

Effect of education and training to performance mediated career development inspectorate city employees kendari

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ABSTRACT

Any staff includes civil servant needs a career development and improves performance. This research aims to analyze empirically the influence of education and training towards career development and staff performance in the Inspectorate of Kendari office. Numbers of population are 52 staff in the office, where all population is all samples. Sample withdrawal using census technique where all 52 Become its own population sample as much as numbers of population. Path Analysis used as a method of analysis on this research.

Results of this research Showed that: 1) Education and training for staff have significant direct influence to career development; 2) There is no direct influence Significantly to the staff performance; 3) There is Significantly direct influence on career development of staff performance; 4) Education and training have no direct influence on the performance of staff through career development.

KEYWORDS: *education and training, career development, performance.*

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I. INTRODUCTION

Human resources are in the organization is part of the cost as well as the asset or investment in the future will be in quotation result and must be managed in accordance with business needs (Martin in Abraham, 2002: 42; Schuller and Jackson, 1997: 3). More (Jeffrey in Soetjipto, 2002: 26) argues that human resources is a competitive advantage that is "timeless hot, not weathered by rain". Human resources organization determine its *survival* in the era of globalization characterized intense competition. Swasto (2003: 1) "humans are the main factors that can determine the quantity and quality of the product".

Education and training is a human resource development efforts to enhance the technical capabilities, theoretical, conceptual, and morale of employees in accordance with the needs of the job or position (Hasibuan, 2004: 120). Employee development programs should be drafted carefully and be guided by the skills required the company's current and future. Development employee benefits become even more important because of the demands of the job or position, as a result of technological advances. Career development affect employee performance, where career development is a formal approach by the organization to ensure people in the organization has the qualifications and ability and experience appropriate when needed. Therefore, companies need to manage their careers and develop it properly so that the productivity of employees is maintained and to encourage employees to always do the best and avoid the frustrating work resulting decline in the company's performance. Management and career development will enhance the effectiveness and creativity of the human resources that can improve its performance in support of the organization to achieve its objectives. Robbins (1996: 218), career development is one which showed increases a person's status in an organization in a career path that has been established within the organization concerned.

Employee performance is an employee actions taken in carrying out the work provided by the organization (Handoko 2001: 135). Every organization always expect employees to have good performance, due to the good performance, employees will provide an optimal contribution to the organization. Moreover, the good performance of employees allegedly also can improve organizational performance. Performance appraisal or performance appraisal basically is one of the key factors, in order to develop an effective and efficient institution because the steps holding the performance appraisal means an agency is well above utilize existing human resources within the institution. It is necessary for relevant and reliable information about the performance of each individual. Individual performance appraisal is very beneficial for the overall dynamics of the institution so that the performance of employees need to be taken to ensure that employees can improve its

performance. According Swasto (1996: 37) and Gomes (2001: 135) states that the performance of an action or execution of tasks that have been completed by a person in a certain period of time. Employee performance is an employee actions taken in carrying out the work provided by the organization (Handoko 2001: 135). Every organization always expect employees to have good performance, due to the good performance, employees will provide an optimal contribution to the organization. Moreover, the good performance of employees allegedly also can improve organizational performance.

Employee performance is the result of a process or activity at a particular function performed by a person both as individuals and as members of a group or organization for a certain period based on established standards, and the results can be enjoyed alone or by a group of companies (Arfah and Anshory , 2002)

II. LITERATURE REVIEW

2.1. The concept of Human Resource Management

Arep and Cape (2003) expressed human resource management (HRM) is the science and art of governing human element (creativity, taste and intention) as an organizational asset for the realization of organizational objectives by means of acquiring, developing and maintaining workforce effectively and efficiently. HRM according Hasibuan (2002) is the science and art of governing the relationship and the role of labor in order to effectively and efficiently help the realization of the goal of the company, employees and the community.

Samsudin (2006) define HRM as management activities include the utilization, development, assessment, provision of fringe benefits to humans as an individual member of the organization or business enterprise, also about ways to design systems planning, employees, career management, performance evaluation, compensation of employees , and labor relations.

