

+++++

**THE EFFECT OF WORK ASSESSMENT ACHIEVEMENT AND CAREER  
DEVELOPMENT TO WORK PRODUCTIVITY THROUGH WORK  
SATISFACTION**

**(A Study of Educational Institutions in Depok)**

**I.G.A Purnama Wulan<sup>1</sup> & Andri Yan Prima Zani<sup>2</sup>**

*<sup>1</sup>School of Health Rafflesia*

*<sup>2</sup>School of Business Gotong Royong*

**Abstract**

Human resources are organizational assets. The Increase of employee productivity can not be separated from their job satisfaction and the condition in the organization. Job satisfaction is strongly influenced by job performance appraisal and career development in organization. This study observes the effect of performance appraisal and career development on work productivity with the mediation of job satisfaction. The study was conducted in Educational Institutions in Depok, with of 86 employees as the samples. The study found that assessment of work performance and career development has an effect on job satisfaction. Job satisfaction also affects work productivity. This research found that job satisfaction is not a mediation between performance appraisal and career development towards work productivity.

*Keywords: Achievement Assesment, Career Development, Satisfaction, Productivity..*

**1. Introduction**

In an organization, having employees as human resources is important. They must be employed effectively, efficiently, and humanely. According to Handoko (2011) that the main challenge in managing organizational resources to be effective, furthermore the management is always required to develop the employees and managers in order to remain competitive. As Flippo (2005) points out that various training and education programs, as a development are one of the key factors, to develop a company to be more effective and efficient.

According to Byars and Rue (2000), career development is a formal and sustainable activity, it is an organization's effort to develop and enrich its human resources by aligning both sides needs: employees needs and company needs. Similarly, Nawawi (2012) said that career development is a formal and sustainable effort which is focused on improving and adding a worker's ability.

Previous studies using work achievement variables, career development, job satisfaction and work productivity have been done, by Deliana (2005), Kholizah (2007), Ekayadi (2009), Saputra (2010), Nasution (2014), Darehzereshki (2013) Patrick (2014), Alamadar, et al (2013), Yudha and Yeni (2013), Cindi et al (2013). But the results of research by previous researchers are very diverse. Some stated that the assessment of work achievement and career development have a real influence on work productivity such as Deliana (2005), Kholizah (2007), Ekayadi (2009) with the research influence of motivation and career development

simultaneously influence job satisfaction of employees, while only partially variable career development has an effect on employee job satisfaction. Career development has a positive and significant influence on satisfaction (Saputra, 2010). Performance appraisal and empowerment together have a positive and significant influence is the result of research Nasution (2014). Research of Iskandar (2007) stated that “there is an influence of career anchor and career development system to job satisfaction and service performance”, and Darehzereshki (2013) said “there is an influence between job performance appraisal and job satisfaction”. Furthermore, Patrick (2014) found that “the official performance appraisal, has a positive and significant effect on job satisfaction”. Alamadar, et al (2013) with the results of his research states that “there is a positive influence between job satisfaction and job performance”. Yudha and Yeni's(2013) and Cindi et al (2013) research found that “job satisfaction has a positive effect on work performance and exposure.

According to Handoko (2011) one of the indicators of employee satisfaction level among others can be seen from the employee exchange (turnover). Employee turnover is an important issue for companies and employees. Employee turnover can illustrate how big the costs of the recruitment, training and the costs incurred to overcome employee turnover and various costs such as loss of employees who have understood the various jobs within the company. It should be a concern for the company because high turnover can disrupt the activities and productivity of the company (Nahusona, 2004). Factors that affect job satisfaction is career development. Career planning and career development within the organization can improve employee's motivation in performing its work, thus creating a sense of satisfaction in carrying out its work (Nugroho and Kunartinah, 2012). This is supported by the results of research conducted by Ekayadi (2009) and Nugroho and Kunartinah (2012) which revealed that career development has a positive and significant impact on employee job satisfaction. A good development career programs encourages or motivates employees to have better achievement and to give maximum contribution to the company. This happens because that one's motivation will arise if the existing career development in a company is already exist and coherent to be implemented (Ekayadi, 2009). Saputra (2010) in the results of his research reveals that career development positively and significantly influence on job satisfaction. Career development also has an effect on work productivity, while (Deliana, 2005, Kholizah, 2007, Ekayadi, 2009). Bintang (2016) get different results, where career development has no effect on work productivity. Job performance will increase if job satisfaction is achieved (Alamadar et al, 2013). But different results are found by Muayyad (2016), where job satisfaction has no effect on work productivity.

