

THE EFFECT OF COMMITMENT, EMPOWERMENT, CONTROLLING ON DISCIPLINE, AND EFFECTIVENESS OF PUBLIC WORK EMPLOYEES IN INDRAGIRI HULU

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ABSTRACT

The research was conducted in Department of Public Works employee Indragiri Hulu. The purpose of this research was to know the influence of commitment, empowerment, and controlling towards the discipline with individual test and overall test, and to know the influence of discipline toward the effectiveness of the Department of Public Works employee Indragiri Hulu. The research method applied descriptive quantitative and the population in this research were 118 employees. By using a Purposive Random Sampling method, it has been obtained 92 respondents. Data obtained with questionnaires. This research used Two phase Multiple Regression Analysis. The result of research shows that the commitment, empowerment, and controlling have been influence of significant toward the discipline. It indicates from the value of $F_{obs} > F_{table}$ at the level of $\alpha = 5\%$ $F_{obs} = 38,261 > F_{table} = 2,48$ with probability (p) smaller than 0,05 and determination coefficient value (R^2) is 56,6%. It means that 56,6% commitment, empowerment, and controlling toward the employee's discipline. A partially (individual test) shows that the value of commitment 2,369, empowerment -0,04, controlling 7,811. This result indicates that commitment and controlling have most dominant influence on employee's discipline, empowerment has no influence on the discipline of employee. Discipline has been influence of significant toward the effectiveness ($p < 0,05$) with $t_{obs} = 3,503 > t_{table} = 1,66298$

Keywords: comitment, empowerment, controling, discipline, and effectiveness

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh komitmen, pemberdayaan, dan pengawasan terhadap kedisiplinan baik secara parsial maupun simultan, dan untuk mengetahui pengaruh kedisiplinan terhadap efektivitas kerja pegawai Dinas Pekerjaan Umum Kabupaten Indragiri Hulu. Metode penelitian yang digunakan yaitu Deskriptif Kuantitatif, sedangkan populasi penelitian ini adalah para pegawai berjumlah 118 orang. Dengan menggunakan metode Purposive Random Sampling didapatkan sampel berjumlah 92 responden. Sedangkan teknik pengumpulan data yang digunakan yaitu kuisioner dan wawancara. Untuk menentukan besarnya pengaruh suatu variabel bebas terhadap variabel terikat digunakan Model Analisis Regresi Linear Berganda dua tahap. Hasil penelitian menunjukkan bahwa kemampuan, kedisiplinan, dan pelatihan memberikan pengaruh yang signifikan terhadap kinerja. Signifikansi pengaruh komitmen, pemberdayaan, dan pengawasan terhadap kedisiplinan pegawai dapat ditunjukkan dari nilai $F_{hitung} > F_{tabel}$ pada taraf $\alpha = 5\%$. Dari hasil penelitian menunjukkan bahwa $F_{hitung} = 38,261 > F_{tabel} = 2,47$ dengan tingkat probabilitas (p) lebih kecil dari 0,05 dan nilai Koefisien Determinasi (R^2) sebesar 56,6%. Artinya sekitar 56,6% komitmen, pemberdayaan, dan pengawasan memberikan pengaruh terhadap kedisiplinan pegawai. Uji secara parsial menunjukkan bahwa nilai t pada komitmen sebesar 2,369, pemberdayaan -0,04, pengawasan 7,811. Hasil ini menunjukkan bahwa komitmen dan pengawasan mempunyai hubungan dan pengaruh. Pengawasan mempunyai hubungan dan pengaruh paling dominan terhadap kedisiplinan pegawai. Pemberdayaan tidak mempunyai pengaruh terhadap kedisiplinan pegawai. Kedisiplinan mempunyai pengaruh yang signifikan terhadap efektivitas kerja pegawai ($p < 0,05$) dengan nilai $t_{hitung} = 3,503 > t_{tabel} = 1,66298$.

Kata kunci: komitmen, pemberdayaan, pengawasan, kedisiplinan, efektivitas kerja.

INTRODUCTION

Good governance is the most prominent issue in the management of public administration today, in line with the implementation of regional autonomy. Department of public works as a part of government in Indragiri Hulu get heavier work. It because the officer is required to actualize public administration, which can support the continuity and integration of task and function of government, community construction, and community development.

The problem is the low effectiveness of employees since 2011 to 2013. There were not any employees who achieved the expected effectiveness, 100%. In addition, in 2012, it could be seen that 80,90% became 78,13%. In 2014, it increased again to 92,76%, but it had not achieve the expected effectiveness. This phenomenon seen in the table that $(OS) < (OA)$, so in the last 3 years, it did not achieve the effectiveness. This ineffectiveness was caused by employees' weak discipline in completing the tasks and still finding projects that were not realized, thus resulting in residual of UUDP and tender.