1. Education and Training

Education or education in general is a business that is deliberately organized and carried out systematically and continuously in a specified period of time in accordance with the levels in order to deliver, grow, and gain knowledge, attitudes, values, skills or skills desired. Training is an activity designed to improve the performance of workers in jobs handed to them. Variable implementation of the training consists of conformity with the task of training, training methods, teachers or instructors, training facilities, support of institutions and training material (Hardjana, 2002).

According to Dessler (1997), training is a process to teach new employees or existing, basic skills required to carry out the work. The training focuses on the skills needed to run a current employee job, employee development and long-term management. The aim is to develop current and future employees for future tasks or solve organizational problems.

2. Career Development

Career development (such as promotions) is expected by every employee, because with this development will obtain rights - rights that are better than what previously obtained both material and non material for example, the increase in revenue, improved facilities and so forth. While rights are not material for example social status, pride and so on. In the practice of career development is an implementation of a career plan as revealed by Handoko (2000: 123) that career development is personal improvements do to achieve a career plan.

According Simamora (1995: 392) career development process in a formal approach taken by the organization to ensure that people with the right qualifications and experience available when needed. So that career development can be said to be a condition that showed increases a person's status in the organization in a career path that has been established within the organization concerned. Career development are implemented and developed in the Civil Service through career development and performance appraisal system and the system in general careers through promotion, mutation position and the appointment in office. Therefore, every employee in his career, career planning needed to use the career opportunities that exist. Career development must be passed with the preparation of preconditions that must be owned by an employee to support career advancement. Prerequisites -prasyarat that are mutually supportive, in the sense that any increase in the career of an employee to go through some pre-determined criteria such as merit, the weight of the task / job, any job vacancies, and other efficiencies. In the implementation of career development responsibility should be accepted not just a promotion to a higher position, but a successful career meant an employee progress in work, in the form of feeling satisfied in every position entrusted by the organization (Moekijat, 1996: 36).

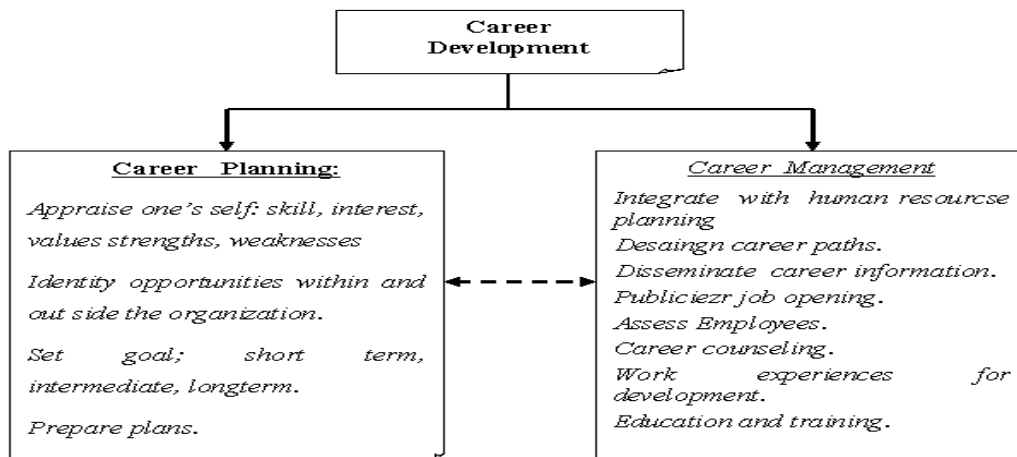
While Keith Davis and Werther in Mangkuprawira: 2003: 181, there are five factors associated with career are:

- a) Justice in the career, the employee wants the promotion system with equal opportunities for career advancement.
- b) Attention to the supervision of, the employees want their supervisors play an active role in career development and provide regular feedback on performance.
- c) Awareness of the opportunity, the employee requires knowledge of opportunities for career advancement.
- d) The interest of workers, employees need a number of different information and in fact have different degrees of interest in career advancement depends on various factors.
- e) career satisfaction, the employee depending on age and their positions have different satisfaction levels

3. Career Planning

Career development use Indonesian government agencies is an interesting phenomenon and contains a lot of debate / controversy, but it did not escape the career development of career planning. Every employee and the organization before developing his career should have a careful career planning in advance. It also must know the characters that affect career development. Beach (1984: 320) states career development consists of two parts: career planning and career management, both of which are described in the following figure.

