

EFFECT OF CAREER OPPORTUNITIES AND JOB SATISFACTION ON PERFORMANCE OF EMPLOYEES IN STATE UNIVERSITY OF MANADO

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ABSTRACT

The main objective of this research is directed to and in detail, to scrutinize the performance of employees at the State University of Manado, particularly in relation to determinants such as job satisfaction and career opportunities that come associated with determinant of employee performance. In detail the purpose of this study is to analyze and provide empirical evidence: 1) That the job satisfaction factors affect the performance of employees, 2) That the factors of career opportunities significantly influence employee performance, 3) That the job satisfaction factors influence the career opportunities. As well as career opportunities factors strengthen the relationship between job satisfaction and employee performance. The population in this study are all the elements of leadership and permanent staff for all the implementing units in the ranks of State University of Manado, consisting of: 1) The leadership of the faculties and technical implementation units totaling 17 units. 2) an employee of the faculty and delivery units in State University of Manado. The total population of 595 managers and employees. Determination of the sample using multistage sampling technique is done proportionally. By using predictive samples offered Cochran, obtained a sample of 148 managers and employees. While the questionnaire is eligible to be processed (complete questionnaires) about 132 copies, with a response rate Usable rate of 89.19%. By using the technique of path analysis, obtained the following findings: 1) The higher employee satisfaction, the higher the performance of employees. Employees who are satisfied worked well satisfied with their work environment and satisfied by treating employer will usually have a good performance. Therefore, with high job satisfaction that is felt in the work, each employee can improve performance. 2) The high influence of career opportunities on the performance, because the factors that encourage employees to work at State University of Manado because of the opportunity to go forward, because it is in line with human nature in general to always want to be better, more advanced in the process of life including finding a better position in the workplace. Opportunity to progress through the career is the hope and dream of employees in carrying out their work. 3) Job satisfaction and career opportunities that are applied together on a group of employees largely determine employee performance improvement. Indication of the strong relationship between career opportunities and job satisfaction and employee performance for their promotion opportunities, freedom to work, work friends, a sense of satisfaction shown by his superiors. These conditions encourage the creation of an employee's performance is expected.

Keywords: Employee Performance, Career Opportunities and Job Satisfaction

INTRODUCTION

Assessing human resources, meant to explain the performance or output of human resource services produced it. Therefore, the measure of success of human resources can be seen from the performance. Many factors determine the performance of human resources in this research are called public servants. The determinants of employee performance per se have been studied by many experts management and economics behavioral mainly associated with the public sector, however, much research done partially, while research together much less interaction between the variables that determine employee performance is still very varied. The research findings Mahmudi (2007; 21-22), that within the framework of a performance-based management, personal/individual determining performance. Likewise stated Grote (1997), that there are five primary responsibilities that must be met within the organization to achieve the desired performance of employees, one of them is an individual factor.

Another factor that determines the performance of human resources is a career opportunity. As stated Ahmad (2008), that career opportunities are variables that are generated through the organization's management policy, thereby greatly determines the performance. Another deciding factor as produced Haerani (2003; Yulk and Van Fleet (1992) and Lock (1997), through a study concluded that job satisfaction has positive influence on motivation and performance.

Based on the background that has been put forward, it can be stated that the employee's performance is determined by many interacting factors that the end goal is the determination of the performance. These factors, namely organizational factors such as job satisfaction and career opportunities. However, each of these factors exist that directly influence but there is no direct or no intervening and moderating the influence of employee performance. The relationship between the variables determinant, which tries to convey in this study, as previous studies, shows the relationship between job satisfaction and performance reinforced by the role of other factors such as career opportunities, means that performance and job satisfaction factors are influenced by the role of chance factor career. If the determinants affect positively, then the employee's performance will be good, which in turn will affect the efficiency and effectiveness of the overall work. This concept is the target of this research to uncover how the factors interact to form employee performance, which in turn determines the efficiency and independence in the management of employees.

The main problem of this study, related to whether the determining factors such as personal factors in the form of job satisfaction and career opportunities affect employee performance. Are these determinants can interact in determining the performance of employees through career opportunities to employee performance. In other words, this study examines the determinants of performance categories of employees, with two main variables that interact to form an employee's performance as the target variable. Therefore, the main purpose of this research is directed to and in detail, to scrutinize the performance of employees, particularly in relation to determinants such as job satisfaction and career opportunities that come associated with determinant of employee performance. In detail the purpose of this study is to analyze and provide empirical evidence: 1) That the job satisfaction factors affect the performance of employees. 2) That the factors of career opportunities significantly influence employee performance. 3) That the job satisfaction factors influence the career opportunities. As well as

career opportunities factors strengthen the relationship between job satisfaction and employee performance.

Relevant Literature Review And Hypothesis Development

1. Job Satisfaction and Performance

Employee performance theoretically determined by many factors, both externally and internally within the individual leaders or employees. These factors, such as internal factors such as job satisfaction. While external factors that affect performance are the factors of individual competencies, compensation management factors (reward and punishment system), and career opportunities. Theoretically external factors or internal influence employee performance, either partially or simultaneously (multiple). Through an empirical study, partially that the individual competencies and significant positive effect on job satisfaction and performance. Although still debated, the functional relationship between job satisfaction and performance, however, revealed that job satisfaction and performance are positively related. Conceptual and empirical evidence also revealed that the compensation effect on job satisfaction. This was stated by Miner (1988) found Although still debated, the functional relationship between job satisfaction and performance, as was stated when performance and job satisfaction are positively related, it is difficult to determine the variables that have an influence and which are affected, because employees can only, be satisfied being able to finish the job properly, or not satisfied because it can not complete the job properly.

