

**LEADERSHIP, CAREER DEVELOPMENT, ORGANIZATIONAL  
CULTURE, ORGANIZATIONAL COMMITMENT AND EMPLOYEE  
PERFORMANCE IN THE PUBLIC WORKS DEPARTMENT  
OF BALI PROVINCE, INDONESIA**

**A.A. Ngr. Eddy Supriyadinata Gorda** 

Lecturer of Public Administration Master's Degree, Post Graduate Program  
Pendidikan Nasional University, Denpasar, Bali, Indonesia  
[eddy\\_supriyadinata@yahoo.com](mailto:eddy_supriyadinata@yahoo.com)

**Ni Putu Nina Eka Lestari**

Lecturer of Management Department, Faculty of Economics and Business  
Pendidikan Nasional University, Denpasar, Bali, Indonesia  
[ninajegeg@gmail.com](mailto:ninajegeg@gmail.com)

**Nengah Dasi Astawa**

Professor of Management Department, Faculty of Economics and Business  
Pendidikan Nasional University, Denpasar, Bali, Indonesia  
[nengahdasiastawa@yahoo.com](mailto:nengahdasiastawa@yahoo.com)

**Abstract**

*The aim of this study is to conduct Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance in the Public Works Department of Bali Province. The research sample is 125 employees chosen by probability sampling with cluster random sampling, disproportionate stratified random sampling, simple random sampling. Data is collected using a questionnaire and the type of research is quantitative. Statistical analysis and hypothesis testing using Partial Least Square- Structural Equation Modeling (PLS-SEM). Results of the analysis proved Organization Commitment is significant effect on Leadership, Organizational Commitment significant effect on Career Development, Organizational*

*Commitment significant effect on Organizational Culture, Employee Performance effect is not significant with Leadership, Employee Performance significant effect on Organizational Commitment, Employee Performance is not significant effect on Career Development, Employee Performance is not significant effect on Organizational Culture. Implications study on Leadership, Career Development, Organizational Culture, Organizational Commitment needs to be upgraded in order to improve employee performance.*

*Keywords: Leadership, Career Development, Organizational Culture, Organization Commitment and Employee Performance*

## **INTRODUCTION**

Indonesia is a developing country, on the course there are often changes in regulations / legislation (deregulation) with regard to all fields. The thing that stands these days is in the field of governance. Changes in the system of government which was followed by the issue of globalization is a challenge for Local Government. In connection with the changes, as described, the most important thing to note is the problem of human resources. It is man who will plan, mobilize and direct other resources towards the achievement of organizational goals. Therefore, it is often stated that humans are the main asset of an organization.

To realize clean bureaucracy, accountable and transparent, can be achieved only if we have good leadership ability of bureaucracy in improving service to the public, the leadership that is able to interact and communicate with all levels of society, a form of necessary bureaucratic leadership in achieving good governance. According to Bello (2012), stated that ethical leadership are perceived as having a broad ethical awareness and concern for all stakeholders of the which includes employee. In accordance with the vision of the Public Works Department of Bali Province to perform basic tasks and functions, the Public Works Department of Bali Province grounded on the application of the vision of the establishment of reliable environment and regional infrastructure based on the concept of Tri Hita Karana and mission that includes developing the infrastructure of water resources, improve and maintain roads and urban infrastructure, improving spatial planning and settlements and fields of Cipta Karya, realize the management and conservation of energy and natural resources and realize the government apparatus based on the principles of good governance.

One form of human resources development is through education and training. Designated employees to improve and develop their skills and the institution to be acquired employees who have the knowledge, skills and loyalty to the institution. Besides, training is a

learning process that can improve the skills for an employee to improve the work experience, so that the employee is able and willing to implement the tasks assigned to him.

A phenomenon that occurs is the cause of inability of performance achievement closely related to the mismatch of leadership, career development, organizational culture, organizational commitment to employee performance, a planning of appropriate needs of employees in accordance with the workload and supported by appropriate recruitment process and in accordance with the needs and the ability of the organization. To achieve success in this era of globalization, organizations will need to focus more closely on its human resources. HR as a key tool in the organization has a potentially vital role, so it needs to get the effective management and developed to support the organization's future.

Good human resources that exist today and are available on the organization is actually likely to be limited and diminishing, because naturally employees will have to retired, quit, change job, death, annual leave, sick leave, long service leave and maternity leave, or maybe their termination of employment. This is a natural process and its implications are to be anticipated by the organization. In order for the organization's performance to be maintained then any vacancy occurred, the parties competent with HR issues need to prepare a substitute employee who has competence in accordance with the competencies demanded by the job. To that end, human resource planning ranging from recruitment, selection, staffing, education and training and career development will greatly affect the performance of the organization in the future. In line with the results of research Gorda, Lestari, and Budhi (2016), that the Career Patterns have a direct positive influence but not significant to Employee Performance of Department of Cooperatives, SMEs, Trade and Industry of Klungkung.