The differences in the construction of previous researchers can be used as a basis for researchers to conduct further studies with the aim of knowing the effect of work performance and career development on work productivity through job satisfaction.

## **2. Literature Review**

### **Performance Appraisal**

Job performance is the work result of an employee during a certain period compared with various possibilities such as standard, target / criteria that have been determined in advance and mutually agreed. Hasibuan (2008), explains that work performance is a result of work achieved by a person in delivering the tasks that assigned to him based on his skill, persistence and time. Furthermore (Rivai, 2014) states that work performance is a function of motivation and ability.

Performance Appraisal is the process through which organizations evaluate or assess the performance of their employees. Where this activity can improve personnel decisions and provide feedback to employees about their work implementation (Handoko, 2011).

Hasibuan (2014) states that a work achieved by a person in carrying out the tasks assigned to him based on his skills, experience, excellence and time. Performance appraisals that have several terms such as performance appraisal, employee evaluation, service rating, employee rating, behavioral assessment and personal review are activities that absolutely must be done to determine the achievements that can be achieved by each employee (Dessler, 2010).

The important point assessed from work performance are work quality, quantity of work, reliability and attitude (Davis, 2010). Quality of work consists of accuracy, precision, skill, cleanliness. The quantity of work consists of output and work completion with extras. Reliability consists of following instruction, initiative,

caution, craft. While the attitude consists of attitudes toward the company, other employees and work and cooperation (Mangkunegara, 2011).

Wursanto (2003) divides the factors assessed by the company into (1) knowledge, namely basic knowledge, general knowledge, experience in the field and other experiences related to the field of duty; (2) proficiency, namely the ability of employees in completing the work which includes the ability to analyze, the ability to see the future, and the ability to take the initiative; (3) leadership, including authority, exemplary, able to motivate, can guide, and protect and have the ability to make decisions; (4) cooperation, in which there is ability to mingle, sense of cooperative, and willingness in receiving criticism; (5) work loyalty, which is seen from the willingness to maintain the good name of the company, faithful in carrying out duties, and have a morale; (6) mentality, including discipline, diligence, and rigorous work, honesty, the desire to advance and decency; (7) responsibility, ie responsibility for duties, results of duties and risks, as well as secret responsibilities; (8) work performance, namely the ability to complete the work given and the value of the work; (9) health, namely the way employees maintain cleanliness and health conditions of the employees concerned. According to Mangkunegara (2011), the factors that affect the achievement of achievement are ability factor Intelligence Quotient (IQ) Real capability and motivation factor, which is formed from attitudes (attitude) of an employee in facing work situation.

## **Career Development**

Career development comes from the word development and career, of course each has its own understanding. In [http.wikipedia.wordpress](http://wikipedia.wordpress) development is an attempt to improve one's technical, theoretical, conceptual, and moral abilities. According Marwansyah (2012) career development is a self-development activities undertaken by a person to realize his personal career plan while according Siagian (2012), career development is personal enhancements made to achieve a career plan.

According to Hastho and Meilan in Sunyoto (2012) career management is the process of career management of employees which includes stages of career planning, career development and counseling and career decision making. While Simamora (2015) career management is a continuous process of the preparation, implementation and monitoring of career plans undertaken by the individual itself or along with the organizational career system. Furthermore, Sunyoto (2012) argues that career planning is a process through which individual employees to identify and take steps to achieve their career goals.

Marwansyah (2012) argues that career development tools include skills, education and experience as well as modification and behavioral improvement techniques, which add value so as to enable one to work better. Cascio in Marwansyah (2012) argues that the word career can be viewed from two different perspectives, among others from an objective and subjective perspective. Viewed from an objective perspective, a career is the sequence of positions occupied by a person during his life, while from a subjective perspective, a career is a change in values, attitudes, and motivations that occur because someone becomes older.

