

ORGANIZATIONAL COMMUNICATION, CAREER PATTERN, ACHIEVEMENT MOTIVATION, ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE

**A CASE STUDY AT DEPARTMENT OF COOPERATIVES, SMALL AND MEDIUM
ENTERPRISES, INDUSTRY AND TRADE, KLUNGKUNG REGENCY, BALI, INDONESIA**

AAN. Eddy Supriyadinata Gorda 

Lecturer, Master Public Administration, Post Graduate Program,

Pendidikan Nasional University, Denpasar, Indonesia

eddy_supriyadinata@yahoo.com

Ni Putu Nina Eka Lestari

Lecturer, Management Department, Faculty of Economics and Business,

Pendidikan Nasional University, Denpasar, Indonesia

ninajegeg@gmail.com

Made Kembar Sri Budhi

Lecturer, Economic Development Department, Faculty of Economics and Business,

Udayana University, Denpasar, Indonesia

kacung_dobel@yahoo.com

Abstract

This study aims to explore effect of organizational communication, career patterns, achievement motivation and organizational commitment on employee performance. Respondents 121 staffs of Department of Cooperatives, Small and Medium Enterprises, Industry and Trade (Diskoperindag) at Klungkung Regency, Bali Province - Indonesia. Data analysis by statistical method of Structural Equation Modeling (SEM) with AMOS software version 20.0. Result of this study is achievement motivation has a direct influence in a positive and significant impact on organizational commitment, while organizational communication and career patterns have a

direct influence in a positive insignificant to organizational commitment. Achievement motivation and organizational commitment has a direct influence positively and significantly on employee performance, while the organizational communication and career patterns have a direct influence in a positive insignificant to employee performance.

Keywords: Communication, Career Pattern, Achievement Motivation, Organizational Commitment, Employee Performance

INTRODUCTION

Human in an organization, is commonly the main factor to affect the capability and success in achieving the organizational goals. Human resources are the central factor in an organization (Sulistiyani, 2011). Whatever is the form and goal, organization is created based on the vision for the human interest in its mission implementation; this is managed and processed by human itself. From the opinion, it is clear that human is the central factor and the strategic one in the organizational implementation, for the continuity of an organization is determined by the human capability in the organization. This can also definitely be found in the government organization as the legal machine having the role in service, which currently is the central attention for all parties, not excepted in the regional. As we all know, the regional government is the spearhead for the success of regional autonomous. This very strategic position of regional government is necessary for qualified human resources.

In line with the quality improvement effort, which is by the improvement of human resource professionalism and capability in an organization, the human resource quality can be seen from its performance. In order to improve the employee performance, the organization is required to analysis the human resources properly, so that the performance can be resulted based on the expectation. This research is conducted in Department of Cooperatives, Small and Medium Enterprises, Industry and Trade, Klungkung Regency, as the Government Organization having the main role to conduct the regional government business in the fields of Cooperatives, Small and Medium Enterprises, Industry and Trade based on the regional autonomous principle as the hand extension from the government of Klungkung regency. So, it has the responsibility to conduct the role and responsibility given correctly.

This research is based on the common phenomenon, namely the lack of communication inter-employees, both horizontally (staffs) and vertically (between the employers and employees) so that it can result in the improper inter-field coordination. Also it is clearly inter-employees unfairness and jealousy situation; this is because unclear career level and the career

level violation causing the low employee willingness to work correctly and maximally. Although an employee with high level and long period of employment working appropriately and having capability to give good achievement seems to be insufficient to improve the career so that can obtained a position because of unclear reward and punishment. This definitely causes less motivated civil servants to show the maximal achievement to work. The decrease of employee organization commitment can also be seen from their disregard to the environment, as well as low employee participation in the activities, both the internal and external ones. By all of these problems mentioned above, so the authors are extremely interested at studying and reviewing deeper the performance in the Office of Department of Cooperatives, Small and Medium Enterprises, Industry and Trade, Klungkung Regency. Aim of this study is to explore effect of organizational communication, career patterns, achievement motivation and organizational commitment on employee performance.

