 Volume IV. September 1994.
- [57] Sugiyono, 2009. Administration Research Methode. Alfabeta. Bandung.
- [58] Sulaiman Asang., 2012. Developing Human Resource Management, Perfective Orgnization quality. First Edition. Brillan Internasional. Surabaya.
- [59] Sukirman., 2012. Relationship Employee Satisfaction to Employee Dicipline Operation Unit PT. Bintratex Semarang. <http://eprints.umk.ac.id> Diakses 22 Agustus 2015.
- [60] Smith et al., 1995. Performance Appraisal in the Public Sector. Reading, Massachusetts: Addison Wesl.
- [61] S.M.M.Rasa Naqwi, Maria Ishtiaq, Noudheen Kanwal dan Mohsin Ali. 2013. Impact of Job Autonomy Of Organizational Commitment and Job Satisfaktion. (online), ( <http://dx.doi.org/10.5539/ijbm.v8n17p92>.) Diakses 14 Agustus 2014.. Published by Canadian Center of Sciense and Education.

- [62] Stephen P. Robbins dan Timothy A. Judge., 2011. Organization Behaviour. 12 Edition Book 2. Penerbit Salemba Empat. Jakarta.
- [63] Steven, Jr, (2004) (Applied multivariate Statistics for the social sciences, 4th ed.Hillsdale, NJ;Lawrence Erlbau Publishing.)
- [64] Syukur, Fatah. 2012. Education Human Resource Management. Program Pascasarjana IAIN Walisongo Semarang.
- [65] Undang-Undang Nomor 8 Tahun 1974 jo Undang-Undang Nomor 43 Tahun 1999 tentang Pokok-pokok Kepegawaian.
- [66] Uma Sekaran., 2011. Reserch Method for Bussiness. 4 Edition Book 2. Salemba Empat. Jakarta.
- [67] Wexley and Yuki. 2007. Organizational Behavior and Personnel Psychology. Boston: Richad D. Irwin, Inc.
- [68] Yunus Handoko, Margono Setiawan, Surachman, Djumahir., 2011. Organizational Behaviour, Working Satisfaction, Organization Commitment, Towards Performance. International Journal of Bisnis dan Management ISSN (Online): 2319-8028, ISSN (Print): 2319 - 801X [www.ijbmi.org](http://www.ijbmi.org) Volume 2 Edisi 12l Desember. 2011.