The increase in quality and effectiveness of employees as the public apparatus can be done through the discipline of employees in many ways. In department of public work, discipline cannot only be measured by the absence because the employees are technical employees who work in outside of the office. It shows that the discipline is still low. There are employees who cannot do the task, cooperate in team, and hold responsibility causing time imprecision in completing tasks. Therefore, it does not match with main task and function in each division. Moreover, there are employees who do not obey the rules mainly in secretariat where the employees are late and go home before the certain time.

In carrying out its task, department of public work in Indragiri Hulu is required to have human resource who have high commitment in working. So the vision, mission and value of department of public work can be achieved as expected. In fact, there are still employees in department of public work in Indragiri Hulu who do not have high commitment in doing their task and responsibility. This shows that there is still a lack of the level of fidelity, responsibility, concern for the job and for the organization itself, in spite of its responsibilities are clear. Based on the result of interview, the employees' commitment is too low. This is seen when researcher did pre research that the employees were lazy in doing their tasks. They tended to complete the task if the condition was urgent. This caused the employees to be undisciplined in completing their tasks and affected to the projects.

Based on the phenomenon that employee empowerment is still uneven in which training activities only in dedicated in group III that most of the employees have been aged over 40 years. And the number of employees who follow this training amounted to only 1 person. This can result in some employees feel that they don't get the empowerment, so that they lack a contribution in each program planned. It because of the employees don't have the abilities and skills that fit with their work field. This definitely affected the employees' effectiveness in time precision to complete their tasks.

In addition to empowering employees, leaders of Department of Public Works Indragiri Hulu should apply the attached surveillance (*Waskat*), which is controlling done directly by the related superior. Without controlling, there will be deviations in working. This shows that the controlling in this department is still low. Incapacity to direct subordinates and lack of attention for subordinate causing the employees in department of public work to be undisciplined. This can be seen when the superior does not care about the employees who do not work. Normally, the employees do not work during working hours and use their time to do other things like going out of office for personal thing. Only several employees are busy, while the others are busy chatting and using their break time more than prescribed time. Many employees who have not understood the essence of ethical code which is

implemented causes the imprecision in completing tasks and functions. The controlling by a superior must be continuous.

Based on the explanation above and seeing the importance of commitment, empowerment and controlling in increasing employees' discipline and effectiveness, and from initial phenomenon, the researcher is interested in doing research entitled the effect of commitment, empowerment, controlling on discipline and effectiveness of public works employees in Indragiri Hulu district.

The problem formulation of this research are; (1) Does the aspect of commitment, empowerment, and controlling altogether have significant effect on discipline?; (2) Does the aspect of employee's commitment have significant effect on discipline?; (3) Does the aspect of empowerment have significant effect on discipline?; (4) Does the aspect of controlling have significant effect on discipline?; (5) Does the aspect of discipline have significant effect on work effectiveness?

Based on the problem formulation above, the goals of research are: (1) To analyze the effect of commitment, empowerment, and controlling altogether on discipline; (2) To analyze the effect of employee's commitment on discipline; (3) To analyze the effect of empowerment on discipline; (4) To analyze the effect of controlling on discipline; (5) To analyze the effect of discipline on work effectiveness.

According to problem formulated in this research, the uses of this research are: (1) Theoretical use, as the contribution in form of scientific paper to support the development of knowledge especially in management of human resources related with commitment, empowerment, controlling and discipline; (2) For the leader of department of public work in Indragiri Hulu, as the alternative for solving the problem in increasing discipline; (3) For further research, as the reference for future research.

Literature Review

Aspect of Employees' Work Effectiveness in Human Resources Management

According to Kusdi (2009), "Work effectiveness is how far an organization can achieve its target (short term) and goal (long term) which have been determined. The determination of those targets and goals reflect the strategic constituent, subjective interest of evaluator, and level of organizational development".

Indicator of Work Effectiveness

According to Hasibuan (2003), "Effectiveness is a condition where the employment success is perfect according to determined plan". Therefore, to guarantee successfulness in increasing employees' work effectiveness in an organization, it needs the effect of organizational structure. The effect of organizational structure in employees' work effectiveness can evoke; (1) Quantity of work, is the volume of work produced under the normal condition. This can be seen from the tasks and conditions during working. Each company always makes effort to increase employees' effectiveness. Therefore, a company always wants its employees to have high work morale; (2) Quality of work, is a behaviour shown by employees in form of neatness, precision, and relevance by not neglecting the work volume in working; (3) Time management, the employees must use their time efficiently, especially by coming to the office punctually and trying to complete their task well.

