Influence of Work Discipline, Work Motivation and Career Development to Performance of Civil Servant

Ignatius Jeffrey and Deni Pepen Supendi

Department of Magister Management, University of Mercu Buana, Jakarta, Indonesia

Abstract: Human resources are the most valuable asset in an organization, since, human resources have vital role as subject of policy executor in an organization. In a government agency whether in central or its provinces, realization achievement of yearly's budget is one of parameter performance of civil servant of Banten Provincial Environment and Forestry Office. Budget absorption between 2014-2017 on Banten Provincial Environment and Forestry Office is 87.50% and categorized as under average of province achievement of 93.0%. This research's goals are to analyze and evaluate influences of work discipline, work motivation and career development to performance of civil servant. The results are analyzed to provide necessary recommendations about how to increase performance of civil servant in human resources division. Research was done at Banten Provincial Environment and Forestry Office. Data was collected by questionnaire method to 125 respondents. Another method besides questionnaire was quick interview. Research data was analyzed with multiple regression linear through SPSS 23.0 for windows. The results reveal that discipline and motivation have significant positive effects on employee's performance. However, this research cannot prove that career development has significant on employee's performance. Based on field condition, this research gives constructive recommendations to improve work performance in the future by focusing on variables that affect on employee's performance such as work discipline and work motivation. This will enrich the department with information and knowledge to increase employee's performance.

Key words: Work discipline, work motivation, career development, performance, work performance, information

INTRODUCTION

Banten Provincial Environment and Forestry Office has main duty to assist the governor to do government duties in area of Environment and Forestry. It takes civil servants resource that have good performance to support acceleration of Environment and Forestry development which have positive effect on Environment and Forestry management continuously and the goals are to increase pollution control on environment and management and forest utilization conservation. The budget absorption data of Banten Provincial Environment and Forestry Office year 2014-2017 is shown in Table 1.

Based on Table 1, realization data of budget absorption from 2014-2017 show trend of decreasing with average of absorption percentage 87.50% and categorized as under province's average of 93.0%. This happens because the lack of planning in budgeting process and cause financing surplus and affect all programs realization which had been planned earlier. Based on pre-research interview there are 5 factors that affect the decline in employee's performance which includes: career

Table 1: Realization data of budget absorption 2014-2017

Years	Budget (IDR)	Budget realization (IDR)	Percentage
2014	32,336,891,000	30,936,703,620	95.67
2015	43,831,407,500	40,605,084,482	92.64
2016	31,376,397,000	28,401,914,564	90.52
2017	40,319,751,250	3,955,421,603*	71.18**
Average			87.50

Financial report data of banten provincial environment and forestry office year 2014 to 2017; (*) Realization data of budget absorption 2017 taken from first 3 months report (January-March, 2017); (**) Outlook 2017 based on forecasting of first 3 months report

development, leadership, work motivation, work discipline and performance allowances. Researcher then asses these factors and leaving 3 factors to be examined by doing questionnaire interview to 15 respondents which are considered by their occupation, gender, level of education and years of service. Based on pre-study analysis, researchers come to conclusion that there are 3 main factors: work discipline, work motivation and career development.

Based on background and problems limitation and phenomenon that have shown previously, researchers determined the formulation of the problems after

Corresponding Author: Ignatius Jeffrey, Department of Magister Management, University of Mercu Buana, Jakarta, Indonesia

956

conducting pre-study test, the work discipline factor 53.4% categorized as adequate, work motivation factor 71.1% categorized as less adequate and career motivation 86.7% categorized as not adequate. Research formulations are how work discipline factor affects on employee's performance, how work motivation factor affect on employee's performance, how career development factor affect on employee's performance, work motivation and career development together on employee's performance. The research goals are to analyze and to evaluate the effect of work discipline on employee's performance to analyze and to evaluate the effect of work motivation on employee's performance to analyze and to evaluate the effect of career development on employee's performance to analyze and to evaluate the effect of work motivation and career development together on employee's performance in Banten Provincial Environment and Forestry Office.