LITERATURE STUDY

Organizational Communication

The organizational communication is the process, information, message, network, data flow inter-dependended to the relation, environment and uncertainty. The organizational communication can have the role to maintain an organizational cooperation and solidarity so that it can create a solid team to achieve the shared goals. Like defined by Susanto (2010:93), it states that "A solid team will be easier to form if the organization can be run smoothly and has the nature of two directions. Each party will learn to listen and be listened in order to form a solid team". This can be done by a variety of information as well as by delivering the work obstacles in any meetings scheduled and planned continuously.

The organizational communication is very important to be managed. The proper communication management in an organization will give the progress for the organization itself. As the opinion by Romli (2011), stated that "Communication is a thing binding the organizational unity. The communication accelerates the organization members to achieve individual and organizational goals, respond and implement the organizational changes, coordinate the organization activities, as well as play the role in almost all relevant organization actions. The research findings by Neves and Eisenberger (2012), stated that management communication was positively associated with temporal change in perceived organizational support. Then, Femi (2014), mentions that relationship exists between effective communication and workers performance, productivity, and commitment.

The organizational communication intended in this research is the communication by elements of superiors to the subordinates, inter-subordinates as well as the subordinates to the

superiors. The communication requires mutual understanding so that there will be cooperation and understanding in two directions for the organizational progress. The indicator of Organizational Communication is the clear instruction, openness, communication frequency, feedback.

Career Pattern

Sutrisno (2011) states that there are 3 career definitions, (a) Career is a work history or a series of position hold during the work life. In this context, all of people in this work history are called to have the career. (b) Career as the promotion rank or lateral movement to any positions with more responsibilities or to any positions with better hierarchy are called to have the career. (c) Career is as the work guidance forming a systematic and clear progress pattern in a career lane.

From some of the definitions on the career above, the one to be the topic in this research is the career in the context of advancement in the case of higher position to be achieved by an employee in his or her period of employment. Therefore, Siagian (2009), "Identifies the career to the promotion". Thus, the chance to improve the career means as the chance to obtain the position promotion during the period of employment as an employee.

From the term of career then it appears the terms of career pattern, career programs and some even use the term of promotional program to refer to the same purpose. Siagian (2009) and Ruky (2003) in Sutrisno (2011) formulated the concept of career pattern as the progress of work / position from the lower level to a higher level or a summary of a career patterned in stages. Speaking about the career pattern, this will involve some contents internally in the term of career pattern. These concepts include the identification on the career ladder, the number of existing positions, and the skills required in a position.

It is very important for an organization to prepare an employee career pattern for clarity and certainty about the policy or system adopted by the organization in the career development of its employees. The career pattern can be used as guidelines by the organization in considering who deserve to be promoted, certainly by considering to the job performance records of each employee. Thus, the career pattern can create an atmosphere of competitive employees to improve their performance.

Visi (2016), in his research finding the competencies are the only safe channels into sustaining marketability and employability in the fluctuant labor market. Career management is a highly delicate subject in need of special care accordingly; as the individual targets not only material gratification, but also spiritual replenishment, meanwhile the organizations aim at gaining competitive advantage in this rapidly changing work environment.

The career pattern is very useful, both for employees and for the organization. In terms of organization, the career pattern can motivate the employees to develop their potential so that they can work more effectively and productively in order to achieve the organizational goals, and provide guidance to the organization regarding who is eligible for promotion in order to pursue a career in the future. The career pattern indicators are: a clear job specification, a system of promotion, achievement standards, job evaluation.

Achievement Motivation

Achievement motivation in this case can be interpreted as an encouragement within oneself to achieve high performance in completing each task / work entrusted to him. Because, motivation is the psychological symptom so, it is rather difficult to measure unless by the psychology science approach. According to Suwanto as a psychologist (2011), he said that one's achievement motivation is reflected on his desire to set challenging goals, and he will work hard to achieve these goals and using the expertise and ability to achieve them. Mangkunagara (2010), gave definition on the achievement motivation as an encouragement in a person to do a particular task or activity or task as well as possible.

Terry (2000:), provided guidance that people with high achievement motivation tends to make the earnest efforts to achieve high job performance. Thus, referring to the opinion, the strength or weakness of one's desire can be seen from the efforts made to realize his desire. Salleh et al. (2011), stated that the affiliation motivation is positively associated with job performance.