Aspect of Discipline in Human Resources Management

Discipline is adjusting a rule system with action, norm and expectation of behavior, imposed by mandatory legislation, one of the measures that help employees keep to the expected standard, and the way to help employees to improve. Discipline also means the way companies can deal fairly with those who do not keep to the standards (Emmet, 2008).

Bedjo Siswanto (2005) said there are 5 indicators of discipline in working; (1) Frequency of attendance is one measure to determine the level of employee discipline. If the frequency of attendance is high and vice versa, it means that employee has high discipline; (2) Level of alertness, employees who are careful and precise in doing their task have high level of alertness on themselves and their task; (3) Obedience of work standard, employees must obey all standards according to the rules and guidance in doing their work, so accidents do not happen and can be avoided. Obedience at work regulations, intended for the convenience and smoothness in the work. Work ethic is needed by employees in doing their tasks, so there can be harmony situation and mutual respect between employees.

Aspect of Commitment In Human Resources Management

Commitment is ability and willingness to align personal behavior with needs, priorities, and organizational goals. This includes the ways to develop goal or fulfill organizational need which prioritize organizational mission than personal interest. (Soekidjan, 2009).

Quest (as cited in Soekidjan, 2009) stated that concerning the organization's commitment has results: (1) High commitment of organizational members has positive correlation with high motivation and the increase in performance; (2) High commitment has positive correlation with independence and self-control; (3) High commitment has positive correlation with loyalty on organization". High commitment correlated with no involvement of members of the collective activity that reduces the quality and quantity their contribution.

Aspect of Empowerment in Human Resources Management

Atmosoeprapto (2002) explains that empowerment of human resources through training must lead to the realization of humans who can actualize themselves, as seen in Figure 1.

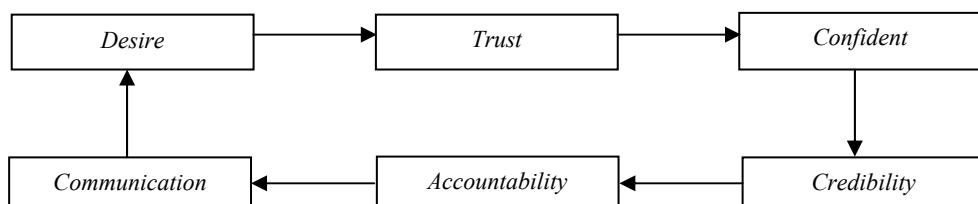


Figure 1 Empowerment Model
(Source: Suwatno, JuniPriansa, & Donni (2011))

Controlling Aspect in Human Resources Management

Controlling is process to guarantee that organizational and management goals are achieved. Controlling is an element of managerial tasks that includes measurement and corrective action the performance of the one who supervised to ensure that the objectives and instructions issued implemented efficiently and running smoothly (Handoko, 2003).

In conducting research, the 10 preview research were analyzed and the result can be seen in Table 1.

Table 1 Previous Research

No	Researcher	Title	Variable	Result
1	Zubir Syahputra, Amri, Saiful Bahri (2012)	<i>Pengaruh Pengawasan, Disiplin Kerja Dan Kompensasi Terhadap Efektivitas Kerja Pegawai Dinas Pengelolaan Keuangan dan Kekayaan Aceh Provinsi Aceh</i>	Controlling, discipline, compensation, effectiveness	From the result, it obtained that controlling, discipline, and compensation can affect effectiveness about 73,8 % and the rest 26,2 % was affected by other variables. Controlling, discipline, and compensation had strong relation with employees' effectiveness in department of finance and wealth of Aceh about 85,9%.
2	Haryono (2004)	<i>Pengaruh Pengawasan, Koordinasi, Disiplin Kerja Dan Kompensasi Terhadap Efektivitas Kerja Karyawan Dinas Pendapatan Dan Investasi Daerah Kabupaten Purbalingga. Jurnal Ekonomi Bisnis. Vol 3. No 6</i>	Controlling, coordination, discipline, compensation, effectiveness	Controlling and discipline affected effectiveness significantly. The most dominant variable that affected effectiveness was discipline about 89,9%.
3	Andri Joko Purnomo (2006)	<i>Analisis Efektivitas Organisasi Dinas Perikanan Dan Kelautan Kabupaten Batang</i>	Employees' motivation, leadership, discipline, effectiveness	Correlation coefficient of independent variable (discipline) and dependent variable (organizational effectiveness) was 0,531**. Then, it could be concluded that there was relation/correlation between independent variable (discipline) and dependent variable with significance level about 62,5%.
4	Muslim Alibar (2008)	<i>Aspek-Aspek yang mempengaruhi disiplin</i>	There are 8 variables that affect discipline like goal and ability, exemplary leader, remuneration, bound controlling, punishment, firmness, human relation. Simultaneously, these variables affected discipline significantly (52,1%). Partially, controlling was the most dominant variable (66,9%).	There were 8 variables that affect discipline like goal and ability, exemplary leader, remuneration, bound controlling, punishment, firmness, human relation. Simultaneously, these variables affected discipline significantly (52,1%). Partially, controlling was the most dominant variable (66,9%).
5	Agus Hendrayady (2011)	<i>Pemberdayaan Aparatur Pemerintah (Telaah Teoritis terhadap kinerja Aparatur Daerah)</i>	Empowerment, leader, performance and responsibility	Empowerment of apparatus was not only a must, but was also important. This empowerment of apparatus would manifest if there were supports from leader and organization.
6	Makmur (2003)	<i>"Pemberdayaan Aparatur Pemerintah dalam Masyarakat", dalam Jurnal Ilmiah Good Governance Vol. 2 No. 1, Maret Tahun 2003, Jakarta, STIA-LAN</i>	Empowerment, performance	The main benefit of empowerment was the increase in performance and result because the society members and apparatus had responsibility. Therefore, with empowerment, employees who felt empowered could increase their behavior, achievement and discipline.
7	Winarty, Army (2003)	<i>"Pemberdayaan Sumber Daya Aparatur dalam Rangka Peningkatan Kinerja Organisasi Publik, dalam Jurnal Ilmiah Good Governance Vol. 2 No. 1</i>	Empowerment, performance	Steps that were needed in empowerment of apparatus were: support from leader, delegation, guidance, ability of information system, organizational support, organizational performance, learning and growth need for apparatus, employees' satisfaction, motivation.