Theoretically stated that performance is influenced by aspects of psychology which include job satisfaction which will further enhance peak performance. The relationship between job satisfaction and performance theoretically stated by Robbins and Judge (2007), which states that organizations that have employees who are more satisfied tend to be more effective when compared to organizations that have employees who are not satisfied. According to Gibson, (1987), Hendi and Sahya, 2010) there are three factors that affect performance, namely: (1) the individual factors, including the ability, skill, family background, work experience, social, and demographic someone, (2) psychological factors, including perception, role, attitude, personality, motivation and job satisfaction, (3) organizational factors, including the organizational structure, job design, leadership, reward systems. So, based on the theory that if the job satisfaction is a psychological factor can be achieved will be able to improve employee performance. The theoretical conception reinforced by research results Robbins (1994), which examines the same thing, find that the performance (productivity) guiding towards job satisfaction and not vice versa. Results of the study found the opposite of Robbins like Banker (1996), Dunk (1990), Zulkifli (1996). stating that with adequate levels of job satisfaction will encourage someone to be motivated to work well, and therefore contributes to improved performance.

On the basis of the above conception, the hypothesis formulated in this study are:
H1: Job satisfaction influence on employee performance.

2. Career Opportunities and Performance

Influence on the performance of career opportunities are found through the research Bahri, Alhmad Alim, (2008), which examines the performance of the employee, which found that of the many factors determinant of performance, career opportunities have a great influence on employee performance. Indication of the strength of the relationship between career

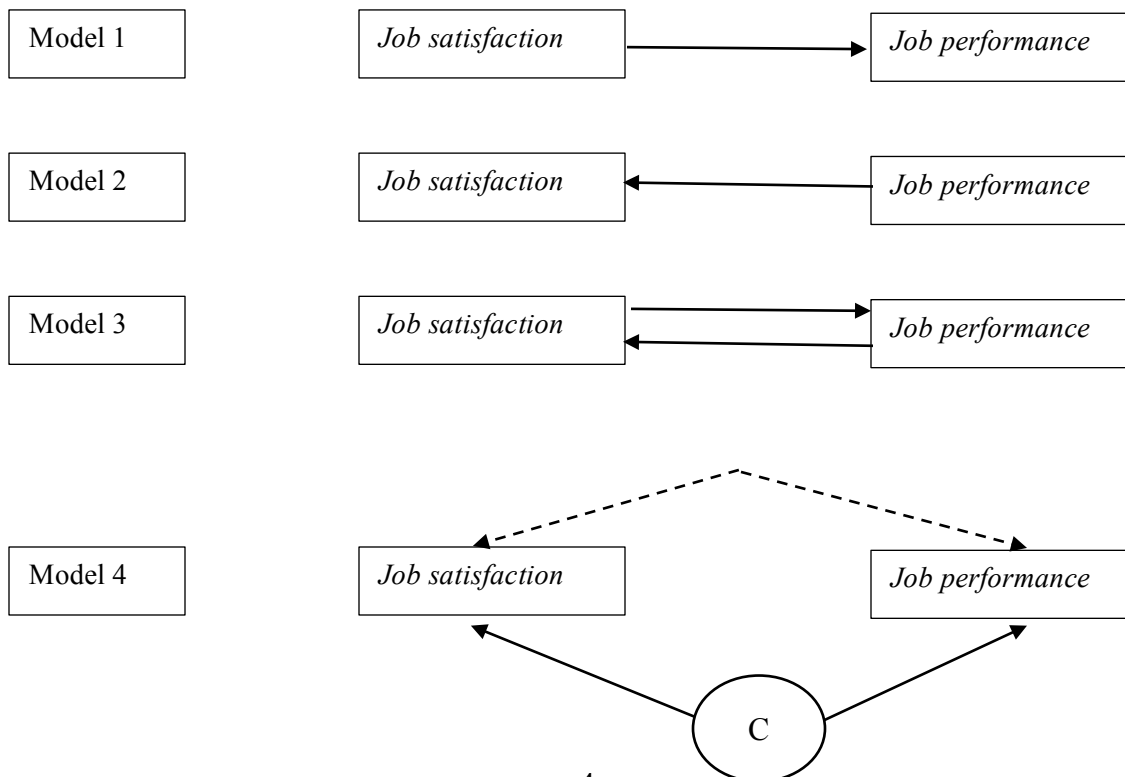
opportunities and job satisfaction with the performance of employees found by Iverson (1994), he concluded that the variables that most influence on job satisfaction is a promotional opportunities, freedom to work, friends of work, feelings considered by his superiors, and limited employment opportunities in the labor market. This condition if created properly will determine the performance of employees. The same was found by Howerd (1996), that the individual is still confident of their chances of advancing, higher work satisfaction compared with individuals who did not have confidence in their chances of advancing, so it will have an impact on performance.

Similarly, the results of the study Feldman (1988), found that career development is a factor satisfying, despite the small effect, especially for groups of consultants and professionals who examined. Carcello (1991), to identify reasons for the accountants to leave the profession, where career advancement is one of them. The reasons others are (1) excessive overtime, (2) the lack of time for the family, (3) lack of communication, (4) saturation, (5) the transition point, (6) lack of performance assessment, (7) and other -other. Everyone expects that his career can develop within the organization, so that they will make efforts in particular. When perceived no obstacles or barriers in reaching career opportunities, this situation potentially stressful job (Collins, 1993).

On the basis of the above conception, the hypothesis formulated in this study are:
H2: Career Opportunities significant effect on performance.