Phenomena that exist in the Public Works Department of Bali Province is the low employee performance that can be seen from the lack of communication between superior and the staff, non-compliance with the rules in giving the opportunity to the employees to follow the training skills, the level of employee discipline, they are often late for work, the number of employees which followed morning assembly is half of the total personnel.

Based on the above phenomenon, it is worth of doing research titled Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance At the Public Works Department of Bali Province "

## LITERATURE REVIEW

Definition of leadership has coincided with the beginning of human history, ie since humans realized the importance of living in groups to achieve common goals. Leadership is the backbone of development of organization, because without a good leadership it will be difficult

to achieve organizational goals. A leader is trying to influence the behavior of others, then the other person needs to think about his leadership style.

Gorda (2006: 157) stated that: Leader are the people who build and move a person or group of people so that they have will, committed and faithful to perform their duties and the predetermined. While the leadership is the nature or character, or the way a person in a group of people so that they are willing, committed and faithful to act in accordance with the duties and responsibilities to achieve company goals predetermined.

Career is a journey of a person during his lifetime. According to T. Hani Handoko (2008: 123), the career is all work or office handled or held during a person's working life. The career path is also a sequential pattern of workers that make up a person's career. While Career development is increases one's personal undertaken to achieve a career plan. According Nawawi (2003) career development is a series of positions they occupy during his life in institutions. Meanwhile, according to Salidi (2006) career development is a condition that showed an increase in employees' status on the career path that has been set by the company. Career development implemented and developed by the Civil Service through career guidance and work performance appraisal system and the career system in general through the promotion, transfer of positions and the appointment in office. Every employee is required for their budding career planning to use the career opportunities that exist. Besides, the management of the career of the person to direct and control the employee career paths. Based on expert opinions above, it can be concluded that career development is an improvements of the status of a person in an organization in a career path that has been established within the organization concerned.

According to Sobirin (2007: 50) Culture is a word that means many things, according to Indonesian dictionary; the word culture comes from the Sanskrit word Bodhya meaning ingenuity. Meanwhile, according to Sobirin (2007: 52) culture is as follows; culture or civilization in thorough complexity that consist of knowledge, belief, art, morals, law, custom and other capabilities and any habits that are acquired by a man as part of a community. According Pabundu Tika (2006: 3) culture is a pattern of basic assumptions invented, discovered or developed by certain groups as a means of learning to overcome the problem of internal adaptation and internal integration that are authorized and implemented properly and therefore taught to new members as the right way to understand, think and feel associated with those problems.

Culture is important in supporting the success of a work unit where culture can provide an identity for employees, becoming a source of stability and continuity of organization that provide security for employees and the important thing is that culture helps stimulate employees

to be enthusiastic about his job. Definition of Culture is to develop complete human resources so that each person are aware that they are in the nature of role of a customer relationship, including in communication with others effectively and efficiently as well as encouraging (Triguno, 2004: 6)

Meanwhile, according to Robbins (2007) commitment is as a situation where an individual siding the organization and have objectives and the desire to maintain. The membership in the organization. Furthermore, according to Sopiah (2008) organization commitment as the degree in which employees believe and accept the organization's goals and will stay or will not leave the organization. Organizational commitment as a sense of identification (the belief in the values of the organization), engagement (the willingness to give the best for the interest of organization) and loyalty (desire to remain a member of the organization) will be expressed by an employee of the organization (Kuncoro, 2002). Furthermore, stress is a condition of organizational commitment where employees are very interested in the purpose, values and goals of the organization. Organizational commitment is more than just a formal membership, as it covers the affection of organization and willingness to seek a high level of effort for the organization achieves the objectives.

Meanwhile, according to Alwi (2001) organizational commitment is an attitude of employees to remain in the organization and involved in efforts to achieve the mission, values and goals of the organization. Further explained, that commitment is a more concrete form of loyalty that can be seen from the extent to which employees devote attention, ideas and responsibilities in order to achieve organizational goals.

According to Mahsun (2006; 26) Performance is an overview of the level of achievement of the implementation of an activity / program / policy in achieving the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization. Furthermore, according to Nanang (2010: 105) Employee performance is the result of work during a certain period as compared to a range of possibilities, such as the target standard or criteria that has been agreed. Meanwhile, according to Sinambela et al (2007: 136) performance is an activity and an enhancement of that activity according to the responsibilities so as to achieve the results expected. Employee performance is the result of work achieved in executing the tasks assigned to them based on skills, experience and sincerity as well as the time (Abubakar, 2000; 24). According to Mangkunagara (2006: 67) employees performance is the result of the quality and quantity of work accomplished by employees in performing their duties in accordance with the responsibilities assigned.