Literature review: Sonnentag (2001) explains that individual performance as an individual's measurable behavior which is relevant for organizational goals. According to Daft (2010), individual performance is assessed by top management in setting new goals and strategic direction for the future. Performance management is a process that enables employees to perform their roles to the best of their abilities with the aim of achieving or exceeding established targets and standards that are directly linked with the organization's objectives (Collings and Wood, 2009).

Discipline is a form of training that enforces organizational rules (Mathis and Jackson, 2008). According to Rue and Byars (2004) discipline is action taken against an employee who has violated an organizational rule or whose performance has deteriorated to the point where corrective action is needed. According to Itika (2011) discipline this is a regulation of human activity to produce a controlled performance.

The generally accepted definition of motivation was put forth by Pinder (1998): "work motivation is a set of energetic forces that originates both within as well as beyond an individual's being to initiate work-related behavior and to determine its form, direction, intensity and duration". Robbins and Timothy (2012) define motivation as the processes that account for an individual's while general motivation is concerned with effort toward any goal, we'll narrow the focus to organizational goals in order to reflect our singular interest in work-related behavior. According to Nevid (2012), motivation involves the emotional, social, biological and cognitive influences that initiate

behaviour. Motivation is a drive to perform whereas job satisfaction reflects the employee's attitude toward or happiness with the job situation (Rue and Byars, 2004).

Career is defined as the pattern of work related an experience that spans the course of a person's life. While reviewing for career management (Thomson and Mabey, 1994). Career development is " an going process by which individuals progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes and tasks (Werner and Desimone, 2012). Furthermore, According to Cummings and Worley (2008) career planning and development interventions provide the appropriate resources, tools and processes necessary to help organization members plan and attain their career objectives.

MATERIALS AND METHODS

Method in this research was using quantitative research. Number of population in this research were 182 employees, all are civil servants. One method used to determine number of samples based on certain statistic formula using Yamane and Ferdinand equation. After calculation, number samples used in this research are 125 employees with margin limit of error tolerance 5%. Samples were taken based on demographic characteristic: gender, occupation, level of education and years of service as government employee.

In this research, data analysis was done by methods: quality instrument test (validity and reability test), classical assumption test (normality, multi-colinearity, Heteroscedasticity and autocorrelation test), hypothesis test (t, F, R and R^2 tests), analysis method using multiple linear regression analysis. Analysis data technique using statistic method SPSS 23.0 for Windows.

Conceptual model: Concisely, the conceptual model in this research is shown on scheme (Fig. 1):

Hypothesis:
- H_1: work discipline has significant effect on employee's performance
- H_2: work motivation has significant effect on employee's performance
- H_3: career development has significant effect on employee's performance
- H_4: work discipline, work motivation and career development together has significant effect on employee's performance

Operational variable research: Operational variable research is shown in Table 2.