Further, the efforts which should be made if it is to achieve a high performance theoretically, according to Hasibuan (2010), are that one's job performance is the result of interaction between the knowledge, proficiency, skills, experience and sincerity. This means someone who wants to achieve good performance, then he should increase the knowledge, skill, expertise and seriousness in the work". The achievement motivation indicators are: understanding, sincerity, creativity, discipline, improvement of competence.

Organizational Commitment

Sopiah (2008:155), defined that, "Organizational commitment is the degree to which employees believe in and accept organizational goals and desire to remain with the organization". Khan et al. (2010), and Memari et al. (2013), in their research found that revealed a positive relationship between organizational commitment and employees' job performance.

Fuad (2004), stated that the organizational commitment is one's level to identify himself as a part of organization and have the willingness to keep actively participating in it. One has

high organizational commitment is he has: (a) Willingness to improve the knowledge and skills supporting his task/position. (b) Good understanding to the nature of work or position. (c) Loyalty to the work. (d) Sincerity in working to achieve as good as possible working outcomes and the in time one. (e) Willingness to develop creativity in looking for any procedure or method so that each work can be finished correctly. (f) Discipline in each work provision.

The organizational commitment is reflected in one's willingness to possess the organization and struggle for the organization and have the willingness to actively participate in the organization. The organizational commitment indicators are: pride, concern, trust, active participation.

Employee Performance

Mangkunegara (2010) defined the individual performance as the employee work outcomes both in quality and quantity based on the determined work standards. This individual performance will be achieved if it is supported by the individual attributes, work effort and organizational support. Performance is a real attitude reflected by each person in job achievement resulted by employees based on their role in the Company (Wayne in Miftah, 2005).

Further Gibson (2005), stated that performance is the results expected by the employee behaviour related directly to the work tasks and finished to achieve targets. According to Russel in Sedarmayanti (2011), "Performance is defined as the record of outcomes produced on a specific job function or activity during a specific time period".

The determining factors on employee performance in an organization consist of individual and environment factors. The individual factor is the potential by the employee, while the environment factor is the condition supporting the employee work implementation both as the infrastructure and convenience in organization. Although the individual factor is a heredity factor from each individual, to effective the potential, organization can conduct the learning activity or training to train the potential as well as improve it based on the current science and technology development.

Gorda (2006), defined Performance as the work results contributed by an employee related to his duty and responsibility to the organization (company) based on the spiritual, intelligence, and emotional to change any obstacle to be chances, as well as physical skill directed to the utilization of resource available by organization (Company).

From the opinions above, it can be concluded that the employee performance is job performance or work (output) both quality and quantity achieved by per-unit employee in period of time in carrying out the duties and responsibilities given to him, based on the intelligence and skill as well as the resources provided by the organization. The type of research design is to