While Gorda (2006: 94) stated that performance is the result of work donated by an employee related to the duties and responsibilities to the organization (company) that is based

on intelligence, spiritual intelligence, emotion, and intelligence to transform obstacles into opportunities, as well as physical skills directed to the utilization of the resources provided by the organization (company). The performance of an employee is important for a company, because the performance of each employee is a contribution to the achievement of the performance of every function of the company, and in turn the performance of functions of the company to contribute to the achievement of company performance.

## RESEARCH METHOD

This research was conducted at the Public Works Department of Bali Province, which is located at Beliton Street number 2 Denpasar. The reason for choosing that location for this research were based on the following considerations: Public Works Department of Bali Province as Regional Work Unit with the work load, the amount of the number of employees managed, the Head of Regional Work Unit are able to manage and improve the performance of employees to meet the demands. As observed by the researcher, performance of employees still needs to be improved. To be able to assess the performance of civil servants in the Public Works Department of Bali Province may be one benchmark; the high demand of employee performance by the provincial government of Bali. Never before conducted a research on Leadership, Career Development, Organizational Culture, Organizational Commitment, and Employee Performance in the Department of Public Works of Bali Province.

Population is a group or set of individuals or objects of research that has certain standards of predetermined characteristics. The population in this study is the Civil Servants in the Secretariat Sector, Assessment and Construction, Spatial Planning and Housing, Water Resources, Highways, Human Settlements, Energy and Mineral Resources, Equipment and Testing Centre Technical Implementation Unit, Drinking Water Management Technical Implementation Unit, Waste Management Technical Implementation Unit, and Wastewater Management Technical Implementation Unit at the Regional Work Units of Public Works Department of Bali Province, amounting to 386 people as of December 2014. In this research, to obtain data collection faster than the availability of elements of the population at a lower cost and better accuracy results, samples were used as research subjects.

This study used 125 respondents as research subjects. Sampling conducted in this study were probability sampling method with the three-stage techniques; cluster random sampling, disproportionate stratified random sampling and simple random sampling. The method used in this study were quantity model or influence relationship to test the hypothesis that will be proposed in this study, the analysis technique to be used is Partial Least Square - Structural Equation Modeling (PLS-SEM) operated via the AMOS program.

## **ANALYSIS AND RESULTS**

### **Confirmatory Factor Analysis (CFA)**

#### ***Confirmatory Factor Analysis on Leadership Variable***

Based on the result of confirmatory factor analysis of Leadership variable indicator, it can be seen that the Standardized Regression Weigh ( $\lambda$ ) of the five indicators of Leadership were greater than 0.50 with C.R coefficient greater than 1,960 and the probability value of that five indicators were smaller than 0.05. Thus it can be said that from the CFA point of view, the five leadership indicators are powerful to define the Leadership latent variable. For those reasons, the five indicators can be included in further analyzes.

#### ***Confirmatory Factor Analysis on Career Development Variable***

Based on the result of confirmatory factor analysis of Career Development variable indicator, it can be seen that the Standardized Regression Weigh ( $\lambda$ ) of the five indicators of Career Development were greater than 0.50 with C.R coefficient greater than 1.960 and the probability value of that five indicators were smaller than 0.05. Thus it can be said that from the CFA point of view, the five Career Development indicators are powerful to define the Career Development latent variable. For those reasons, the five indicators can be included in further analyzes.

#### ***Confirmatory Factor Analysis on Organizational Culture Variable***

Based on the result of confirmatory factor analysis of Organizational Culture variable indicator, it can be seen that the Standardized Regression Weigh ( $\lambda$ ) of the five indicators of Organizational Culture were greater than 0.50 with C.R coefficient greater than 1.960 and the probability value of that five indicators were smaller than 0.05. Thus it can be said that from the CFA point of view, the five Organizational Culture indicators are powerful to define the Organizational Culture latent variable. For those reasons, the five indicators can be included in further analyzes.