Table 2: Operational variable research

| Variables	Dimension	Indicators	Scale/data type	No. of statement
Employees performance (Y)	Number of tasks	Physical realization	Likert/ordinal	1
		Finacial realization		2
	Work quality	Suit the target		3
		The advantages of activities		4
	Time accuracy	On time in doing the tasks		5
		Finishing all reports		6
	Presence	On time at arrival and out from office		7
		Stay in the office during work hour		8
	Ability to cooperate	Working together with partners		9
		Work with leader		10
	Tasks criteria	Ability to identify the type of task		11
		Ability to work on the program		12
Work discipline (X₁)	Goals and ability	Tasks suit the education level	Likert/ordinal	13
		Tasks suit area of expertise		14
	Leader as role model	Leader gives good example		15
	Remuneration	Remuneration of performance as employee's hope		16
		Additional income		17
	Equality	Equality in distribution of main tasks and function		18
	Close supervision	Directions and supervision from supervisor		19
	Sanction	Severity of sanction		20
	Firmness	Firmness in obeying the rules		21
		Fair in applying the rules		22
	Humanity relationship	Relationship with partner		23
		Relationship with leader		24
Motivation (X₂)	Intrinsic	Success in achieving something	Likert/ordinal	25
		Credit that earned		26
		Kind of tasks that has done		27
		Comfort		28
		Responsibility		29
		Career progress		30
		Professional and intellectual development		31
	Ektrinsic	Organization policy		32
		Implementation of official policies		33
		Supervision by leaders		34
		Interpersonal relationship		35
		Working environment		36
Career development (X₃)	Career planning	Work prestige	Likert/ordinal	37
		Working network		38
		Loyalty on organization		39
		Motivation from department in career opportunity		40
		Passion and expertise area suit the tasks		41
		Competency level in career development		42
	Career manajement	Promotion dan rotation		43
		Work experience		44
		Coaching and development		45
		Level of human resource in fulfilling available occupations		36
		Assessment and evaluation in fulfilling available occupations		47
		Rotation of occupation		48
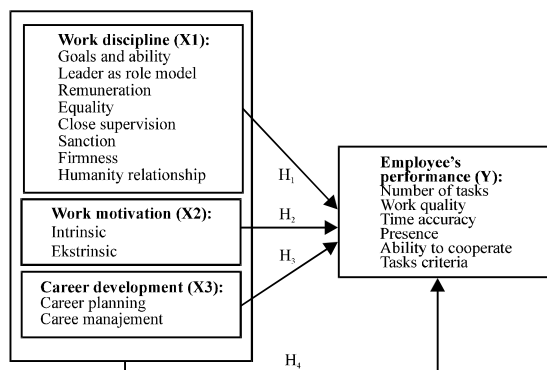
Fig. 1: Conceptual model

RESULTS AND DISCUSSION

Respondent characteristic based on gender: Based on Table 3, characteristic of respondents based on gender reveal that most of respondents were male 87 employees or 69.6%. Female respondents were 38 employees or 30.4%.

Characteristic based on structural occupation: Based on Table 4, respondents characteristic based on structural occupation were functional general/staff 99 employees or 79.2%, chief of section 20 employee or 16.0% chief of sector 6 employees or 4.80%.

Table 3: Respondent characteristic based on gender

Sex	Frequencies	Percentage
Male	87	69.6
Female	38	30.4
Total	125	100.0

Table 4: Respondents characteristic based on structural occupation

Structural occupation	Frequencies	Percentage
Chief of sector/area/secretary	6	4.80
Chief of section	20	16.00
Functional general/staff	99	79.20
Total	125	100.00

Respondents characters based on level of education: Based on Table 5, respondents characteristic based on education level revealed that majority of employees have bachelor's degree 53 employees or 42.2%, post-graduated were 29 respondents or 23.2% employees who had senior high school education were 27 employees or 21.6% and the least respondents were diploma, 16 employees or 12.8%.

Respondents characteristics based on years of service as government employee: Based on Table 6, respondents characteristic based on years of service as government employee, the largest respondents were they who had served as civil servant between 0-10 years about 50 employee or 40%, respondents with years of service 10-20 years 40 employees or 32%. The smallest part were respondents who had been working >20 years were 35 respondents or 28%.

Data analysis of regression analysis: It takes multiple linear regression analysis to reveal regression coefficient and significancy to answer hypothesis of the effect of work discipline (X_1), work motivation (X_2) and variable of career development (X_3) partially or together with performance (Y). The results of multiple linear regression analysis are shown in Table 7. Based on Table 7, the equation can be made as follow:

$$Y = 18.374 + 0.127X_1 + 0.405X_2 + 0.119X_3$$

Where:
Y = Employee's performance
X_1 = Work discipline
X_2 = Work motivation
X_3 = Career development

Interpretation of equation above are: Point 18.374 revealed a constanta this constanta describes work discipline, work motivation and career development have zero point so the point for employee's performance was 18.374. Point 0.127 revealed regression coefficient of work discipline variable.