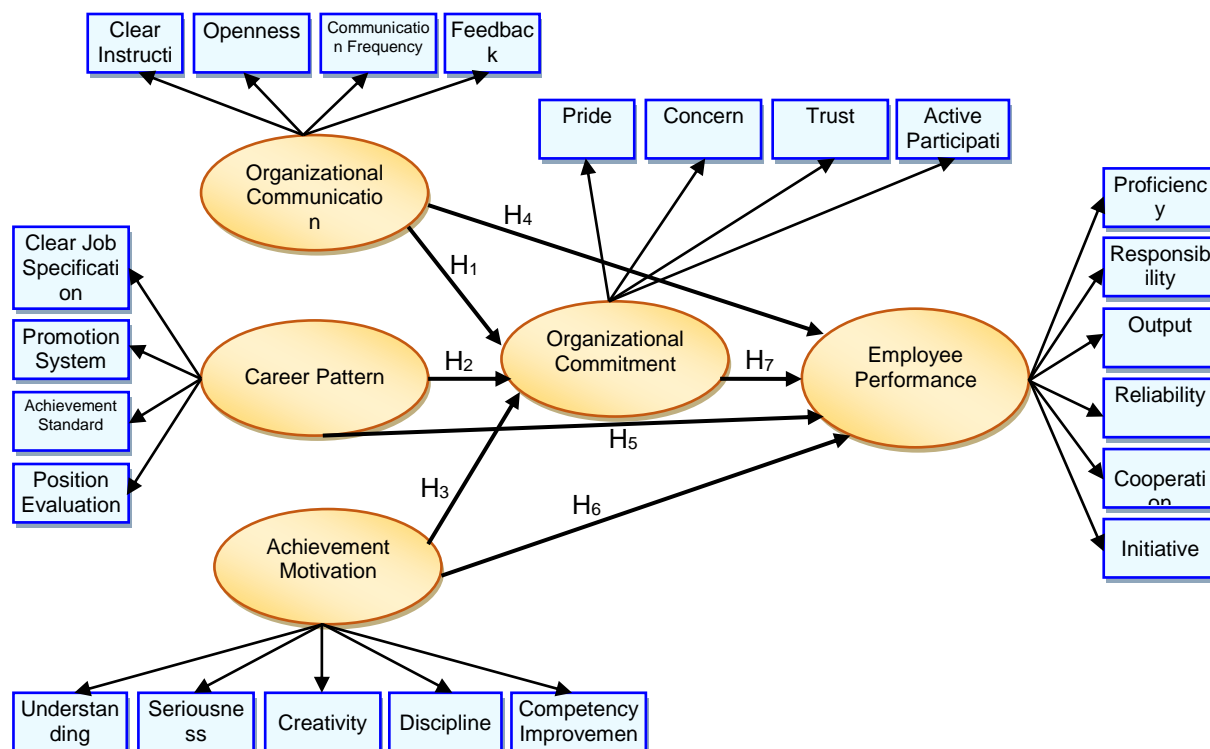
examine the possibility of a causal relationship between variables. In this context, the researchers want to determine the effect of organizational communication, career patterns, organizational commitment, achievement motivation and employee performance.

METHODOLOGY

Types of data sources to be used in this study are primary data and secondary data, both quantitative and qualitative. In the study, the population is all employees of the Department of Cooperatives, SMEs, Trade and Industry Klungkung Regency namely 121 Employees.

Data analysis was using Structural Equation Model (SEM) for the model and hypothesis testing. SEM is a set of statistical techniques which enable to test a relatively complicated set of relationships, simultaneously (Ferdinand, 2006). What is meant by complicated models are simultaneously models formed by more than one dependent variable at the same time having the role as an independent variable for other hierarchical relationships. This study used two kinds of analysis techniques, namely: (1) The confirmatory factory analysis on SEM used to confirm the predominant factors in one group of variables. (2) Regression Weight on the SEM used to determine the inter-variables effects. A complete modeling SEM basically consists of two main parts: Measurement Model and Structural Model. The measurement model is to confirm the indicators of a latent variable and the Structural model describes causal relationships between two or more variables.

Figure 1. Conceptual Framework Scheme



Based on the framework above, the proposed hypotheses in this research are the following:

- H1. Better organizational communication, higher organizational commitment.
- H2. Better career pattern, higher employee organizational commitment.
- H3. Better employee organizational commitment, higher organizational commitment.
- H4. Better organizational communication, higher employee performance.
- H5. Better career pattern, higher employee performance.
- H6. Higher organizational motivation, higher employee performance.
- H7. Higher organizational commitment, higher employee performance.

ANALYSIS AND HYPOTHESIS TESTING

121 questionnaire are distributed, all of which can be accepted. From the data, it is 80% man and 20% female. 45% or 54 respondents are Senior High School background, 37 respondents or 30% are Bachelor (S1) degree, 7 respondent or 6% are Master degree, 5% is diploma and 10% is Junior High School background.

Based on the research goal which is to test the correlation of organizational communication, career pattern, achievement motivation, organizational commitment and employee performance, as well as test the hypotheses, the analysis was conducted using Structural Equation Modeling (SEM). The analysis result is presented in this following figure.