#### ***Confirmatory Factor Analysis on Organizational Commitment Variable***

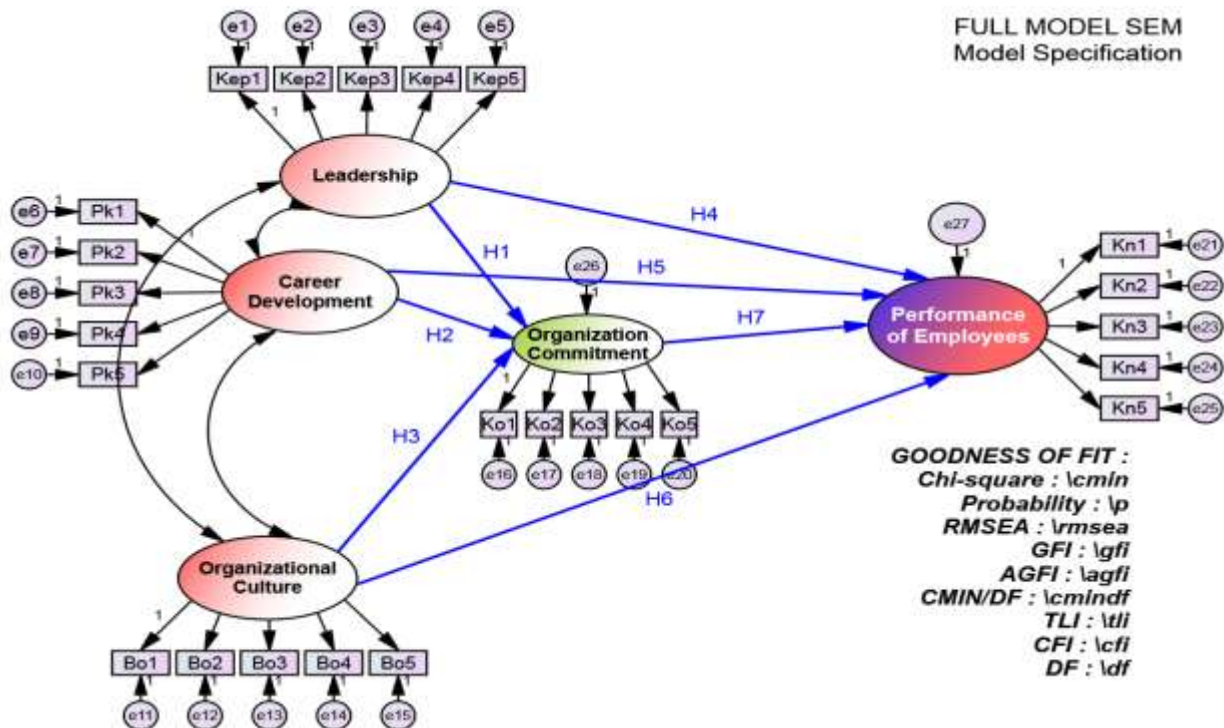
Based on the result of confirmatory factor analysis of Organizational commitment variable indicator, it can be seen that the Standardized Regression Weigh ( $\lambda$ ) of the five indicators of Organizational Commitment were greater than 0.50 with C.R coefficient greater than 1.960 and the probability value of that five indicators were smaller than 0.05. Thus it can be said that from the CFA point of view, the five Organizational Commitment indicators are powerful to define Organizational Commitment latent variable. For those reasons, the five indicators can be included in further analyzes.

### Confirmatory Factor Analysis on Employee Performance Variable

Based on the result of confirmatory factor analysis of Employee Performance variable indicator, it can be seen that the Standardized Regression Weigh ( $\lambda$ ) of the five indicators of Employee Performance were greater than 0.50 with C.R coefficient greater than 1.960 and the probability value of that five indicators were smaller than 0.05. Thus it can be said that from the CFA point of view, the five indicators of employee performance are powerful to define Employee Performance latent variable. For those reasons, the five indicators can be included in further analyzes.

The relationship of each latent variable with its indicator or each question item, to be displayed into more complete model are shown in Figure 1 below.

Figure 1: Full Model of Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance Variables



Referring to the image above it can be seen the number of indicators of each latent variables of leadership, career development, organizational culture, organizational commitment and employee performance. The score of respondents' answers to each indicator are processed by Full Model Partial Least Square - Structural Equation Modeling (PLS-SEM) statistics using AMOS software for 20.0 version windows to obtain a graphical display and the results of



Regression Weights Structural Equation analyzed by Full Model Partial Least Square - Structural Equation Modeling (PLS-SEM)

### Measurement Model Testing Analysis by Lambda ( $\lambda$ ) Parameter

The test using lambda parameter are intended to determine the validity of each research indicator. Lambda parameter ( $\lambda$ ) filling using a standardized estimate (regression weight) value in the form of loading factor. If the value of the standardized estimate (regression weight)  $> 0.50$ , C.R value  $> t$  table = 1.960 and the probability ( $P$ )  $< \alpha = 0.05$ , then the indicator of lambda parameter ( $\lambda$ ) loading factor are significant (Ferdinand, 2014: 23) and the indicators are valid.