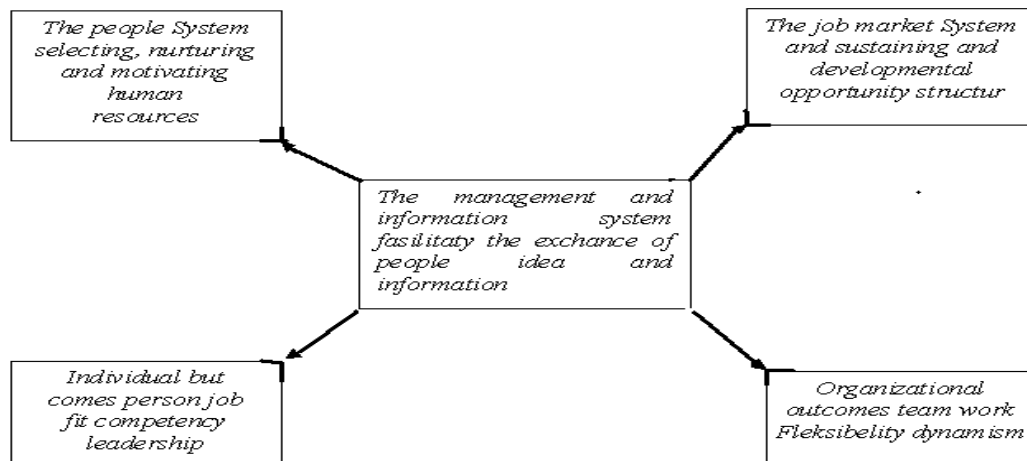
Figure 2.1.
*The Contents of Career Planning And Career Management
As Components Development. (Beach, 1984: 320)*



To realize the career management for self-needed awareness and understanding of the employees that each job / position always provides an opportunity to grow and progress. Employees also need to understand that the responsibility is on individual career development itself.

Career management within the organization will be a force in an effort to encourage people to grow and realize their full potential. The organization will provide an opportunity for all individuals to grow and realize their full potential and develop his career. Career management goal will be achieved when connecting the system of labor and labor market systems through management information system can be presented in the following figure:

Figure 2.2.
Career Development A System Views (Pfeffer, 2002: 269)



The problem that arises is how to develop a career in such a dynamic environment, thus minimizing mismatch placement role, improve the competence and placing individuals in key positions. Deasler (in preffer, 2002: 256), Planning and career development is a deliberate process in which a person becomes aware of the attributes associated with personal career and life-long series of steps that contribute to career fulfillment. Career will support individual and organizational effectiveness in achieving its objectives.

2.5. Performance

Performance is also called the employee work performance or in English called *performance*. In principle, there are other terms that better describe the "achievements" in English is "*achievement*". But because the word is derived from the word "*to Achieve*" which means "reach", then in Indonesian often translates into "attainment" or "what is achieved". Organizational performance is intended as a level of achievement (achievement) of the organization in their activities within a certain period (usually one year). The performance is a reflection, whether the organization has been successful or not in their business.

Wheelen and Hunger (2001: 231) defines the performance is the outcome of an activity. Where the selection criteria for the assessment of performance depends on the organizational unit assessed and goals to be achieved. Objectives set out in the strategy formulation as part of the strategy management process (related to profits, marketing audits, and cost reduction) should be used to measure the performance of the company at the time the strategy is implemented.