3. Job Satisfaction, Career Opportunities and Performance.

Meta analysis conducted by Judge et al., (2001) that lead to job satisfaction performance through intrinsic and extrinsic rewards. The good performance contribute to the reward, which gives job satisfaction. The good performance contribute to the reward, which gives job satisfaction. Judge et al, (2001), suggests there are seven models of the relationship between job satisfaction and performance.



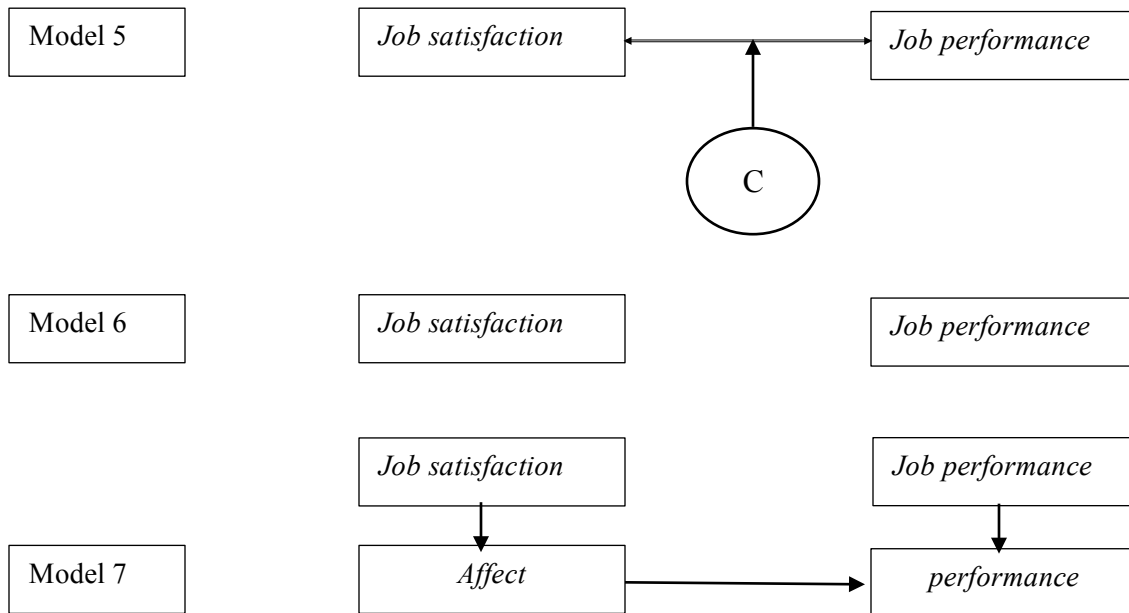


Figure 1: Models of Relationship between Job Satisfaction and Performance (Judge et al, 2001).

Based on the seven models of relationships Judge et al, (2001), it appeared on the model there are seven other variables that can contribute to eliminate the relationship of job satisfaction and performance, whether through job satisfaction or through performance. Haerani research results (2004) also support this, the employee's performance a positive effect on job satisfaction. In this study revealed that employees should strive to achieve the set targets, because the level of achievement of this target will determine the amount of remuneration (salary and career) to be obtained in the future. That it reinforces that the performance is not dependent on job satisfaction but job satisfaction can be improved through good performance. According Haerani there are variables that strengthen the relationship between job satisfaction and performance, the compensation and career opportunities. Thus the career opportunities determine the relationship between job satisfaction and performance.

On the basis of the above conception, the hypothesis formulated in this study are:

H1: career opportunities strengthen the relationship between job satisfaction and employee performance.

RESEARCH METHODS

With the purposes and research problems, this research is explanatory (explanatory research), which seeks to explain the causal relationship (causality relationship) between variable factors: job satisfaction to employee performance through career opportunities as an intervening variable in Manado State University. Therefore this study was to examine one or more variables that become determinant of the other variables, this study tended to the explanatory research that

is causality. Therefore this type of research is likely to lead to research with quantitative approach oriented model of the path (path), as seen in the image as seen in the figure, below.

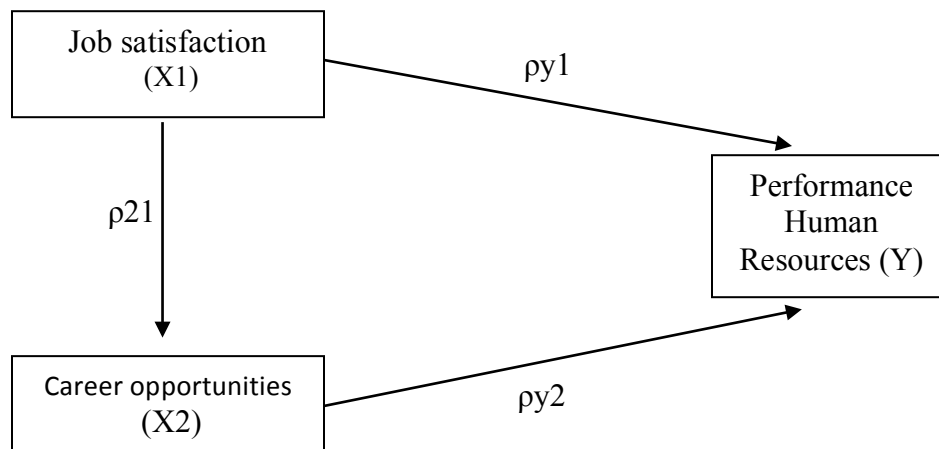


Figure 2: Conceptual Framework

Variables used in this research is, Job Satisfaction (X1), and Career Opportunities (X2) and Employee Performance (Y). Operationally, these variables are defined as follows:

Job Satisfaction (X1).