Based on the results of data analysis, it can be concluded that the latent indicator variable has standardized estimate (regression weight) in the form of loading factor or lambda ( $\lambda$ )  $> 0.50$ , the crisis value C.R  $> 1,960$  and has probability  $< 0.05$  (\*\*\*) . Thus it can be said that all the loading factor or lambda ( $\lambda$ ) indicators is valid / significant.

### Analysis of Structural Equation Model

Leadership structural equation (X1), Career Development (X2), Organizational Culture (X3), Organizational Commitment (Y) and Employee Performance (Z) are described in the following equation.

Table 1: Standardized Direct Effects (Group number 1 – Default model) Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance

	OC	CD	LEAD	OCom	EP
OCom	.265	.339	.341	.000	.000
EP	.157	.209	.044	.399	.000

Table 2: Standardized Regression Weigh (lambda) Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance Estimate

		Estimate
OCom	<---	LEAD .341
OCom	<---	CD .339
OCom	<---	OC .265
EP	<---	LEAD .044
EP	<---	OCom .399
EP	<---	CD .209
EP	<---	OC .157

Table 3: Regression Weight Leadership (X1), Career Development (X2), Organizational Culture (X3), Organizational Commitment (Y) dan Employee Performance (Z)

			Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P	Label	Note
OC <sub>o</sub> <sub>m</sub>	<---	LEAD	.333	.341	.168	1.985	.047	H1	Sig
OC <sub>o</sub> <sub>m</sub>	<---	CD	.226	.339	.109	2.078	.038	H2	Sig
OC <sub>o</sub> <sub>m</sub>	<---	OC	.244	.265	.113	2.160	.031	H3	Sig
EP	<---	LEAD	.053	.044	.219	.241	.810	H4	Not Sig
EP	<---	OC <sub>o</sub> <sub>m</sub>	.485	.399	.236	2.054	.040	H7	Sig
EP	<---	CD	.169	.209	.142	1.194	.233	H5	Not Sig
EP	<---	OC	.176	.157	.150	1.171	.242	H6	Not Sig

Noting the standardized estimate on Leadership variable (X1), Career Development (X2), Organizational Culture (X3), Organizational Commitment (Y), and Employee Performance (Z), the structural equation models are as follow:

- $Y = \gamma_1 X_1 + \zeta_1 = 0,341 X_1 + \zeta_1$
- $Y = \gamma_2 X_2 + \zeta_1 = 0,339 X_2 + \zeta_1$
- $Y = \gamma_3 X_3 + \zeta_1 = 0,265 X_3 + \zeta_1$
- $Z = \gamma_4 X_1 + \zeta_2 = 0,044 X_1 + \zeta_2$
- $Z = \gamma_7 Y + \zeta_2 = 0,399 Y + \zeta_2$
- $Z = \gamma_6 X_3 + \zeta_2 = 0,157 X_3 + \zeta_2$
- $Z = \gamma_7 Y + \zeta_2 = 0,399 Y + \zeta_2$

### Goodness of Fit

Based on the analysis of cut-off value Goodness of Fit data of the result models, it can be seen that only one were eligible to the criteria of Relative Chi-square ( $\chi^2 / df$ ). Because there were only one that eligible to the criteria, then the above models could be expressed as a less good model (Solimun, 2004: 71).

From the overall above analysis, it can be concluded that all indicators of Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance were valid. None of the equation models above has invalid loading factor ( $\lambda$ ). Evaluation of the results of Goodness of Fit showed only one eligible criterion, namely Relative Chi-square ( $\chi^2 / df$ ). Thus, the model can not be expressed as a good model because it has not met the Goodness of Fit and it is necessary to modify the model to be able to improve the suitability to the Goodness of Fit (Solimun, 2004: 71 and Solimun, 2006; 19).

According to Ferdinand (2014; 144) Squared Multiple Correlations value identical to  $R^2$  in SPSS program multiplied by 100%. Squared Multiple Correlations of each variable has a value of 0.734 for Organizational Commitment variable (Y) and the value of 0,550 for employee performance variables (Z) as shown in the 5.19 table above. Value of Squared Multiple Correlations of Organizational Commitment variable (Y) = 0.734 identical to the  $R^2$  in the SPSS at 0.734, then the amount of determination of Squared Multiple Correlations value of Organizational Commitment variable times 100%, which means  $0.734 \times 100\% = 73.4$ . Thus it can be interpreted that the Organizational Commitment influenced only 73.4% by variables of Leadership, Career Development, Cultural Organization and Employee Performance, while the rest:  $100\% - 73.4 = 26.6\%$  of Organizational Commitment influenced by other factors outside the research.