Soeprihanto (2001: 2) states that the employee performance appraisal is not simply the result of physical, but also the overall execution of the work related to various fields such as the ability to work, craft, work discipline or particulars in accordance with the duties and level of work. Meanwhile, according to Cascio (Ruky, 2002: 13) stated that the performance *is the systematic description of the relevant strengths and weakness of an individual or group*. In this performance assessment emphasizes that the assessed Cascio is *job relevant strengths and weakness*, the strengths and weaknesses of employees that are relevant to the job.

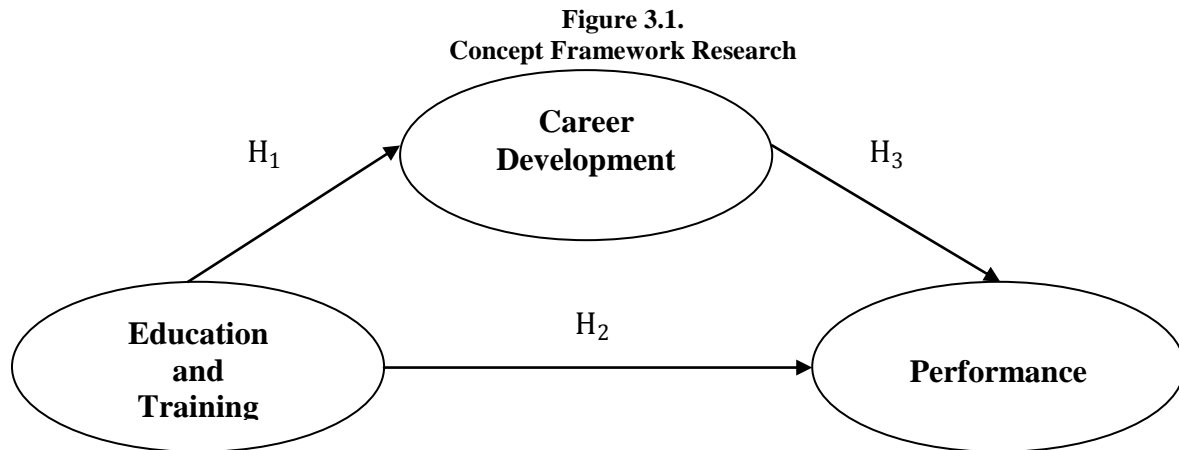
Some criteria are generally considered of employees as expressed Martoyo (2000: 97) as follows: *Quality* (quality), *dependability* (responsibility), *Quantity of work* (number of jobs), *knowledge of the job* (knowledge of office), *cooperation* (cooperation), *initiative* (initiative), *adaptability* (adjustment), *judgment* (justice), *attendance* (presence), and *health* (health).

Heidjrachman and Husnan, (2000: 126) suggests the level of achievement of an employee achievement measurement through several factors, namely: (1) the quality of work; (2) the quantity of labor; (3) the ability to work; and (4) the responsibility. Thus the performance appraisal is an ideal time to focus the target individual, not the target unit. Opportunity to touch base and comparing the results of working with benchmarks previously agreed. Flippo (1984: 250), said job performance (*performance*) a person can be measured by:

- a. The quality of work that is related to the timeliness, skills and personality to do the job.
- b. Quantity of work related to the provision of additional tasks given by superiors to subordinates. For example, work outside office hours (overtime).
- c. Toughness associated with compliance orders, the level of attendance, granting time off and schedule delays are present in the workplace.
- d. Attitude is a condition that existed at the employee that shows how far attitudes and their responsibilities to their peers, with the boss and how far the level of cooperation in completing the work.

II. CONCEPTUAL FRAMEWORK

More details of structural relationship model is a conceptual framework that draw relationships between variables in this study are presented in the following figure:



3.2. Research Hypothesis

Based on the concept framework, the formulation of hypotheses in this study are:

1. Education and training have a significant effect on the career development of employees Inspectorate of Kendari.
2. Education and training have a significant effect on employee performance Inspectorate of Kendari.
3. Significant influence career development on employee performance Inspectorate of Kendari.
4. Education and training have a significant effect on the performance of employees through employee career development Inspectorate Kendari.