Job satisfaction in this study, is the feeling (sense of satisfaction/no) owned by a person to a position in the work, which was measured on four main aspects, namely: Responsibility, Participation, Confidence, and Transparency. The indicators used to measure job satisfaction are: 1) Satisfaction with the responsibility and authority given employer; 2) satisfaction in completing a task participating responsibility; 3) Feeling satisfied in the collaboration in work; 4) Feeling satisfied with the granting of autonomy in carrying out the work; 5) are satisfied with the provision of the chance of taking a decision; 6) Feeling satisfied with the organizational climate; 7) Satisfied with the treatment of leadership in the work; 8) Satisfied with employee performance appraisals; 9) Feel Satisfied with employee development programs; 10) Satisfied with bonuses, incentives and commissions or other benefits; 11) Feel fasting because the rules being followed consistently.

Measurement of job satisfaction variables is based on the Likert scale of assessment models, with a choice of answers from 1 to 5, for each indicator, namely the assessment scale: very high (1) to not high (5).

Career Opportunities (X2).

Career opportunities intended in this research is a form of the same career opportunities for company employees. Careers is a series of positions related to employment, whether paid or not, which helps one grow in skill, success and fulfillment work. Therefore, a career is a series of life throughout life contributes to the exploration, determination, success, and fulfillment of work. (Referring to Gary Dessler, 1998), which focuses on four main aspects, namely: job / work area according to its competence, career path information, promotion, and career path structure. The indicators used to measure career opportunities, are: 1) Position the work according to ability / competence; 2) opportunities for training; 3) Transparency career development system; 4) improve career opportunities through the promotion; 5) Information on career opportunities; 6) Qualification requirements appropriate career path development.

Career opportunities variable measurement is based on Likert scale of assessment models, with a choice of answers from 1 to 5, for each indicator, namely the scale of ratings: strongly disagree (1) to strongly disagree (5).

Employee Performance (Y)

Performance of employees in this research is the ability of employees to complete the work which is the responsibility given to them in the organization. The operational definition refers to the definition proposed by Mangkunagara performance, (2000), said that the performance of employees is the result of the quality and quantity of work accomplished by an employee or as a group in carrying out their duties in accordance with the responsibilities given to him. Indicators for measuring employee performance, it refers to the opinion: McClland (1976), Everet and Selman (1990), directed at five major aspects, namely: Quality Work, Quantity of Work, Accuracy Standard Time, low levels of error, on the basis the measurements were done as follows: 1) the level of the quality of work produced; 2) The level of the quantity of work; 3) The timeliness of completion of the work; 4) The level of accuracy of the achievement of employment based plans; 5) The level of accuracy of risk; 6) The error rate in the work.

Employee performance measurement is done by using Likert scale model assessment criteria, namely: Very successful (5), succeeded (4), has been successful (3), does not work (2), and was not very successful (1).

The population in this study are all the elements of leadership and permanent staff for all the implementing units in the ranks of Manado State University. Therefore, the population in this study were: 1) The leadership of the faculties and units technical implementation Manado State University consisting of: 7 faculties, 3 institutes, 1 unit of PPL, 3 bureaus, one combined unit, along elements of leadership and employee underneath. Thus the number of faculty and technical and operational units to be targeted population of 17 units. 2) an employee of the faculty and delivery units in Manado State University. Therefore, a very varied characteristics of the population, then the determination of the sample set by using multiple stages (multistage sampling). The first stage, the sample is selected by using purposive sampling, or samples aimed. Selected samples are (1) the leadership of the administration, the head of the bureau and secretary of the institution as a top manager, the head of a middle manager, and Head of Sub Division as lower manager who acts as a responsible activity with the number of 87 people led. 2) a permanent employee who has been a civil servant (100%) in all units with the number 508. Thus the number of managers and staff population amounted to 595 employees. The second phase, sampling is done proportionally based on the amount of work units. Given the population of the leadership of the affordable amount proportional sampling specifically for clerks. Third Stage, Determining the target respondents, specialized employees is done by random (random). Thus the sampling of employees using proportional random sampling technique. The samples

with this technique is done by: 1) determine the sample prediction employee by using the formula offered Cochran, (1991), with a sample size of 148. The samples predictions proportionally (np) for each unit of work. While the questionnaire is eligible to be processed (complete questionnaires) about 132 copies, with a response rate Usable rate of 89.19%.

Within the framework of research concepts and hypotheses generated, then the model is a model pathway research. Therefore, the data analysis technique used is the technique of path analysis (path analysis), with the help of correlation analysis, either partially to test the relationship partially or together (multiple) to test together.

Model relationships between variables consist of two substructures namely, substructure-1 consists of two endogenous variables, namely: Employee Performance (Y) and two exogenous variables are variable causes, namely: Job Satisfaction (X1) and Career Opportunities (X2), and one variable residue that is e2. In the substructure-2 is only one model of the relationship, direct connection, so that only consist of one independent variable namely job satisfaction (X1), and one dependent variable, namely Career Opportunities (X2), and one variable residue that is e1. Based on this relationship, the model-1 pathway in the substructure and substructure-2, are as follows:

$$Y = \beta_{y1}X_1 + \beta_{y2}X_2 + e_2$$

$$X_2 = \beta_{31}X_1 + e_1$$

1. Quality Test Data

Instruments or measures used in this study is based on previous research instruments more tested levels of validity and reliability. Test the validity of this research is done by calculating the correlation (Pearson correlation) between the scores of each of the questions with a total score of questions. Measurement validity of the construction can be done by correlating each item score measuring instruments with a total score of the Positive and magnitude ≥ 0.30 (Sugiyono, 2008). Or by looking at the coefficient $\alpha = 0.01$ or $\alpha = 0.05$. Items declared valid if obtained alpha coefficients equal to or less than 0.05 ($\alpha \leq 0.05$). While the reliability of the measurement is determined by calculating Cronbach alpha coefficient of each instrument in one variable. Instruments can be said to be reliable (reliable) if it has a Cronbach alpha coefficient is closer to 1, the higher the coefficient of internal reliability. Tests on reliability refers to Ghozali, (2006), which states that a construct or variable said to be reliable if the Cronbach Alpha value is greater than 0.60. Based on the results of testing the reliability and validity of the instruments used in this study are presented in Table 1 and 2 below.