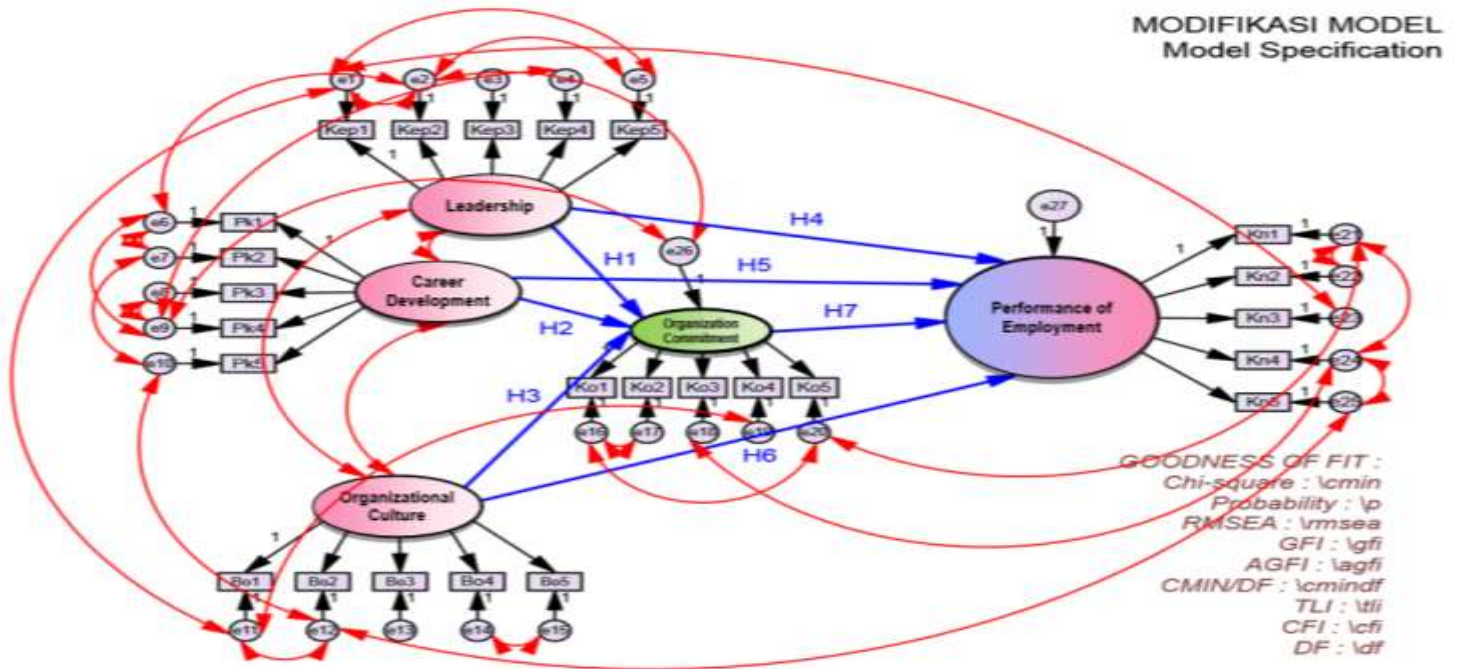
While the value of Squared Multiple Correlations of Employee Performance (Z) variable identical to  $R^2$  in SPSS amounted at 0,550, the amount of Determination of Squared Multiple Correlations value variable Employee Performance times 100%, which means  $0,550 \times 100\% = 55\%$ .

Thus it can be interpreted that Organizational commitment influenced only 55% by variables of Leadership, Career Development, Organizational Culture and Organizational commitment, while the rest:  $100\% - 55\% = 45\%$  could be said that the changes in employee performance by 45% influenced by other factors beyond research.

### **Model Modification**

Modification of the model is done by correlating errors that M.I coefficient of  $> 8000$  in order to improve Goodness of Fit by connecting some errors above and resulted in the modification as follows.

Figure 2: Modification of Variable Model of Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance



From the above model modification by correlating multiple error indicators comparisons could be done that include: the amount of Goodness of Fit coefficient between the main model and the modified model 1. Comparison conducted including the amount of Goodness of Fit coefficient, Regression Weight coefficient between exogenous and endogenous variables, also Squared Multiple Correlation as a reflection of determination coefficient as described in Table 4 below.

From the above analysis, it can be stated that the modification model has been able to improve the model suitability (Goodness of Fit). In the previous model there were only one eligible, while after the modification there were two criteria that eligible as well as three marginal criteria. Because there were only two eligible criteria it was necessary to make another model modification. This is in accordance with Solimun (2002: 80) and Solimun (2004: 17), thus it is necessary to modify the model further.