III. RESEARCH METHODS

4.1. Population and Sample

The population in this study were all employees of the Inspectorate of Kendari that berjumlah 52 people. Because the number of population in this study is relatively little and affordable then all of a population of 52 people research sample, sampling conducted census.

4.2. Variable Classification Research

Hasan (2002) is a variable construct its properties have been given numbers or concepts that have two or more values on a continuum. The variables in the study were classified as follows:

1. Independent variables (independent variables / *exogenous*) are variables that affect or be the cause for the other variables. The independent variables in this study is the Education and Training (X)
2. The dependent variable (endogen) is a variable that influenced exogenous variables, in this study the endogenous variable is Career Development (Y₁) and Employee Performance (Y₂).

4.3. Data Analysis Methods

Data analysis methods used in this research is descriptive analysis and inferential statistics that *path* analysis (*path*) by using the *software* SPSS 19.0 and AMOS 19.0 Ver.

IV. RESULTS AND DISCUSSION

5.1. Characteristics of Respondents

Some characteristics of the respondents in the study are described in the following sections include sex, age, rank / class, tenure, and level of education.

Characteristics of respondents by age. Known to most of the respondents were in the range between 31 until 40 years of the 27 respondents, or 51.9%, next is to respondents aged over 40 years of the 19 respondents, or 36.5%, and for respondents aged less than 30 years as many as 6 respondents or 11.5%.

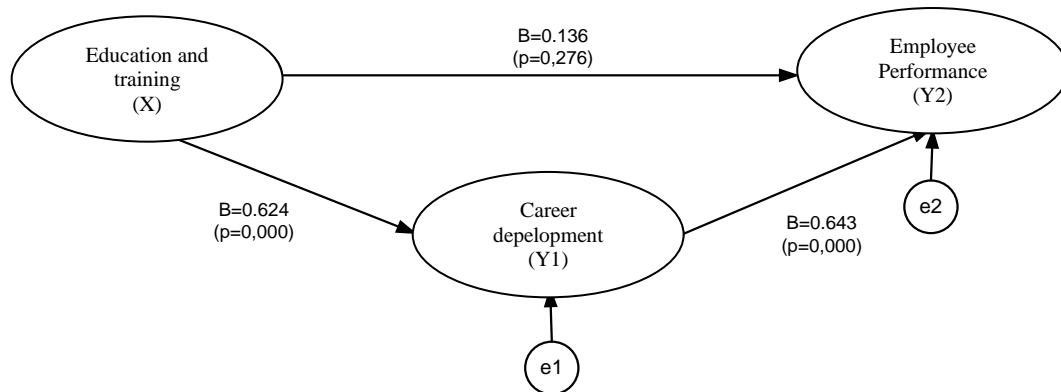
Characteristics of respondents by level of education, the majority of respondents as many as 32 respondents (61.5%) educational background at the undergraduate level S1, 9 respondents or 17.3% of high school education background, 7 respondents or 13.5% background S2 education at the graduate level, and 4 respondents 7.7% in the Diploma educational background.

5.2. Results of Path Analysis

This study consists of two equations, the first equation, namely Education and Training (X) for Career Development (Y1) and the second equation that describes the relationship of Education and Training (X) and Career Development (Y1) on employee performance (Y2). In addition to the direct effect there is also an indirect effect, namely Education and Training (X) on employee performance (Y2) through variable Career Development (Y1).

Based on the results of two equations path analysis, further illustrate the overall results of the path analysis as follows:

Figure 5.16
Path Analysis Results Overall



From the analysis of the path can be seen a direct influence between Education and Training (X) for Career Development (Y1) and Career Development (Y1) on employee performance (Y2), whereas the variable of Education and Training (X) has no direct influence on employee performance (Y2). The following tests are presented in detail:

- The coefficient of correlation between the direct influence of Education and Training (X) for Career Development (Y1) of 0624, the value of t for 5651 and Sig t of 0000. Because $t > t_{table}$ ($5,651 > 2,008$) and Sig $t < 0.05$ ($0.000 < 0.05$), it can be concluded that the hypothesis that there is an influence of Education and Training (X) to the Career Development (Y1) is received. This means that the higher the value of Education and Training (X) will impact the high value of Career Development (Y1).
- The coefficient of correlation between the direct influence of Education and Training (X) on employee performance (Y2) of 0136, the value of t for 1102 and Sig t by 0276. Because $t < t_{table}$ ($1,102 > 2,009$) and Sig $t > 0.05$ ($0.276 > 0.05$) it can be concluded that the hypothesis that there is an influence of Education and Training (X) on employee performance (Y2) is rejected. This means that regardless of the value of Education and Training (X), it will not affect the intensity of the Performance Officer (Y2).
- The coefficient of correlation between the direct influence of Career Development (Y1) on employee performance (Y2) of 0643 t value for 5197 and Sig t of 0000. Because $t < t_{table}$ ($5,197 > 2,009$) and Sig $t < 0.05$ ($0.000 < 0.05$), it can be concluded that the hypothesis that there are significant Career Development (Y1) on employee performance (Y2) is received. This means that the higher the value of Career Development (Y1) will impact the high value of Employee Performance (Y2).
- Indirect effect relationship between Education and Training (X) on employee performance (Y2) through the Career Development (Y1), the path coefficients obtained from the product of the direct influence of Education and Training (X) for Career Development (Y1) in the amount of 0624 with effect direct Career Development (Y1) on employee performance (Y2) that is equal to 0643, so that the path coefficient direct influence of $0.624 \times 0.643 = 0401$. Since both the direct path coefficients significant influence, then the path is also significant indirect effect. Because the coefficient is positive (0401), thus it can be concluded the higher Education and Training (X) will be higher the Employee Performance (Y2), if the Career Development (Y1) is also higher.

$R_1^2 = 0.390$, and $R_2^2 = 0.542$ respectively R square value equation model first, and second, to obtain the value of $R^2_{a\ total}$ of 0721 or 72.1%. Of causal relationships between variables in the diagram Path coefficient of determination obtained a total of 0721 or the information contained in the data is 72.1% can be explained by the model path. So that the results of the path analysis is quite feasible to use.

1. Relationship Education and Training with Career Development

Education and training is a means of developing knowledge, skills and attitudes of the individuals who participated in the program. Results of education and training is expected to bring a positive impact on the development of employee skills and competencies in the application form so that what is expected to work in accordance with what is required by the organization.

Notoatmodjo (2003) that education and training is an effort to develop intellectual abilities and personality. Education in an organization is a process of development towards the capabilities desired by the organization concerned. While the training is part of the education process, which aims to improve the ability or special skills a person or group of people. The use of the term education and training in an organization are usually incorporated into the training.

Education and training is a human resource development efforts to enhance the technical capabilities, theoretical, conceptual, and morale of employees in accordance with the needs of the job or position (Hasibuan, 2002). Employee development programs should be drafted carefully and be guided education or education in general is a business that is deliberately organized and carried out systematically and continuously in a specified period of time in accordance with the levels in order to deliver, grow, and gain knowledge, attitudes, values, skills or skills desired. Training is an activity designed to improve the performance of workers in jobs handed to them. Variable implementation of the training consists of conformity with the task of training, training methods, teachers or instructors, training facilities, support of institutions and training material (Hardjana, 2002).

The results of this study support the research conducted Ward (2010) in his research found that the training program has a significant influence on the development of employee career HR Telkom Bandung Area 3. Research Budiard (2000) in line with the results of research conducted at the office of the Inspectorate of Kendari shows that jointly a significant difference between the education and training of the employee's career development

2. Education and training relationship with Employee Performance

According to Dessler (1997), training is a process to teach new employees or existing, basic skills required to carry out the work. The training focuses on the skills needed to run a current employee job, employee development and long-term management. The aim is to develop current and future employees for future tasks or solve organizational problems.

Reliability of employees in the work to achieve the goals of the organization / agency is influenced by various internal factors, one of which is through the training and development of employees, through which the program is expected to organization / agency may retain potential employees and qualified. So that labor productivity can also be increased.