Career development is defined as a series of lifelong activities (such as workshops) that contribute to the exploration, stabilization, success, and achievement of one's career (Dessler, 2010). This definition is meant that career development is an ongoing continuous activity that benefits the achievement of a person's career. While the definition of career development in other definitions is defined as the acquisition of knowledge, skills, and behavior that improve the ability of employees to meet changes in job requirements and the demands of clients and customers (Robbin & Judge, 2015). In this sense, career development is defined more broadly, because career development is more to all activities or activities ability of a person. Dubrin cited by Mangkunegara (2011) states that career development is a staffing activity that helps employees plan their future career in the company so that the company and employees concerned can develop themselves optimally.

According to Dessler (2010), the role in career development is divided into 3, namely individual roles, managers / managers, and organizations. Notoatmodjo (2012: 96) argues that employee career development is a program prepared by organizations / agencies for higher productivity in accordance with what is planned in a long time. The difference between career development and promotion is only valid at a short time, while career development is planned for a longer time.

According to Rivai and Sagala (2010) aspects of individual career development are: (1) Job Performance (Job Performance); (2) recognition by other parties (Exposure); (3) network work (Net Working); (4) resignation; (5) loyalty to the organization (Organization loyalty); (6) mentors and sponsors (Mentors and

sponsors); (7) subordinates having a key role (Key subordinate); (8) opportunities to grow (Growth opportunity); and (9) international experience (International experience).

According to Handoko (2011) career development indicators are (a) work performance; (b) exposure; (c) organizational loyalty; (d) mentors and sponsors; (e) opportunities to grow; and (f) management support

### **Work Satisfaction**

Howell and Dipboye (1986, in Munandar, 2010) view job satisfaction as the overall result of the degree of the likes or dislikes of labor to various aspects of his work. According Munandar (2010) job satisfaction has an impact on productivity, absence, discharge, and its impact on health. In working people need a sense of security, a sense of satisfaction, or a sense of pleasure. Employees who feel satisfied in working in general do not want to stop from the organization where they work (Simanjuktak, 2011). Job satisfaction is a pleasant or unpleasant emotional state by which employees view their work (Handoko, 2011). Job satisfaction reflects one's feelings toward one's work. This is apparent in the employee's positive attitude to the job and everything that is encountered in his or her work environment. Hasibuan (2008) defines job satisfaction as a pleasant emotional attitude and loves her job. This attitude is reflected by work morale, discipline, and work performance. This job satisfaction is enjoyed both inside and outside of work. Usually people will be satisfied with his work, if what he did was considered to have met his expectations. Job satisfaction can not be separated by work motivation (Anoraga, 2001).

Another factor that affects job satisfaction is career development. Career planning and career development within the organization can improve employee's motivation in performing its work, thus creating a sense of satisfaction in carrying out its work (Nugroho and Kunartinah, 2012). This is supported by the results of research conducted by Ekayadi (2009) and Nugroho and Kunartinah (2012) which revealed that career development has a positive and significant impact on employee job satisfaction. Then according to Rivai (2010) that a well-designed career development will help in determining their own career needs and adjusting between employee needs and company goals.

Robbins & Judge (2015) defines job satisfaction as a positive feeling about a person's work which is the result of an evaluation of its characteristics. Keith Davis in (Indy & Handoyo, 2013) job satisfaction is a feeling of endorsement or not support experienced by employees in doing their work. Mondy (2010) states that job satisfaction is the way employees feel themselves or their work.

Handoko (2011) mentions the factors that support job satisfaction to (1) mentally challenging jobs, (2) comparable rewards, (3) supportive work, (4) supportive colleagues, (5) salary, and (6) working groups, and (7) cooperation.

### **Work Productivity**

Work productivity is the ratio between the amount generated by the number of sources used (Hasibuan, 2010). According to Simamora (2015) work productivity includes the use of existing resources efficiently, with high quality. Anamora (2009) analogizes work productivity as a better producer, using more of the same effort. Davis (2010) defines work productivity as a measure and quantity of work by considering all the inputs needed for the job.