Table 1. Results of Test Validity

Variable Data Validity Testing Results	Items	Correlation Coefficient	Explanation
Employee Performance (Y)	1	.907 ^{**}	valid
	2	.839 ^{**}	valid
	3	.922 ^{**}	valid
	4	.857 ^{**}	valid
	5	.753 [*]	Valid
	6	.856 [*]	valid
Job Satisfaction (X ₁)			
	1	.829 ^{**}	valid

	2	.503	repaired
	3	.592	repaired
	4	.724 [*]	Valid
	5	.790 ^{**}	Valid
	6	.854 ^{**}	Valid
	7	.804 ^{**}	Valid
	8	.804 ^{**}	Valid
	9	.804 ^{**}	Valid
	10	.804 ^{**}	Valid
	11	.876 ^{**}	valid
Career Opportunities (X ₂)	1	.935 ^{**}	valid
	2	.935 ^{**}	valid
	3	.933 ^{**}	valid
	4	.881 ^{**}	valid
	5	.867 ^{**}	valid
	6	.930 ^{**}	valid

Information: ** Valid pada $\alpha=0,01$; * Valid pada $\alpha=0,05$

Validity test results according to table 1 above, show that almost all the items on each of the variables significant at $\alpha \leq 0.05$, however there are some two items on employee job satisfaction variables (X₁) which is not significant at $\alpha \leq 0.05$ is the item 2 and 3. However, according Sugiyono, (2008), that an item is declared valid if the correlation of each item score measuring instrument with the total score is positive with magnitude ≥ 0.30 . Referring to the Sugiyono substantially all of the items on the four variables qualify the validity of the study. However, in order to obtain the level of validity of the items were higher then those items are invalid even if eligible validity will be improved so as to qualify high to capture data.

Table 2. Results of Test Reliability

Reliability Test Results Variable Data	Number of Items	Cronbach Alpha	Explanation
Employee Performance (Y)	6	0,808	Reliable
Job Satisfaction (X ₁)	11	0,773	Reliable
Career Opportunities (X ₂)	6	0,816	Reliable

Reliability testing results indicate that the constructs of the four variables in this study reliability values > 0.60 and are considered reliable. Contrary to the data table 2 and the criteria used can be stated that the instrument to variable Employee Performance (Y), job satisfaction (X₁), and Career Opportunities (X₂) is qualified to high reliability. Thus the instrument these three variables is excellent for capturing research data.

2. Classic assumption test

1). Testing multicollinearity

Multicollinearity testing is a condition that describes a perfect linear relationship or certainly among some or all of the independent variables of the model studied (Damodar, 1995).

multicollinearity will lead to the regression coefficient is uncertain or cause errors by default becomes infinitely causing bias specification. Hair et al (1995) offers a way to determine whether there is multicollinearity, namely by looking at the value of the tolerance value Variance Inflation Factor (VIF). If the value of VIF <10 and a tolerance value approaching one, this show did not happen multicollinearity. Summary multicollinearity test results can be seen in Table 3 below.

Table 3
Linear Analysis Regressiom Results and VIF

Hypothesis	Regression Equations	Value VIF	Conclusion
H1	$Y = -0,662 + 0,976X_1$	1,000	Did not happen multikolinier
H2	$X_2 = 18,787 + 0,971X_1$	1,059	Did not happen multikolinier
H3	$Y = 1.821 + 0.278X_1 + 0,488X_2$	$X_1=3,195$ $X_2=3,195$	Did not happen multikolinier

From the results of the data in Table 3 it can be said that the regression model has met the assumption multikolinearity, because the limit of tolerance VIF research does not exceed a value of 10 (VIF <10), although some independent variables VIF away from figure 1, but not exceeding 10 or less number 10.

2). Testing Heteroskidastity

One of the other assumptions in the regression model is viewed heteroskedastisitas influence of each variable, whose relationship with the independent variable residual must not show any significant correlation. To test the effect of heteroscedasticity in this study, using the testing of P-Plot. If the observation points are on the line of regression. then this indicates the absence of heteroscedasticity. The test results can be seen in appendix heteroskedastisity scater Plott. SPSS output results based scater Plott images show that all the data variables examined, observation points are on the line of regression, thus it can be said that the regression model has met heteroscedasticity assumption.

3). Testing Autocorrelation

Test autocorrelation symptoms to see the results of the analysis using the Durbin Watson. If the D-W below -2 means there is positive autocorrelation. If the D-W is between -2 to +2, meaning no autocorrelation and when the D-W is under +2, this means that there is a negative autocorrelation (Santoso, 2001).