Table 5: Respondents characters based on level of education

Level of education	Frequencies	Percentage
Post graduated (S2)	29	23.2
Bachelor (S1)	53	42.4
Diploma (D3)	16	12.8
Senior high school (SMA/equal)	27	21.6
Total	125	100.0

Table 6: Respondents characteristic based on years of service as government employee

Years of service (years)	Frequencies	Percentage
0-10	50	40.0
10-20	40	32.0
>20	35	28.0
Total	125	100.0

Questionnaire processed data (2017)

This regression coefficient reveal that every increasing work discipline variable will be able to increase employee's performance as high as its regression coefficient with assumption that work motivation variable and career development remain unchanged. Point 0.405 revealed point of regression coefficient of work motivation variable. This regression coefficient point reveal that every increasing in work motivation variable will be able to increase employee's performance as high as its regression coefficient with assumption that work discipline variable and career development remain unchanged. Point 0.119 revealed point of regression coefficient of career development variable. This regression coefficient point reveal that every increasing in career development variable will be able to increase employee's performance as high as its regression coefficient with assumption that work discipline variable and career development remain unchanged.

Variables testing simultaneously (F-test): ANOVA or F-test is a test to find the significant value of whole variable X-Y. If the value of Sig. is smaller than alpha or error value 0.05 then the result is significant. The results of variables testing simultaneously (F-test) are in Table 8.

Based on Table 8, the result of F-count value is 27.937 with significancy is 0.000. F-table with significancy 5% is 2.68. By comparing between F-count value and F-table then the result F-count>F-table, the conclusion is H_o denied and H_4 accepted.

Hypothesis test also had been done by comparing between significancy value with level of significant. Significancy value is 0.000 is less than significancy level of 0.05 this reveal that independent variables are together had significantly affected to dependent variable.

Partial test (t-test): T-test or often called as partial test is output of SPSS that reveals how far affection of one

Table 7: The results of multiple linear regression analysis

| Models | Coefficients[a] | | | | | | Collinearity statistics | |
| | Unstandardized | | Standardized | | | | | |
	B	SE	β	t-values	Sig.		Tolerance	VIF
Constant	18.374	3.395	-	5.412	0.000		-	-
Work discipline	0.127	0.057	0.171	2.230	0.028		0.835	1.198
Work motivation	0.405	0.093	0.428	4.372	0.000		0.509	1.965
Career development	0.119	0.072	0.162	1.646	0.102		0.506	1.977

[a]Dependent variable: employee's performance; Primary data processing with SPSS Version 23, 2017

Table 8: The results of variables testing simultaneously (f-test)

ANOVA[a]

Model	Sum of squares	df	Mean square	F-values	Sig.
Regression	1081.130	3	360.377	27.937	0.000[b]
Residual	1560.870	121	12.900	-	-
Total	2642.000	124	-	-	-

[a]Dependent variable: employee's performance, [b]Predictors: (constant), career development, work discipline, work motivation, primary data processing with SPSS Version 23, 2017

Table 9: Results of analysis multiple correlation (R) and determination coefficient (R^2)

Model summary[b]

Model	R	R^2	Adjusted R^2	SE of the estimate	Durbin-watson
1	0.643[a]	0.414	0.399	3.57807	2.109

[a]Predictors: (constant), career development, discipline, motivation, [b]Dependent variable: employee's performance, primary data processing with SPSS Version 23, 2017

Table 10: Determination coefficient (R^2) variable work discipline (X_1) to employee's performance (Y)

Model summary

Model	R	R^2	Adjusted R^2	SE of the estimate
1	0.390[a]	0.152	0.145	4.26747

[a]Predictors: (constant), work discipline, primary data processing with SPSS Version 23, 2017

independent variable individually to variation of dependent variable. To do this test is by comparing statistic value of t with critical point based on table. If the statistic value of t as result is higher than t-table, then the hypothesis acceptable is alternative hypothesis which is stated that an independent variable individually affect dependent variable. Based on table distribution of t student, level of significancy 5% t-table = α/2; n-k-1, so t-table = 0.05/2; 125-4-1 = 0.025; 120 is 1.979.