Siagian (2012) divides productivity into several aspects, namely (1) continuous improvement, (2) challenging job tasks, and (3) workplace fit conditions. So in measuring work productivity use the size (a) partially, which compares the output with one input only, and (b) in total, which compares the output with multiple inputs simultaneously (Rachmad, 2010). According Siagian (2008) there are three important aspects to improve work productivity, namely (1) continuous improvement, (2) challenging job tasks, and (3) physical condition of the workplace.

To measure work productivity, some indicators are needed; (3) quality of work, and (5) efficiency (Simanjuntak, 2011). Meanwhile, according to Salinding (2011), employee productivity indicators should describe (a) more than just fulfilling job qualification, (b) highly motivated, (c) having work orientation, (d) being mature, and (e) being able to mingle effectively. In addition, according to Anoraga (2004), work productivity can be viewed from (1) high work motivation, (2) growing level of education, (3) enhanced skills, (4) work ethic attitudes compatible, (5) increased income levels, and (6) technological mastery.

## Hypothesis

*H1: performance appraisal has a positive effect on job satisfaction*

*H2: career development has a positive effect on job satisfaction*

*H3: assessment of work performance have a positive effect on work productivity*

*H4: career development has a positive effect on work productivity*

*H5: job satisfaction has a positive effect on work productivity*

*H6: assessment of work performance has a positive effect on work productivity through job satisfaction*

*H7: career development has a positive effect on work productivity through job satisfaction*

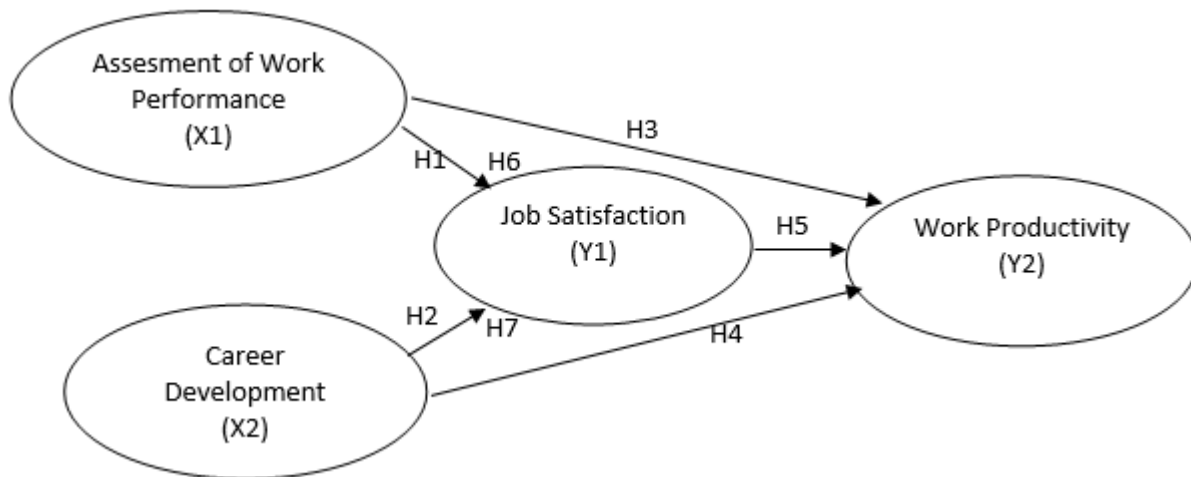


Fig. 1. Research Framework

## 3. Methods

This research uses descriptive quantitative design, to explain the phenomenon of each research variable, and influence between variables. This research is done in Educational Institution in Depok area. The population in the study were employees, totaling 110 employees consisting of 80 educators and 30 administrative staff, and samples taken as respondents ie the employees using random sampling technique. From the calculation using slovin formula, with the error rate (e) of 5%, the sample is 86 employees. Analysis of data used is path analysis using SEM (Structural Equation Model) and in analysis with WarpPLS program. Variable of Job Performance Assessment (X1) in this research use indicator of leadership, work loyalty, and responsibility. Variable career development (X2) with promotional indicators, rotation or transfer, mentor and sponsorship. Job satisfaction variable (Y1) uses turn over indicators, earnings, and work convenience. While work productivity variable (Y2) use indicator ability of professionalism and quality or quality of work.