Table 4
Regersi Linear Analysis Results and Value DW

Hypothesis	Regression Equations	Value DW	Conclusion
H1	$Y = -0,662 + 0,976X_1$	1,937	Not autocorrelation

H2	$X_2 = 18,787 + 0,971X_1$	1,059	Not autocorrelation
H3	$Y = 1.821 + 0.278X_1 + 0,488X_2$	1,888	Not autocorrelation

Based on the data according to Table 4 in this study produces the numbers Durbin Watson (DW) whose value is between -2 to 2, which means that there were no autocorrelation between variables. Nevertheless, there is one model that DW value exceeds the value of 2.00, which is the model for the first hypothesis, $Y = 0.070 + 1.106X_1 - 0,095X_2$, has a value of DW = 2.003, but its value is very close to 2.00, so that they can be categorized not happen autocorrelation of equation.

3. Path Coefficient Calculation

1). Relationships Between Line Variable On Substructure-1 and Hypothesis Testing

Model relationships between variables in the substructure-1 consists of a variable endogenous nature of variable effect, namely: employee performance (Y), while the other is a variable exogenous nature variable causes, namely: Job Satisfaction (X1), and a variable residue that is e_1 . Based on this, the model on the track substructure-1, are as follows:

$$Y = \beta_{21}X_1 + e_1$$

From the calculation, the data can be presented on a substructure ANOVA-1 below.

Table 5
Analysis of Variance (ANOVA) On Substructure-1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	797.750	1	797.750	371.388	.000a
	Residual	279.243	130	2.148		
	Total	1076.992	131			

a. Predictors: (Constant), X1

b. Dependent Variable: Y

ANOVA based on the data above, the path coefficient β_{21} can be explained through the overall test (test F). Value of $F = 371.388$, and this result was significant at $\alpha = 0.00$. This shows that H_0 rejected; means performance (Y) is directly affected positively by job satisfaction (X1). The path coefficients (p) on the substructure-1 are presented in the following table.

Table 6
Coefficient Value Line In Substructure-1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.662	1.286		-.515	.607	-3.206	1.881		
	X1	.976	.051	.861	19.271	.000	.876	1.076	1.000	1.000

a. Dependent Variable: Y

From the above calculation, it was found that the substructure-1 obtained by the path coefficients Job Satisfaction (X1) on the Performance (Y) is $pY1 = 0.861$ ($t = 19.271$); while the results of significance coefficient values obtained for this coefficient of $\alpha = 0.00$ is significant at $\alpha = 0.01$. The results of these calculations, shows that job satisfaction path coefficient (X1) on the Performance (Y) is significant or reject H_0 . The overall magnitude of the coefficient of determination of $0.741 R^2_{Y1}$.

The magnitude of the coefficient determinant of external variables e_1 to the substructure equation-1 can be calculated by a formula $e_i = \sqrt{1 - R^2_{Y_i X_k}}$, so $e_1 = \sqrt{0.741} = 0.861$. On the basis of this calculation, the causal empirical relations framework of job satisfaction variables on the performance of the substructure-1, as follows:
 $Y = 0.725X_1 + 0.861e_1$

2). Relationship Model Path Between Variable On Substructure-2

Model relationships between variables in the substructure-2 consists of one variable endogenous nature of variable effect, namely: Performance (Y), while others are two variables exogenous nature variable causes, namely: Job Satisfaction (X1) and Career Opportunities (X2), and one variable residue that is e_2 . Based on this, the model on the track substructure-2, are as follows:

$$Y = p_{Y1}X_1 + p_{Y2}X_2 + e_2$$

ANOVA based on the data above, the path coefficient p_{Y1} , and p_{Y2} , can be explained through the overall test (test F). Value of $F = 383.828$, it is significant at $\alpha = 0.00$. This shows that H_0 rejected; means the employee performance (Y) is directly affected positively by Job satisfaction (X1), and career opportunities (X2).

The path coefficients (p) on the substructure-2 are presented in the following table.

Table 7
Coefficient Value Line In Substructure-2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.821	.878		2.075	.040	.085	3.558
X1	.278	.027	.458	10.173	.000	.224	.333
X2	.488	.040	.554	12.313	.000	.410	.567

a. Dependent Variable: Y

From the above calculation, it can be shown that the substructure-2 obtained by the path coefficients job satisfaction (X1) on employee performance (Y) is $p_{Y1} = 0.458$ ($t = 10.173$); career opportunities path coefficient (X2) on employee performance (Y) is $p_{Y2} = 0.554$ ($t = 12.313$). The results of this analysis indicate that t-count from the coefficient values obtained for all of the coefficients are very significant at $\alpha = 0.01$.

The overall magnitude of the coefficient of determination of $0.856 R^2_{Y1,32}$. The magnitude of the coefficient determinant of external variables in the equation e_2 substructure-1 can be calculated by a formula $e_i = \sqrt{1 - R^2_{Y_i X_k}}$, so $e_2 = \sqrt{0.856} = 0.925$. On the basis of this calculation,

the causal empirical relations framework of job satisfaction variables (X1), career opportunities (X2), the performance (Y) on the substructure-2, as follows:

$$Y = 0,458X_1 + 0,554X_2 + 0,925e_2$$

The results of these calculations, indicating that the path coefficient of job satisfaction to employee performance is significant or H_0 , as well as the path coefficient career opportunities to employee performance is significant or H_0 .