Based on Table 2 can be seen that, variable of work discipline has count t 2.230 and t-table 1.979, so t-count>t-table then H_a accepted and H_0 denied. This means variable of work discipline is affect significantly to performance. This also strengthen by Sig. value of 0.000 which is smaller than 0.05. Variable of work motivation has t-count 4.372 and t-table value 1.979. So, t-count>t-table this means H_a is accepted and H_0 denied. This means variable of work motivation significantly affects performance. Variable of career development had t-count 1.646 and t-table 1.979. So, t-count<t-table this means H_A denied and H_0 accepted. This also means that career development had no effect on performance of government employees on Banten Provincial Environment and Forestry Office.

Determination coefficient (R^2): Results of analysis multiple correlation (R) and determination coefficient (R^2) variable of work discipline (X_1), work motivation (X_2) and career development (X_3) to employee's performance can be seen in Table 9.

Based on Table 9 noticed that, independent variables are work discipline (X_1), work motivation (X_2) and career development (X_3) which have correlation with dependent variable: employees performance (Y) this can be proved by observing the value of multiple correlation coefficient (R) 0.643 which is strong in criteria.

Known that the value of determination coefficient from calculation is 0.414. This means that independent variable which are work discipline (X_1), work motivation (X_2) and career development (X_3) that had contributed on employee's performance (Y) was 41.4% and the rest 59.6% were affected by other variables.

Results of hypothesis test:
- H_1: the effect of work discipline (X_1) to employee's performance (Y)

Based on Table 10 independent variable is work discipline (X_1) was related to dependent variable, employee's performance (Y). This can be proved by value of multiple correlation coefficient (R) 0.390 the criteria is weak.

Known that value of determination coefficient through calculation in this research is 0.152. This means independent variable which was work discipline (X_1) explained that the variation to employee's performance (Y) was 15.2% and the rest 74.8% was affected by other variables

Based on Table 11, variable of work discipline had t-count 2.230 and t-table 1.979 reveal that t-count>t-table this means H_A accepted and H_0 denied. This result was strengthen with Sig. value 0.000 or smaller than 0.05.

Table 11: The results of t-test of work discipline (X_1) to employee's performance

Models	Coefficients[a]					Collinearity statistics	
	Unstandardized		Standardized				
	B	SE	β	t-values	Sig.	Tolerance	VIF
Constant	18.374	3.395	-	5.412	0.000	-	-
Work discipline	0.127	0.057	0.171	2.230	0.028	0.835	1.198

[a]Dependent variable: employee's performance, primary data processing with SPSS Version 23, 2017

Table 12: Determination coefficient (R^2) variable of work motivation (X_2) to employee's performance (Y)

Model	Model summary			
	R	R^2	Adjusted R^2	SE of the estimate
1	0.603[a]	0.364	0.359	3.69679

[a]Predictors: (constant), work motivation, primary data processing with SPSS Version 23, 2017

Table 13: The results of t-test of work motivation (X_2) to employee's performance (Y)

Models	Coefficients[a]					Collinearity statistics	
	Unstandardized		Standardized				
	B	SE	β	t-values	Sig.	Tolerance	VIF
Constant	18.374	3.395	-	5.412	0.000	-	-
Work motivation	0.405	0.093	0.428	4.372	0.000	0.509	1.965

[a]Dependent variable: employee's performance, primary data processing with SPSS Version 23, 2017

- H_2: effect of work motivation $(X)_2$ to employee's performance (Y)

Based on Table 12, independent variable which is work motivation (X_2) was related to dependent variable, employee's performance (Y). This can be proved by value of multiple correlation coefficient (R) 0.603 which is strong criteria.

Known that the value of determination coefficient that had been calculated in this research is 0.364. This means that independent variable, work motivation (X_2), reveal variation to employees performance (Y) was 36.4% and the remain 63.6% affected by other variables.

Based on Table 13, work motivation variable had t-count value 4.372 and t-table value 1.979. Reveal that t-count>t-table. This means Ha was accepted and H_0 was denied. Work motivation had significantly affected to performance of government employee of Banten Provincial Environment and Forestry Office. This was strengthen with the value of Sig. 0.000 which were smaller than 0.05.

- H_3: the effect of career development $(X)_3$ on employees performance (Y)

Based on Table 14, independent variable which was career development (X_3) had related to dependent variable, employee's performance (Y). This can be proved through multiple correlation coefficient (R) value 0.522 and the criteria was strong.