## 4. Results and Discussion

### Employee Characteristics

The results showed that 86 respondents who studied female employees more dominant in filling questionnaires compared with male employees, ie 47 people or 55% for women and 39 people or 45% for men.

Profile of respondents by age can be seen that the age of employees are at the age of productive, with the largest age between 21-40 years (69%) and only 9% over the age of 50 years. Based on the length of work, it appears that most respondents have worked more than 6 years (50%), and only 12% are new to work.

Table 1  
Respondent

No	Information	Amount	(%)
----	-------------	--------	-----

Gender			
1	Men	39	45
2	Women	47	55
Usia Responden			
1	21 – 30 years old	22	25
2	31 – 40 years old	37	44
3	41 – 50 tahun	19	22
4	> 50 tahun	8	9
Length of work			
1	< 1 year	10	12
2	1 -3 years	23	26
3	4 – 6 years	10	12
4	> 6 years	43	50

## Descriptive Variable

Assessment of respondent to empirical condition related to research variable can be seen in table 2. In the performance appraisal variable, the most important factor is responsibility (means = 4.13) followed by leadership (3.98) and loyalty (3.77). for career development variables, the most important factors are mentors and sponsors (means = 4.03), subsequent rotation or transfer (3.90) and promotion (3.63). on job satisfaction variable, according to the respondent factors that need to be considered is income (means = 2.89), then turn over rate (3.22) and work convenience (3.71). for the variable work productivity, respondents highly uphold the quality of work (means = 3.43), then the new ability of professionalism (3.15). Of the four variables, the job performance appraisal variables (means = 3.96) and career development (3.85) are considered good respondents, but for job satisfaction variables (means = 3.27) and work productivity (3.29) are still quite good

**Table 2**  
**Descriptive**

Variables and Indicators	Means
<b>Performance Appraisal</b>	3.96
Leadership	3.98
Work loyalty	3.77
responsibility	4.13
<b>Career development</b>	3.85
Promotion	3.63
Rotation or transfer	3.90
Mentors and sponsors	4.03
<b>Job satisfaction</b>	3.27
Turn over	3.22
Income	2.89
Work comfortability	3.71
<b>- Work productivity</b>	3.29
Professionalism	3.15
Quality of work	3.43

## Fit Model

Before we proceed to the analysis stage of Data using Structural Equation Model (SEM) with WarpPLS program, we must first check whether the existing model is fit or is good. The result of check is that all boundary values have been appropriate, so that the model of structural equation is good (fit).

**Table 3**  
**Goodness of Fit**

Indicator	Value	Limit
Average path coefficient (APC)	P = 0.021	P < 0.05
Average block VIF (AVIF)	1.081	Acceptable if $\leq 5$ , ideally $\leq 3.3$
Average full collinearity VIF (AFVIF)	1.083	Acceptable if $\leq 5$ , ideally $\leq 3.3$
Tenenhaus GoF (GoF)	0.228	Small $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$
R-squared contribution ratio (RSCR)	0.999	Acceptable if $\geq 0.9$ , ideally = 1

## Hypothesis Test

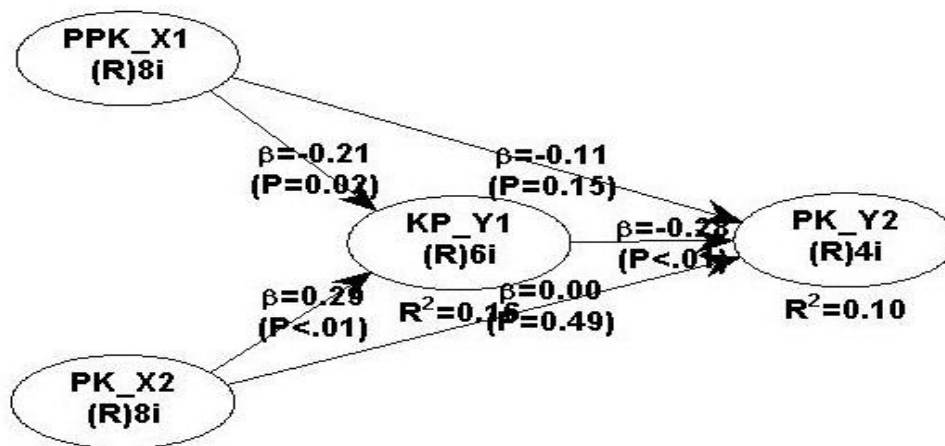
**Table 4**  
Direct influence between research variables