This study does not support the research conducted Ilham (1998) which showed that education and training have a significant effect on the performance of employees. Adams, produce fewer and fewer positive feedback given to individuals reported specific preferred, compared to individuals who do not like, when *performance* is not linked to internal causes. Also, the interaction between the *levels of performance* and *affective relationship* explains a number of negative feedback received low internal attribusi group. Trainees were less likely received some negative feedback in addition to a similar *level of performance*, while preferred trainee receives more negative feedback when the performance is lower than when performance is good.

3. Career Development Relationship with Employee Performance

Career development process in a formal approach taken by the organization to ensure that people with the right qualifications and experience available when needed. So that career development can be said to be a condition that showed increases a person's status in the organization in a career path that has been established within the organization concerned. Career development are implemented and developed in the Civil Service through career development and performance appraisal system and the system in general careers through promotion, mutation position and the appointment in office. Therefore, every employee in his career, career planning needed to use the career opportunities that exist. Besides, the career management of the organization to direct and control the employee career paths. Because this has to do with employee development, career planning function to set goals for employee development systematically. So that the individual employee's career goals has been approved, the development activities can be selected and distributed in a way that is meaningful both for individuals and for organizations Simamora (1995: 392).

This study supports the research conducted Iskandar (2009) indicates that the planning and career development simultaneously and partially significant effect on the performance of a correctional officer at the Office of the State Prison Class I Medan. The conclusion of this study is simultaneously career planning and career development is very significant effect (high significant) on the performance of correctional officers in State Prison Class I Medan. While most dominant variable influence on the performance of correctional officers are career development variables. And research Felicia wibowo Goddess (2006) career development and a significant positive effect on organizational commitment and employee performance.

Through career development is expected to motivate employees to perform any work and tanggungjawab its duties in the organization where career development must be passed with the preparation of preconditions that must be owned by an employee to support career advancement. Prerequisites - prerequisites that are mutually supportive, in the sense that any increase in the career of an employee to go through some pre-determined criteria such as merit, the weight of the task / job, any job vacancies, and other efficiencies.

4. Relations Education and Training on Employee Performance Through Career Development

Based on the indirect effect, showing that there is a significant indirect influence between education and training on employee performance through the Career Development. This means that the hypothesis that there is influence between education and training on employee performance through the Career Development received. The higher the value of education and training, the higher the value of employee performance, if the value of Career Development is also higher.

Career management within the organization will be a force in an effort to encourage people to grow and realize their full potential. The organization will provide an opportunity for all individuals to grow and realize their full potential and develop his career. Career management goal will be achieved when connecting the system of labor and labor market systems through in formation management system.

With the process of career planning officials helped to define realistic goals and to develop the skills and abilities necessary for jabatan. Sebuah target organization with the goal of flexibility and adaptability will be more in need of assisted career management organization only hope to remain stable (Simamora, 1997 : 508). Research Budiar (2000) Influence of Education and Training for Career Development Officer, as a study of the career development of employees within the district secretariat Malang by using the approach of correlation and multiple regression analysis. The results showed that together there is significant influence between education and training on employee career development.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research and discussion, it can be concluded as follows:

1. There is a significant direct effect of education and training to career development. This means that the higher the value of education and training, the higher the value of career development.
2. There are no significant direct effect on the performance of the education and training of employees. This means that regardless of the value of education and training, will not affect the level of employee performance. In addition to the direct effect.
3. There is a significant direct effect on the performance of employee career development. This means that the higher the career development will result in the higher employee performance.
4. There is no direct influence on the performance of the education and training of employees through career development. This means that the higher education and training will result in the higher the performance of employees, if the career development is also higher.

Suggestions

Based on the conclusion it is suggested a few things to be implemented as follows:

1. In an effort to improve education and training for employees in an effort to improve the performance of the need for leaders to suitability to the task of education and training as needed.
2. For further research is expected to add variable motivation as an intervening variable between training and performance.

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