Known that the value of determination coefficient on calculation in this research was 0.272. This revealed that

Table 14: Determination coefficient (R^2) variable of career development (X_3) to employee's performance (Y)

Models	Model summary			
	R	R^2	Adjusted R^2	SE of the estimate
1	0.522[a]	0.272	0.266	3.95357

[a]Predictors: (constant), career development, primary data processing with SPSS Version 23, 2017

independent variable career development (X_3) revealed variation to employee's performance (Y) was 27.2% and the remain 72.8% was affected by other variables.

Based on Table 15, career development variable had t-count value 1.646 and t-table 1.979. This revealed t-count<t-table. H_a was denied and H_0 was accepted. This means that career development did not affected to employee's performance of Banten Provincial Environment and Forestry Office. This was strengthen by the value of Sig. 0.102 which was bigger than 0.05.

- H_4: the effect of work discipline (X_1), work motivaton (X_2) and career development (X_3) to employee's performance (Y)

Based on Table 16, independent variable which was work discipline (X_1), work motivation (X_2) and career development (X_3) had correlated to dependent variable, employee's performance (Y). This can be proved by the value of correlation (R) 0.643 and the correlation was strong. Also, known that the value of determination coefficient on calculation in this research was 0.414. This revealed that independent variables which were work discipline (X_1), work motivation X_2 and career

Table 15: The result of t-test variable of career development (X$_3$) to employee's performance (Y)

| Models | Coefficients[a] | | | | | Collinearity statistics | |
| | Unstandardized | | Standardized | | | | |
	B	SE	β	t-values	Sig.	Tolerance	VIF
Constant	18.374	3.395	-	5.412	0.000	-	-
Career development	0.119	0.072	0.162	1.646	0.102	0.506	1.977

[a]Dependent variable: employee's performance, primary data processing with SPSS Version 23, 2017

Table 16: The result of multiple correlation analysis (R) and determination coefficient (R^2)

| | Model summary[b] | | | | |
Models	R	R^2	Adjusted R^2	SE of the estimate	Durbin-watson
1	0.643[a]	0.414	0.399	3.57807	2.109

[a]Predictors: (constant), career development, discipline, motivation; [b]Dependent variable: employee's performance, primary data processing with SPSS Version 23, 2017

development (X$_3$) had given contribution to employee's performance (Y) about 41.4% and the remains 58.6% affected by other variables.

Based on Table 8, the result of tests showed that f-count value 27.973 with significancy 0.000. F-table with significancy 5% was 2.68 by comparing between the values of F-count and F-table, known that F-count>F-table. This means H$_0$ denied and H$_a$ accepted.

Hypothesis test were also done by comparing between significancy value with significancy level. Significancy value 0.000 was less than significancy level of 0.05 this revealed that work discipline (X$_1$), work motivation (X$_2$) and career development (X$_3$) together had affected significantly to employee's performance.

The effect of work discipline (X$_1$) to employee's performance (Y): The result of hypothesis (H$_1$) proved that work discipline (X$_1$) had significant effect on employee's performance (Y). Variable of work discipline had t-count of 2.230 and t-table 1.979. This reveals that t-count>t-table and H$_a$ was accepted and H was denied. This means variable of work discipline had significant effect to performance. This was strengthen by Sig. value 0.000 that smaller than 0.05. This research also supported by Tumilaar (2015) research which stated that there was a positive correlation between discipline and employee's performance.

The effects of work motivation (X$_2$) on employee's performance (Y): The hypothesis test (H$_2$) proved that work motivation (X$_2$) had significant influence on employee's performance (Y). Variable of work motivation had t-count value 4.372 and t-table 1.979. This revealed that t-count>than t-table this means H$_a$ accepted and H$_0$ was denied. Motivation variable had effect significantly on employee's performance in Banten Provincial

Environment and Forestry Office. This was strengthen by Ayd (2012)'s research which stated that there was positive correlation between work motivation and employee's performance.