Variable	the path coefficient value	P value
Performance appraisal → job satisfaction	-0.206	0.023
Performance appraisal → work productivity	-0.111	0.145
Career development → job satisfaction	0.294	0.002
Career development → work productivity	0.002	0.491
Job satisfaction → productivity work	-0.284	0.003

The result of path analysis showed that there was influence between work performance appraisal on job satisfaction equal to -0.206 and p-value equal to 0.023, so the first hypothesis was not proven. The results of the analysis also found no effect between performance appraisal on work productivity (p-value > 0.05), this means the third hypothesis is not proven.

There is a positive influence of career development on job satisfaction with the value of path coefficient of 0.294 (p-value 0.002), then the second hypothesis proved. The next result found that there was no effect of career development with work productivity, so the fourth hypothesis was not proven.

The results of path analysis also get the effect of job satisfaction on work productivity of -0.284 (p-value 0.003). This indicates that if there is a decrease in job satisfaction, then work productivity can increase, so the fifth hypothesis is not proven.



*Fig. 2. Model Structural*

## Non direct influence

**Table 5**  
Non Direct Influence

Variabel	Coefficients	P value
----------	--------------	---------

Performance appraisal → job satisfaction → work productivity	0.059	0.218
Career development → job satisfaction → productivity work	-0.083	0.133

The result of path coefficient indirect influence of job performance appraisal on work productivity through job satisfaction of 0.059 and not significant ( $p\text{-value} > 0.05$ ). This means job satisfaction is not a mediating variable between job performance appraisal and work productivity, so the sixth hypothesis is not proven. The other result obtained coefficient value of indirect effect of career development on work productivity with in mediation of job satisfaction equal to -0.083 and not significant ( $p\text{-value} > 0.05$ ). These results indicate that job satisfaction is not a mediating variable between career development and work productivity, so the seventh hypothesis is not proven.

## **Discussion**

The obstacles faced by health education institutions in Depok, Bogor and Bekasi are in the satisfaction and productivity of employees (both educators / lecturers and staff / staff). In terms of satisfaction, factors that need to be considered about income, then the level of turn over employees. With regard to income, data from Kopertis get more than 60% of lecturers still earn below minimum wage regency / city (www.jppn.com, 2017). According to work productivity, the factor that needs to be improved is the ability of professionalism of employees. For educators / lecturers, the form of professionalism is marked with lecturer certification (serdos). But until now there are still many lecturers who have not been tersertiikasi, even more than half the number of existing lecturers (www.kopertis12.co.id, 2016).

This study found that performance appraisal had an effect on job satisfaction, but with negative value. This result indicates that the decreasing of activity of performance appraisal, hence job satisfaction will increase. The results obtained differ from the findings of research Cindi et al (2013), Darehzereshki (2013), Patrick (2014), and Nasution (2014). This study also found that performance appraisal did not affect work productivity. This result is different from Deliana (2005) and Kholizah (2007) research.

Research also found that career development has an effect on job satisfaction, with positive value. This means the better ladder and career development process then the employee will increase job satisfaction. These results are in line with research by Iskandar (2007), Ekayadi (2009), and Saputra (2010), Nurita (2012). Associated with work productivity, found that career development has no effect on work productivity. This result is different from the research of Deliana (2005), and Kholizah (2007).