Table 4: Main Model Comparison with the Modified Model

Goodness of Fit Index	Cut-of-value	Main Model Result	Main Model Modification	Note
Chi-square ( $\chi^2$ )	Expected to be Low	705.428	387.101	Better
Relative Chi-square ( $\chi^2/df$ )	$\leq 3,00$	2,662 <sup>)</sup>	1,613 <sup>)</sup>	Better
Probability	$> 0,05$	0,000	0,000	No change

Table 4...

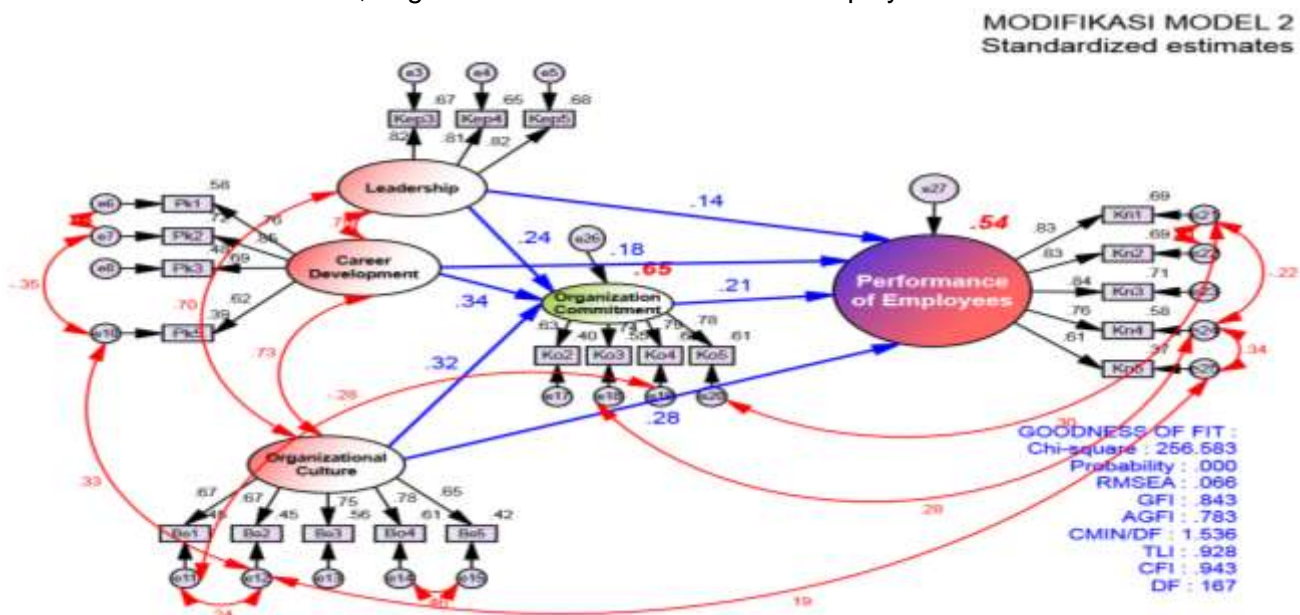
RMSEA	≤ 0,08	0,116	0,070 <sup>*)</sup>	Better
GFI	≥ 0,90	0,681	0,811 <sup>**)</sup>	Better
AGFI	≥ 0,90	0,609	0,744	Better
TLI	≥ 0,95	0,746	0,906 <sup>**)</sup>	Better
CFI	≥ 0,95	0,775	0,925 <sup>**)</sup>	Better
Org Com ← Leadership		0,341 <sup>+) )</sup>	0,304	Worse
Org Com ← Career Development		0,339 <sup>+) )</sup>	0,286	Worse
Org Com ← Organizational Culture		0,265 <sup>+) )</sup>	0,317 <sup>+) )</sup>	Better
Employee Performance ← Leadership		0,044	0,124	Better
Employee Performance ← Career Development		0,209 <sup>+) )</sup>	0,143	Worse
Employee Performance ← Organizational Culture		0,157	0,250	Better
Org Com ← Employee Performance		0,399	0,315 <sup>+) )</sup>	Better
Organizational Commitment Square		0,734	0,688	Worse
Multiple Correlation				
Employee Performance Square Multiple Correlation		0,550	0,570	Better

\*) Fulfilling Goodness of Fit, \*\*) Marginal, +) Significant

### Model Modification (Phase II)

Modification of the model in this research is done in a way not to include indicators with small loading factor. Ie indicators Kep1 with loading factor of 0.573, Kep 2 with loading factor of 0.550, Pk with loading factor of 0.547 and Ko 1 with loading factor of 0.592. By not to include indicators, as mentioned above, the result in the modification as follows.