4. Hypothesis Testing

In accordance with the problems and objectives, there are seven hypotheses were tested statistically. Results of testing the hypothesis respectively, performed as follows. Statistical hypothesis proposed that:

Reject H_0 , if : $H_0 : \beta_i \leq 0$

Accept H_0 , if : $H_1 : \beta_i > 0$

According to table 7, show that of the three hypotheses proposed all significant at the $\alpha = 0.001$. Upper elementary that the appropriate test criteria for all reject H_0 hypothesis. Thus the relationship between variables corresponding significant hypothesis. The results of the study give a meaning that increasing the element of job satisfaction (X1) will improve employee performance (Y), as well as other pathways that increase employee satisfaction (X2) will improve employee performance (Y), while the next lane that increasing element of job satisfaction (X1) will also increase employee satisfaction (Y).

5. Calculation Of Influence Of Direct And Indirect

After testing the path coefficients, then perform the calculation of direct and indirect influence between variables in all substructures. The coefficient of influence is the amount of path coefficients obtained through the results of previous calculations. The results quantify the direct and indirect influence as the following table.

Table 8
Decomposition Effect Between Variables

Causal coefficient	effect		total Effect
	Direct	Indirect Through :	
P_{Y1}	0,458	-	0,458
P_{21}	0,670	-	0,670
P_{Y2}	0,554	-	0,554
p_{y1}	0,458	$X_2 = 0,670$ $(p_{y1}X_{y2})$	0,829

Direct and Indirect Effect of Job Satisfaction (X1) on the Performance (Y) through Career Opportunities (X2)

The calculations show that the direct effect of job satisfaction (X1) on employee performance (Y) on $p_{y1} = 0.458$ or 45.80%; while the indirect effect of job satisfaction (X1) on employee performance (Y) through career opportunities (X2) of 0.670 or 67.70%. The total effect of job satisfaction, either directly or indirectly to the performance of employees amounted to 0,829, or 82.90%. This shows that the increase in the influence of direct influence to the indirect effect, that is from 45.80% to 82.90% after the intermediate variable. Thus the

performance of employees at the State University of Manado other than specified by the employee satisfaction, its influence would be strengthened if attention to career opportunities.

Thus in total, an increase in employee performance is determined by job satisfaction and career opportunities of employees received either directly or indirectly. These results indicate that the variables between (intervening variable) career opportunities is a strategic variable in relation to the effect of job satisfaction on employee performance improvement in Manado State University.

RESEARCH FINDINGS

1. Effect of Employee Job Satisfaction Against Employee Performance

The test results showed that is 45.80% of employee performance is determined by their employee satisfaction. In this condition, employee satisfaction is applied to employees in Manado State University has resulted in an increase in employee performance. The results support the findings and the various theories that explain the relationship between employee performance and job satisfaction of employees. Miner (1988) found Although still debated, the functional relationship between job satisfaction and performance, as was stated when performance and job satisfaction are positively related, it is difficult to determine the variables that have an influence and which are affected, because employees can only, be satisfied for being able to finish the job well, or not satisfied because it can not complete the job properly. Therefore, theoretically that will impact on the satisfaction of a good performance, but otherwise a good performance will lead to or generate job satisfaction. Vice versa a good performance will lead to job satisfaction.

Banker (1996), Dunk (1990), Zulkifli (1996) stated that with adequate levels of job satisfaction will encourage someone to be motivated to work well, and therefore contributes to improved performance. These results confirmed the results of research Bahri, Alhmad Alim, (2008), which examines the performance of the employee, who found that job satisfaction, motivation of labor and other elements determine the employee's performance. The results of this study provide support for this study that the employee's performance is not only determined by one factor, but are determined by many factors, although each of the different factors that determine the direction.

On that basis it can be stated that the higher employee satisfaction, the higher the performance of employees. Employees who are satisfied worked well satisfied with their work environment, satisfied by the treatment by the employer will usually have a good performance. Job satisfaction is a feeling (sense of satisfaction / no) owned by a person to a position in the work, which was measured on four main aspects, such as: 1) the satisfaction of the responsibilities and authority given employer; 2) satisfaction in completing a task participating responsibility; 3) Feeling satisfied in the collaboration in work; 4) Feeling satisfied with the granting of autonomy in carrying out the work; 5) are satisfied with the provision of the chance of taking a decision; 6) Feeling satisfied with the organizational climate; 7) Satisfied with the treatment of leadership in the work; 8) Satisfied with employee performance appraisals; 9) Feel Satisfied with employee development programs; 10) Satisfied with bonuses, incentives and commissions or other benefits; and 11) Feeling fasting because the rules being followed consistently.

Therefore, with high job satisfaction that is felt in the work, each employee can improve performance. So if all the activities that went well, smoothly and in a working atmosphere

dissatisfied and without a hitch until the activity ends with the expected results, the performance of employees will increase.

2. Effect of Career Opportunities Against Employee Performance

The test results showed that 55.40% of employee performance is determined by the career opportunities that are applied among employees. Thus the career opportunities that apply to employees in Manado State University has resulted in an increase in employee performance. These findings support the results of research Haerani, (2003), who found that the influence of career opportunities to employees performance is positive with research object Manado State University. Thus the career opportunities a positive effect on employee performance.

The high influence of career opportunities on the performance, because one of the factors that encourage people to work in an organization or company is because of the opportunity to move forward, it is in line with human nature in general to always want to be better, more advanced in the process of life, including in looking for a better position in the workplace. Opportunity to progress through the career is the hope and dream of employees in carrying out their work in the company. According Panggabean (2004), that career opportunities are all the work that someone has done during his tenure, which provides the continuity, regularity and value in one's life. According to Henry Simamora (1997), that a career is a sequence of activities associated with work and behavior, values and appreciation of someone during the life span. In line with the above view, according Luthans (1998), that individuals who perceive that their workplaces have a prospective career opportunities will seek to work with the best standards based on the work that has been determined. For employees who have a strong desire to pursue a career with better, it will have a high level of motivation to work when compared with other employees, which in turn will have an impact on performance. However, this does not apply to all employees because most employees thought that her career is not very important, so it depends on his or her individual respectively, for the performance remains low. Low motivation level will have an impact on performance. On that basis it can be stated that their career opportunities are created, usually can affect the performance of employees.