Table 1. Regression Weights results

			Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P	Remarks
KMIT	<---	POLA	.204	.232	.140	1.458	.145	Not Significant
KMIT	<---	MOT	.531	.563	.078	6.769	***	Significant
KMIT	<---	KOM	.161	.181	.135	1.192	.233	Not Significant
KIN	<---	KMIT	.686	.749	.110	6.227	***	Significant
KIN	<---	POLA	.024	.030	.103	.237	.813	Not Significant
KIN	<---	KOM	.020	.024	.098	.201	.841	Not Significant
KIN	<---	MOT	.160	.186	.079	2.014	.044	Significant

Based on the data analysis above, it can be explained that:

Effect of Organizational Communication on Organizational Commitment

The direct effect of KOM (Organizational Communication) on KMIT (Organizational Commitment) has standardized estimate (regression weight) of 0,181 with C.R. (Critical Ratio = identical to the value of t-count) of 1.192 for probability of 0,233. The value of C.R. $1.192 < 2,00$ and probability of 0,145 (means that it is greater than 0,05) show that the variable of

Organizational Communication affects directly on the Organizational Commitment positively but not significantly.

Based on the data processing result, it shows that the Organizational Communication has direct effect positively but not significantly on the Organizational Commitment which is 0,181 meaning that the better Organizational Communication conducted, it won't affect significantly on the employee Organizational Commitment at the Department of Cooperative, SMEs, Industry and Trade, so as the other way around. Thus, the hypothesis in this research stating that the better the Organizational Communication, so the higher the Organizational Commitment, is not tested its validity. The research result is not consistent to the research results by Young *et al.* (1998). The number of research respondents is 64 civil servants in Sanitation & Water Department in USA. The regression analysis is used as the analysis tool. The research result shows that the Communication is the factor relating positively and significantly to the Organizational Commitment.

Effect of Career Pattern on the Organizational Commitment

The direct effect of variable of POLA (Career Pattern) to KMIT (Organizational Commitment) has standardized estimate (regression weight) of 0,232 with C.R. (Critical Ratio = identical to the value of t-count) of 1.458 with probability 0,145. The value of C.R. $1.458 < 2,00$ and probability of 0,145 (means to be greater than 0,05) show that the variable of Career Pattern affects directly on the Organizational Commitment positively but not significantly.

Based on the data processing result, it shows that the Career Pattern has direct effect positively but not significantly on the Organizational Commitment which is 0,232 meaning that the better the Career Pattern implemented, this won't affect significantly on the Organizational Commitment possessed by the employees of Department of Cooperative, SMEs, Industry and Trade Klungkung regency, so as the other way around. Thus, the hypothesis in this research stating that the better the Career Pattern, so the higher the Organizational Commitment is not tested its validity. This research result is not consistent to the research result conducted by Felicia (2006), testing the correlation of career planning with the Organizational Commitment at PT. Bank Maspion Indonesia in Semarang Branch, from the research, it can be concluded that the Organizational Commitment can be increased by the career development. Based on the standardized regression weight, it can be known that the indicator of work promotion is the indicator of career development which is most affecting on the process of increasing the Organizational Commitment with the estimation value of 0,82, while the career development is the lowest variable to affect the commitment with the discrimination indicator with value of 0,68.

Effect of Achievement Motivation on the Organizational Commitment

The direct effect of variable of MOT (Achievement Motivation) on KMIT (Organizational Commitment) has standardized estimate (regression weight) of 0,563 with C.R. (Critical Ratio = identical with the value of t-count) of 6,769 with probability *** (means to be smaller than 0,05) showing that the variable of AM (Achievement Motivation) affects directly on the OCm (Organizational Commitment) positively and significantly.

Based on the data processing result, it shows that the Achievement Motivation has positively and significantly effect on the Organizational Commitment which is 0,563 meaning that the higher the Achievement Motivation possessed by the employees so that the higher the Organizational Commitment for the employees of Department of Cooperative, SMEs, Industry and Trade Klungkung regency, so as the other way around. Thus, by the hypothesis in this research stating that the higher the Achievement Motivation, so the higher the Organizational Commitment, is tested its validity. This research result is consistent to the research result conducted by Bagus Mukti (2014), the research conducted on the members of Group Of Leaders On Research And Society (GLORY). The research result shows that there is positive and the most significant correlation between the Achievement Motivation and the Organizational Commitment.

Effect of the Communication on the Employee Performance

The direct effect of variable of KOM (Organizational Communication) to KIN (Employee Performance) has standardized estimate (regression weight) of 0,024 with C.R. (Critical Ratio = identical to the value of t-count) of 0,201 with probability 0,841. The value of C.R. $0.201 < 2,00$ and probability of 0,841 (means to be greater than 0.05) show that there is positive but not significant effect of the Organizational Communication on the Employee Performance.