The effect of career development (X$_3$) on employee's performance (Y): The hypothesis result (H$_3$) proved that career development (X$_3$) had no effect on employee's performance (Y). Variable of career development had t-count value 1.646 and t-table 1.979. This reveals t-count<t-table; H$_a$ denied and H$_0$ was accepted. This means the variable of career development had no effect on employee's performance in Banten Provincial Environment and Forestry Office. This research was strengthen by Sig. value of 0.102 bigger than 0.05. This research has different result with Saleem and Amin (2013) which stated that there was a positive effect of career development on employee's performance.

CONCLUSION

Research conclusions are as follow:

- Work discipline had significant effect on employee's performance in Banten Provincial Environment and Forestry Office
- Work motivation had significant effect on employee's performance in Banten Provincial Environment and Forestry Office
- Career development had no effect on employee's performance in Banten Provincial Environment and Forestry Office
- Work discipline, work motivation and career development had significant simultaneous effect on employee's performance in Banten Provincial Environment and Forestry Office

RECOMMENDATIONS

- To increase the performance, discipline need to be increased among employee of Banten Provincial Environment and Forestry Office
- To keep the quality of performance, Banten Provincial Environment and Forestry Office must increasing work motivation among employees

- Even though the factor of career development in this research had no effect on employee's performance, this factor still needs attention to increase the employee's motivation
- It takes further similar research by another researchers by observing another variables not included in this research

REFERENCES

Ayd, O.T., 2012. The impact of motivation and hygiene factors on research performance: An empirical study from a Turkish University. Intl. Rev. Manage. Marketing, 2: 106-111.

Collings, D.G. and G. Wood, 2009. Human Resource Management: A Critical Approach. Taylor & Francis, New Delhi, Delhi, ISBN:9780203876336, Pages: 324.

Cummings, T.G. and C.G. Worley, 2008. Organization Development and Change. 9th Edn., Cengage Learning, Boston, Massachusetts, USA.,.

Daft, R.L., 2010. Organization Theori and Design. 10th Edn., South-Western Cengage Learning, Boston, Massachusetts, USA., ISBN:9780324598896, Pages: 672.

Itika, J.S., 2011. Fundamentals of Human Resource Management: Emerging Experiences from Africa. Afrika-Studiecentrum, Leiden, Netherlands, ISBN:9789054481089, Pages: 236.

Mathis, R.L. and J.A. Jackson, 2008. Human Resource Management: Essential Perspectives. 5th Edn., Cengage Learning, Boston, Massachusetts, USA., ISBN:9781133007388, Pages: 540.

Nevid, S.J., 2012. Psychology: Concepts and Applications. 4th Edn., Cengage Learning, Boston, Massachusetts, USA.,.

Pinder, C.C., 1998. Work Motivation in Organizational Behavior. Prentice Hall, Upper Saddle River, New Jersey, USA., ISBN:9780023956225, Pages: 544.

Robbins, S.P. and J.A. Timothy, 2012. Organizational Behavior. 15th Edn., Pearson Education, London, UK., ISBN:9780133071610, Pages: 720.

Rue, L.W. and LL. Byars, 2004. Human Resource Management. 7th Edn., McGraw-Hill Education Labs, Boston, Massachusetts, ISBN:9780072485851, Pages: 466.

Saleem, S. and S. Amin, 2013. The impact of organizational support for career development and supervisory support on employee performance: An empirical study from Pakistani academic sector. Eur. J. Bus. Manage., 5: 194-207.

Sonnentag, S., 2001. Psychological Management of Individual Performance. 1st Edn., John Wiley and Sons Ltd., UK., ISBN-13: 978-0471877264, pp: 540.

Thomson, R. and C. Mabey, 1994. Developing Human Resource. Routledge, Abingdon, UK., Pages: 237.

Tumilaar, B.R., 2015. The effect of discipline, leadership and motivation on employee performance at BPJS sulut employment. J. Econ. Res. Manage. Bus. Accounting, 3: 787-797.

Werner, J.M. and R.L. Desimone, 2012. Human Resource Development. 6th Edn., Cengage Learning, Boston, Massachusetts, USA., Pages: 671.