In this study, job satisfaction has an effect on work productivity, but negative value. These results indicate that the lower the job satisfaction, the work productivity becomes better. This becomes an anomaly and needs to be qualitatively in-depth with the phenomenon. This result is different from Muayyad's research (2016) which found that job satisfaction has no effect on work productivity. Other results also found that job satisfaction is not a mediation between job performance appraisal and career development on work productivity

## **5. Conclusion**

The study found that assessment of work performance and career cutting had an effect on job satisfaction, but with different values. Performance appraisal has a negative effect on job satisfaction, while career development has a positive effect on job satisfaction. Job satisfaction also affects work productivity, but with negative values. Other results have found that performance appraisal and career development have no effect on work productivity, and job satisfaction is not as mediation between performance appraisal and career development towards work productivity.

## **References**

Anoraga, Pandji (2009): *Manajemen Bisnis*. PT Rineka Cipta. Jakarta



- Alamadar, Hussain Khan, 2013. Impact of Job Satisfaction on Employee Performance: An Empirical Study of Autonomous Medical Institutions of Pakistan, *Journal of Business Management*, Vol. 6(7), pp 2697-2705.
- Bintang, Debby H., 2016. Pengaruh Penilaian Kinerja dan Pengembangan Karyawan terhadap Produktivitas Karyawan (Kasus PT Bank Sumut, Cabang Sidikalan), *JOM FISIP*, Vol. 3 No. 2, Oktober 2016
- Byars, Lloyd L dan Leslie W. Rue. (2000) : *Human Resources Management*, International Edition. New York USA : Irwin-McGraw-Hill.
- Cindi, Isma, 2013. Pengaruh Penilaian Kinerja terhadap Kepuasan Kerja dan Prestasi Kerja (Studi pada Karyawan PT. Telekomunikasi Indonesia, Tdk Wilayah Malang), *Jurnal Administrasi Bisnis*, Vol. 24 No. 2
- Davis, Keith, 2010. *Organizational Behavior – Human Behavior at Work* 13th Edition. New Delhi: McGraw Hill Company.
- Davis, Keith dan Newstrom (2012) : *Perilaku Dalam Organisasi*. Edisi Ketujuh. Penerbit Erlangga . Jakarta
- Ekayadi, Septyaningsih, 2009. Pengaruh Motivasi dan Pengembangan Karir terhadap Kepuasan Kerja Karyawan pada PT. Rimbajitiraya Citrakarya, *Tesis*, Fakultas Ekonomi Universitas Gunadarma, Jakarta.
- Flippo, Edwin B., 2005. *Manajemen Personalialia*, Edisi Keenam, Jakarta, Raja Grafindo
- Darehzereshki, M., 2013. Effect of Performance Appraisal Quality on Job Satisfaction in Multinational Companies in Malaysia, *International Journal of Enterprise Computing and Business System*
- Dessler, Gary (2010) : *Manajemen Sumber Daya Manusia*, dialih bahasakan oleh: Benyamin Molan, NewYork: Mc Graw Hill, Inc
- Ekayadi, S. (2009) : Pengaruh Motivasi dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan pada PT. Rimbajitiraya Citrakarya. (TA No. 11205542/2006). *Unpublished ostgraduated thesis*, Universitas Gunadarma.
- Handoko, Hani T., 2011. *Manajemen Personalialia & Sumberdaya Manusia*. BPFE. Yogyakarta.
- Hasibuan, Malayu S.P. (2014): *Manajemen Sumber Daya Manusia*. cetakan kesembilan. PT Bumi Aksara. Jakarta.
- Hasibuan, Malayu S.P. ,2008. *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara. Jakarta
- <http://jurnal-sdm.blogspot.com/2009/04/teori-teori-tentang-kepuasan-kerjadan> dan html diakses pada tanggal 18 Desember 2016
- <http://ekonomi.kompasiana.com/manajemen/2011/07/06/definisiakarier378941.htl> diakses pada tanggal 25 Desember 2016
- <https://www.jpnn.com/news/wahgaji-11062-dosen-ternyata-di-bawah-umk>
- <http://www.kopertis12.or.id/2016/02/29/mayoritas-dosen-belum-tersertifikasi.html>
- Iskandar, 2007. Pengaruh Jangkar Karir dan Sistem Pengembangan Karir terhadap Kepuasan Kerja dan Kinerja Pelayanan Publik Pegawai Negeri Sipil Pemerintah Kabupaten Kutai Kartanegara Kalimantan Timur, *disertasi*, Universitas Airlangga
- Mangkunagara, Anwar Prabu , 2011. *Evaluasi Kinerja Sumber Daya Manusia*, Refika Aditama. Bandung
- Mangkunegara, Anwar Prabu, 2011. *Manajemen Sumber Daya Manusia* , Perusahaan Cetakan Kedua, PT. Remaja Rosdakarya Offset, Bandung.
- Mangkuprawira, Sjafri., 2007. *Manajemen Mutu Sumber Daya Manusia*, Ghalia Indonesia. Bogor
- Marwansyah, 2012. *Manajemen Sumber Daya Manusia*, CV ALFABETA. Bandung
- Mondy, R. Wayne, 2010. *Human Resource Management Eleventh Edition*. New Jersey: Prentice Hall.
- Muayyad, Deden Misbahudin, Gawi, Ade Irma Oktafia, 2016. Pengaruh Kepuasan Kerja terhadap Produktivitas Kerja Pegawai Bank Syariah X Kantor Wilayah II, *Jurnal Manajemen dan Pemasaran Jasa*, Vol. 9, No.1, Tahun 2016
- Munandar, A.S., 2010. Psikologi Industri dan Organisasi, UI Press. Jakarta.
- Nahusona, Hilda C.F., Mudji R, Susilo Toto R. 2004. Analisis Faktor-Faktor yang Berpengaruh terhadap Keinginan Karyawan untuk Pindah (Studi Kasus Pada PT. Bank Papua). *Jurnal Studi Manajemen dan Organisasi*, Vol.1