Based on the data processing result, it shows that the Organizational Communication has direct effect positively but not significantly to the Employee Performance which is 0,024 meaning that the better the Organizational Communication conducted, so it won't affect significantly on the Employee Performance in Department of Cooperative, SMEs, Industry and Trade Klungkung regency, so as the other way around. Thus, by the hypothesis in this research stating that the better the Organizational Communication , the higher the Employee Performance is not tested its validity. This research result is consistent to the research result conducted by Indrawan/ a lecturer in University of Pembangunan Panca Budi, Medan (2009) studying on the effect of communication competency on the Employee Performance with the research result showed that the communication gave real role on the performance. The implementation of communication competency will show the performance improvement.

Effect of the Career Pattern on the Employee Performance

The direct effect of the variable of POLA (Career Pattern) on the KIN (Employee Performance) has standardized estimate (regression weight) of 0,030 with C.R. (Critical Ratio = identical to the value of t-count) of 0,237 with probability of 0,813. The value of C.R. $0,237 < 2,00$ and probability of 0,813 (means to be greater than 0,05) show that the variable of CP (Career Pattern) has positive but not significant effect on the EP (Employee Performance).

Based on the data processing result, it shows that the Career Pattern has positive but not significant direct effect on the Employee Performance which is 0,030 meaning that the better the Career Pattern implemented, it won't affect significantly on the Employee Performance in the Department of Cooperative, SMEs, Industry and Trade Klungkung regency, so as the other way around. Thus, by the hypothesis in this research stating that the better the Career Pattern, so the higher the Employee Performance can be accepted its validity. This research result does not fully support the research result conducted by Hakim (2010), studying on the correlation between the career development and the Employee Performance in the Nusantara Cooperative Bandung which it obtained the result that the career development had positive and significant effect on the Employee Performance in Nusantara Cooperative Bandung.

Effect of the Achievement Motivation on the Employee Performance

The direct effect of the variable of MOT (Achievement Motivation) on the KIN (Employee Performance) has standardized estimate (regression weight) of 0,186 with C.R. (Critical Ratio = identical to the value of t-count) of 2,014 with probability 0,044. The value of C.R. $2,014 > 2,00$ and probability of 0,044 (means to be smaller than 0,05) show that there is positive and significant effect of variable of AM (Achievement Motivation) on the EP (Employee Performance).

Based on the data processing result, it shows that the Achievement Motivation has positive and significant direct effect on the Employee Performance of 0,186 meaning that the higher the Achievement Motivation possessed by the employees, so the higher the Employee Performance by the employees in the Department of Cooperative, SMEs, Industry and Trade Klungkung regency, so as the other way around. Thus, by the hypothesis in this research stating that the higher the Achievement Motivation, so the higher the Employee Performance is tested its validity. This research result is consistent to the research result conducted by McClelland (1991), Murray (1957), Miler and Gordon W. (1970) and Mangkunegara (2000) in Mangkunegara (2010:76), giving conclusion that there is positive correlation between the Achievement Motivation on the performance achievement. Meaning that the employers, managers, and employees having high Achievement Motivation will achieve high performance,

and so as the other way around that the ones with low performance are caused by low work motivation.

Effect of the Organizational Commitment on the Employee Performance

The direct effect of the variable of KMIT (Organizational Commitment) on KIN (Employee Performance) has standardized estimate (regression weight) of 0,749 with C.R. (Critical Ratio = identical to the value of t-count) of 6,227 with probability of *** The value of C.R. 6,227 > 2,00 and probability of *** (means to be smaller than 0,05) show that there is positive but not significant effect of the variable of OCm (Organizational Commitment) on the EP (Employee Performance).

Based on the data processing result, it show that the Organizational Commitment has direct effect positively and significantly on the Employee Performance which is 0.749 meaning that the higher Organizational Commitment possessed by the employees, the higher the Employee Performance in the Department of Cooperative, SMEs, Industry and Trade Klungkung regency, so as the other way around. Thus, by the hypothesis in this research stating that the higher the Organizational Commitment, so the higher the Employee Performance in the Department of Cooperative, SMEs, Industry and Trade Klungkung regency, can be accepted its validity. This research result is consistent to the research by Nouri (1998) showing that the Organizational Commitment has positive and significant correlation to the manager performance. The research conducted by Quirin, Danelly and O'Bryan (2001) also showed that the Organizational Commitment has positive and significant correlation on the manager performance.