Figure 3: Modification of Variable Model of Leadership, Career Development, Organizational Culture, Organizational Commitment and Employee Performance



From the above models modified by eliminating indicators of Kep 1, Kep 2, Pk 4, and KO 1, there could be a comparison conducted on the amount of the Goodness of Fit coefficient between model one and the modified model two. Comparisons were made including: the coefficient of Goodness of Fit, Regression Weight coefficients between exogenous and endogenous variables, also Squared Multiple Correlation as a reflection of determination coefficient as described in Table 5 below.

Table 5: Main Model Comparison with the Modified Model

Goodness of Fit Index	Cut-of-value	Results of Modified Model 1	Results of Modified Model 2	Note
Chi-square ( $\chi^2$ )	Expected to be small	387.101	256,583	Better
Relative Chi-square ( $\chi^2/df$ )	$\leq 3,00$	1,613 <sup>*)</sup>	1,536 <sup>*)</sup>	Better
Probability	$> 0,05$	0,000	0,000	No change
RMSEA	$\leq 0,08$	0,070 <sup>*)</sup>	0,066 <sup>*)</sup>	Better
GFI	$\geq 0,90$	0,811 <sup>**)</sup>	0,843 <sup>**)</sup>	Better
AGFI	$\geq 0,90$	0,744	0,783	Better
TLI	$\geq 0,95$	0,906 <sup>**)</sup>	0,928 <sup>**)</sup>	Better
CFI	$\geq 0,95$	0,925 <sup>*)</sup>	0,953 <sup>*)</sup>	Better
Org Com ← Leadership		0,304	0,240	Worse
Org Com ← Career Development		0,286	0,337 <sup>+) )</sup>	Better
Org Com ← Organizational Culture		0,317 <sup>+) )</sup>	0,315 <sup>+) )</sup>	Worse
Employee Performance ← Leadership		0,124	0,144	Better
Employee Performance ← Career Development		0,143	0,184	Better
Employee Performance ← Organizational Culture		0,250	0,282	Better
Org Com ← Employee Performance		0,315 <sup>+) )</sup>	0,210	Worse
Organizational Commitment Square Multiple Correlation		0,688	0,653	Worse
Employee Performance Square Multiple Correlation		0,570	0,538	Worse

\*) Fulfilling Goodness of Fit, \*\*) Marginal, +) Significant

From the above analysis it can be stated that the modification of the model has been able to improve the suitability model (Goodness of Fit). From the previous two-eligible after the modification, there are three criteria to qualify as well as two marginal criteria. Since it has been more than two qualified, it is deemed no need to be modified again.

## CONCLUSIONS

Results of research and discussion that has been described can be concluded as follows:

- 1 Leadership have positive and significant impact on Organizational Commitment, this indicates that the better the leadership, the better Organizational Commitment in the Public Works Department of Bali Province.
- 2 Career Development have positive and significant impact on Organizational Commitment, this indicates that the better the Career Development, the better Organizational Commitments in the Public Works Department of Bali Province.
- 3 Organizational Culture have positive and significant impact on Organizational Commitment, this indicates that the better the Organizational Culture, the better Organizational Commitment in the Public Works Department of Bali Province.
- 4 Leadership have positive but not significant effect on Employee Performance, this indicates that the better the Leadership, the better the Employee Performance in the Public Works Department of Bali Province.
- 5 Career development have positive but not significant effect on Employee Performance, this indicates that the better the Career Development, the better Employee Performance in the Public Works Department. Bali Province.
- 6 Organizational Culture have positive but not significant effect on Employee Performance, this indicates that the better the Organizational Culture, the better Employee Performance in the Public Works Department of Bali Province.
- 7 Organizational Commitment have positive and significant impact on Employee Performance, this indicates that the better the Organizational Commitment the better Employee Performance in the Public Works Department of Bali Province.

## SUGGESTIONS

From the conclusion of the study above, there are some suggestions and feedback that the author propose, for the good of all practical purposes of Public Works Department of Bali Province, especially in improving the work ethic and performance of employees. There must be a support of commitment of the organization. Without it, leadership will not able to produce maximum performance. In this case it refers to the vision and mission of the Public Works Department of Bali Province. For the interests of further research, the Leadership, Career Development, Organizational Culture, Organizational commitment and Employee Performance impact on Employee Performance and influenced by other factors outside this research model, and certainly there are other variables that must be observed and implemented in order to improve Employee Performance.

## FUTURE RESEARCH

Based on these results, that the Leadership, Career Development, and Organizational Culture have positive but not significant effect on Employee Performance, then the future direction of the research is to investigate more about these three variables in different research objects.

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