- Nawawi, Hadari., 2012. *Metode Penelitian Bidang Sosial*, Gajah Mada University Press. Yogyakarta.
- Notoatmodjo, Soekidjo, 2012. *Pengembangan Sumber Daya Manusia*, Rineta Cipta. Jakarta
- Nugroho, Agus Dwi dan Kunartinah, 2012. Analisis Pengaruh Kompensasi dan Pengembangan Karier terhadap Kepuasan Kerja dengan Mediasi Motivasi Kerja. *Jurnal Bisnis dan Ekonomi*. Vol.19, No.2.
- Nurita, Sari S 2012. Pengaruh Pengembangan Karir Terhadap Kepuasan Kerja Pegawai di Kantor Kecamatan Gurah Kabupaten Kediri, *Jurnal Ilmu Manajemen: Revitalisasi*, Vol. 1, Nomor 2, September 2012, ISSN: 2301-5187
- Rivai, Veithzal, Ella Jauvani Sagala, 2014. *Manajemen Sumber Daya Manusia untuk Perusahaan Teori dan Praktek*, edisi 3, Rajawali Press. Jakarta
- Rivai, Veithzal dan Ela Jauvani Sagala., 2010. *Manajemen Sumber Daya Manusia untuk perusahaan : Dari Teori ke Praktik*, Raja Grafindo Persada. Jakarta
- Robbins, S.P dan Judge T.A, 2015. *Perilaku Organisasi*, Salemba Empat. Jakarta
- Saputra, Dendy, 2010. Pengaruh Pengembangan Karir terhadap Kepuasan Kerja Karyawan (Studi pada Karyawan Hotel Griyadi Montana Malang dan Hotel Asida Baru, *Tesis*, Universitas Negeri Malang
- Siagian, Sondang P., 2012. *Manajemen Sumber Daya Manusia*, Bumi Aksara. Jakarta.
- Simamora, Henry. 2015. *Manajemen Sumber Daya Manusia*. Edisi ketiga, Bumi Aksara. Jakarta
- Simanjuntak, J Payama, 2011. *Manajemen dan Evaluasi Kinerja*. Jakarta: Lembaga Penerbit FEUI. Jakarta.
- Sunyoto, D., 2012. *Manajemen Sumber Daya Manusia*, CAPS . Yogyakarta
- Wursanto., I.G., 2003. *Manajemen Personalia dan Sumber Daya Manusia*, BPFE. Yogyakarta.