3. Effect on Performance Employee Job Satisfaction Through Career Opportunities

The test results showed that 85.60% of employee performance is determined by job satisfaction and career opportunities are created in groups of employees. Thus job satisfaction and career opportunities that apply to groups of employees at the State University of Manado resulted in an increase in employee performance. The results are consistent with the findings of Bahri, Ahmad Alim, (2008) who found that job satisfaction, work motivation, career opportunities and other elements determine the employee's performance. The results of this study provide support for this study that the employee's performance is determined by many factors, two factors such as job satisfaction and career opportunities.

Indication of the strong relationship between career opportunities and job satisfaction with the performance of employees was also found by Iverson (1994), which concluded that the variables that most influence on job satisfaction is a promotional opportunities, freedom to work, and work companions. This condition if created properly will determine the performance of employees. The same was found by Howerd (1996), that the individual is still confident of their chances of advancing, higher work satisfaction compared with individuals who did not have confidence in their chances of advancing, so it will have an impact on performance.

The research findings substructure-1 indicates that 45.80% of employee performance is determined by their employee satisfaction, whereas if it is through career opportunities increased to 0,829. These findings indicate that the career opportunities determinant of a significant relationship to the relationship between job satisfaction on employee performance. So the job satisfaction will increase if there are career opportunities prepared and implemented in the organization so that it will increase the performance of employees. These results support the findings of Judge et al, (2001) which states that the seventh model of the relationship between job satisfaction and performance there are other variables that can contribute to eliminate the relationship, namely through job satisfaction.

The findings are also supported by the results of research Haerani (2004) which states that the employee's performance a positive effect on job satisfaction. In this study revealed that employees should strive to achieve the set targets, because the level of achievement of this target will determine the amount of remuneration (salary and career) to be obtained in the future. That it reinforces that the performance is not dependent on job satisfaction but job satisfaction can be improved through good performance. According Haerani there are variables that strengthen the relationship between job satisfaction and performance, the compensation and career opportunities. Thus the career opportunities determine the relationship between job satisfaction and performance.

CONCLUSIONS AND RECOMMENDATIONS

1. Conclusions

Based on the results of the analysis and discussion of the results of the study mentioned earlier, some conclusions can be stated as follows:

- a. The higher employee satisfaction, the higher the performance of employees. Employees who are satisfied worked well satisfied with their work environment, satisfied by treating employer will usually have a good performance. Findings job satisfaction which determines the performance, namely: 1) Job satisfaction occurs when there is a real responsibility and authority given employer; 2) Job satisfaction occurs if given the opportunity to participate fully its responsibility to accomplish the task; 3) Feeling satisfied if there is cooperation in the work; 4) Feeling satisfied if given autonomy by the employer in carrying out the work; 5) is satisfied if given the opportunity to take decisions on its work; 6) Feeling satisfied if created with good organizational climate; 7) Feel satisfied if there is treatment humane leadership and direction in the work; 8) Feeling satisfied if on assessing employee performance is achieved; 9) Feel Satisfied if there is an employee development program; 10) Feeling satisfied when applying management compensation, such as bonuses, incentives and commissions or other benefits; and 11) Feeling fasting if the rules are followed consistently. Therefore, with high job satisfaction that is felt in the work, each employee can improve performance.
- b. Career opportunities and significant positive effect on performance. The high influence of career opportunities on the performance, because the factors that encourage employees to work at Manado State University because of the opportunity to go forward, because it is in line with human nature in general to always want to be better, more advanced in the process of life including finding positions better in the workplace. Opportunity to progress through the career is the hope and dream of employees in carrying out her work at the State University of Manado.

- c. Job satisfaction and career opportunities that are applied together on a group of employees at the State University of Manado will determine employee performance improvement. Indication of the strong relationship between career opportunities and job satisfaction and employee performance for their promotion opportunities, freedom to work, work friends, a sense of satisfaction shown by his superiors. These conditions encourage the creation of an employee's performance is expected. Therefore career opportunities determinant of a significant relationship to the relationship between job satisfaction to employee performance, then if the employee's performance to be improved it would require the creation of career opportunities for employees so that employees are satisfied at work which further improve the performance of employees.

2. Recommendations

Based on some of the conclusions that have been stated previously, some suggestions can be expressed as follows:

- a. Therefore, employee satisfaction will determine the performance of employees, the leadership at the State University of Manado on each line are obliged to create a work atmosphere that lead to job satisfaction for employees, because employees feel satisfied working well satisfied with their work environment, satisfied by treating employer will usually have good performance. So if all goes well the activities carried out, smoothly and in a working atmosphere dissatisfied and without a hitch until the activity ends with the expected results, the performance of employees will increase.
- b. Given the high influence on the performance of career opportunities, the leadership at the State University of Manado, need to continue to apply the system of career opportunities proportionate and equitable. If these conditions continue to apply the employee's performance will be higher, so that organizational goals will be achieved. Eliminate the system of career opportunities as well as meaningful nepotism unfair and not based on the ability to work and competence of each employee.
- c. Job satisfaction and career opportunities that are applied together on a group of employees at the State University of Manado turns largely determines the performance of employees. Therefore, the leadership does not just apply one of the key elements in determining, for example, only job satisfaction and career opportunities only, but is run jointly by considering the conditions of employees.

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