RESEARCH IMPLICATIONS

Based on the above discussion, policy implication should be taken by Department of Cooperative, SMEs, Industry and Trade Klungkung regency referring to the research results showing that the Organizational Communication, Career Pattern, Achievement Motivation, and Organizational Commitment have positive effect on the Employee Performance, thus these research results can be used as consideration to take any policy related to the Organizational Communication, Career Pattern, Achievement Motivation, and Organizational Commitment.

REFERENCES

- Bhuono, Agung Nugroho. (2005). Strategi Jitu Memilih Metode Statistik Penelitian dengan SPSS, Penerbit Andi, Yogyakarta.
- Fajar, Marhaeni. (2009). Ilmu Komunikasi teori dan Praktik, Cetakan Pertama, Penerbit Graha Ilmu, Jakarta.

- Felicia, Dewi Wibowo. (2006). Analisa Pengaruh Kepemimpinan dan Pengembangan Karir Terhadap Komitmen Organisasi dalam Meningkatkan Kinerja karyawan (Studi Kasus PT. Maspion Indonesia Cabang Semarang), Tesis, Program Magister Manajemen, Universitas Diponegoro, Semarang.
- Femi, Asamu Festus. (2014). The Impact of Communication on Worker's Performance in Selected Organisations in Lagos State, Nigeria, IOSR Journal of Humanities and Social Science (IOSR-JHSS), Volume 19, Issue 8, Ver. II (Aug. 2014), pp. 75-82.
- Ferdinand, Augusty. (2006). Structural Equation Modeling dalam Penelitian Manajemen, Edisi 4, BP. UNDIP, Semarang
- Fuad Mas,ud. (2004). Survei Diagnosis Organisasional (Konsep dan Aplikasi), Badan Penerbit Universitas Diponegoro.
- Gibson, James L. Jhon. (2005). Organisasi dan Manajemen, Penerbit Erlangga, Jakarta.
- Gorda, I Gusti Ngurah. (2004). Manajemen Sumber Daya Manusia, Penerbit Widya Kriya Gematama, Denpasar.
- Hakim, Yulianti. (2010). Pengaruh Program Pengembangan Karir dan Motivasi Kerja terhadap Kinerja Karyawan Koperasi Nusantara Bandung, Journal manajemen, Vol. II, No. 2.
- Hasibuan, S.P Malayu. (2010), Organisasi & Motivasi Dasar Peningkatan Produktivitas, Cetakan Ketujuh, Penerbit PT. Bumi Aksara, Jakarta.
- Indrawan, M. Isa. (2009), Pengaruh Kompetensi Komunikasi dan Gaya Kepemimpinan Sumber Daya Manusia terhadap Kinerja SDM, Jurnal Sumber Daya Manusia, Vol. 2 No. 1.
- Indriyo, Gitosudarmo; Agus, Mulyono. (2001). Prinsip Dasar Manajemen, BPFE, Jakarta.
- Khan, Muhammad Riaz; Ziauddin; Jam, Farooq Ahmed; Ramay, M.I. (2010). The Impacts of Organizational Commitment on Employee Job Performance. European Journal of Social Sciences – Volume 15, Number 3, pp. 292-298.
- Mangkunegara, Anwar Prabu. (2010). Evaluasi Kinerja SDM, Cetakan Kelima, Penerbit PT. Refika Aditama, Bandung.
- Memari, Negin; Mahdih, Omid; Marnani, Ahmad Barati. (2013). The Impact of Organizational Commitment on Employees Job Performances “A Study of Meli Bank”. Interdisciplinary Journal of Contemporary Research in Business, Vol. 5, No. 5, pp. 164-171.
- Miftah, Thoha. (2005). Beberapa Aspek Kebijakan Birokrasi, Cetakan Ketiga, PT. Media Widya Mandala, Yogyakarta.
- Moenir, A.S. (2000). Pendekatan Manusia dan Organisasi Terhadap Pembinaan Kepegawaian, Gunung Agung, Jakarta.
- Ndraha, Taliziduhu. (2000). Konsep Administrasi dan Administrasi di Indonesia, Bhineka Aksara, Jakarta.
- Neves, Pedro; Eisenberger, Robert. (2012). Management Communication and Employee Performance: The Contribution of Perceived Organizational Support, Human Performance, 25, pp. 452-464.
- Peraturan Daerah Kabupaten Klungkung Nomor 8 Tahun 2008 Tentang Organisasi dan Tata Kerja Perangkat Daerah Kabupaten Klungkung.
- Pribadi, Bagus Mukti. (2014). Komitmen Organisasi Ditinjau Dari Motivasi Berprestasi Pada Anggota Group Of Leaders On Research And Society (Glory), Psikologi, Universitas Katolik Soegijapranata, Semarang.
- Priyatno, Duwi. (2012). Cara Kilat Belajar Analisis Data Dengan SPSS 2.0. Penerbit CV. Andi Offset, Yogyakarta.
- Purwanto, Suharyadi. (2003). Statistika untuk Ekonomi dan Keuangan Modern, Salemba Empat, Jakarta.
- Romli, Khomsahrial. (2011). Komunikasi Organisasi Lengkap, Gramedia Widiasarana Indonesia, Jakarta.

- Salleh, Fauzilah; Dzulkifli, Zaharah; Abdullah, Wan Amalina Wan; Arifin, Nur Haizal Mat Yaakob. (2011)). The Effect of Motivation on Job Performance of State Government Employees in Malaysia. *International Journal of Humanities and Social Science*, Vol. 1 No. 4.
- Sanusi, Anwar. (2011). *Metodelogi Penelitian Bisnis*, Penerbit Salemba Empat, Jakarta.
- Sedarmayanti, Hj. (2011). *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*, Cetakan Kelima, Penerbit PT. Refika Aditama, Bandung.
- Siagian, P. Sondang. (2009). *Manajemen Sumber Daya Manusia*, Cetakan Ketujuh Belas, Penerbit PT. Bumi Aksara, Jakarta.
- Sopiah. (2008). *Perilaku Organisasional*, Penerbit CV. Andi Offset, Yogyakarta.
- Sulistiyani, Ambar Teguh. (2011). *Memahami Good Governance Dalam Perspektif Sumber Daya Manusia*, Cetakan Pertama, Penerbit Gava Media, Yogyakarta.
- Supriyono R.A. (2006). Pengaruh Variabel Perantara Komitmen Organisasi dan Partisipasi Penganggaran Terhadap Hubungan Antara Usian dan Kinerja Manajer di Indonesia, *Jurnal Ekonomi dan Bisnis* Vol 6 p 31-45.
- Susanto, A.B. (2010). *Karier Management For Everyone*, Penerbit Erlangga Group, Jakarta.
- Sutrisno, Edy. (2011). *Manajemen Sumber Daya Manusia*, Cetakan Ketiga, Penerbit Prenada Media Group, Jakarta.
- Suwarno. (2010). *Perilaku Keorganisasian*, penerbit Universitas Atma Jaya Yogyakarta, Yogyakarta.
- Visi, Olgerta. (2016). Theoretical Aspect of Career Patterns Under The Organization And Individual Career Management Perspectives. *European Scientific Journal*, Vol. 12, No. 1, pp. 501-513.
- Wahyuni, Urip Dewi. (2011). Pengaruh Komitmen Organisasional dan Motivasi Terhadap Kinerja Guru STS di Surabaya, *Jurnal Mitra Ekonomi dan Manajemen Bisnis* Vol. 2 No. 1, April 2011, 60 -78.
- Wibowo. (2011). *Manajemen Kinerja*, Cetakan Ketiga, Penerbit PT Raja Grafindo, Jakarta.
- Young et al. (1998). Organizational commitment among public service employees. *Public Personnel Management*, Vol 27(3), 1998, 339-348
- Zainun, Buchari. (2001). *Administrasi dan Manajemen Kepegawaian Pemerintah Negara Indonesia*, CV. Haji Masagung, Malang.