Table 1 Previous Research (continued)

No	Researcher	Title	Variable	Result
8	Sintya Augustiant, Syamsuni Arman, Isdairi (2013)	<i>Sanksi Administrasi Terhadap Pelanggaran Disiplin Pegawai Negeri Sipil Berdasarkan Peraturan Pemerintah Nomor 53 Tahun 2010 Tentang Disiplin Pegawai Negeri Sipil (Suatu Penelitian di Badan Kepergawaian Daerah Kota Pontianak)</i>	Sanction, administration, discipline, civil servant	The result of research found that administrative sanction handled by civil service agency of Pontianak was not optimal. The causative factor was because the superior or official was not firm to give punishment. To solve the problem found, it is advised the official should have disposition like character who hold firm commitment, honesty and democracy, civil service agency must be intense in communicating with official who had authority to give punishment, civil service agency must increase the performance and resources of apparatus in BAPERDISPEG (<i>Badan Pertimbangan Disiplin Kepergawaian</i>) and official who had authority to give punishment.
9	Umy Yoesana (2013)	<i>Hubungan Antara Motivasi Kerja Dengan Disiplin Kerja Pegawai Di Kantor Kecamatan Muara Jawa Kabupaten Kutai Kartanegara</i> <i>Pengaruh Kompensasi, pengawasan dan disiplin kerja terhadap Efektivitas Kerja Kerja Pegawai Dinas Kehutanan. Jurnal Ekonomi Bisnis . Vol 6. No 2</i>	Motivation, discipline, employee, obedience, rule	First, high motivation in working was very needed in an organization or instance to achieve the organizational or institutional goals. Second, employees in Muara Jawa could maintain their discipline or increase it.
10	Santoso (2002)	<i>Compensation, controlling, discipline, effectiveness</i>	Compensation, controlling, discipline, effectiveness	Variable of controlling, discipline, and compensation had tight relation with the effectiveness in the department of forestry management. The result also proved that good controlling, discipline, and compensation had significant effect on employees simultaneously or partially.

METHOD

Population and Sample

In this research, the author will ask all employees in the department of public work in Rengat that are about 118 people. The sample measurement in this research can be determined by using Slovin's formula in Umar (2000), which is:

$$n = \frac{N}{1 + Ne^2} \quad (1)$$

With 118 people and tolerance about 5%, the amount of sample taken is:

$$\begin{aligned} n &= \frac{N}{1 + Ne^2} \\ &= \frac{118}{1+118(0.05)^2} \\ &= \frac{118}{1,295} \\ &= 91,11 = 92 \end{aligned}$$

Sample obtained by using Slovin's formula is 91,11 which is rounded to 92 people, as seen in Table 2. The technique to collect the sample is purposive random sampling with the formula:

$$ni = \frac{Ni}{N} xn \quad (2)$$

Table 2 The Sample Proportion in Department of Public Work

No	Division	Population (person)	Sample proportion (person)
1	Secretary and technical unit	45	$ni = \frac{45}{118} \times 92 = 35$
2	Spatial Planning, Development Engineering and Construction services	15	$ni = \frac{15}{118} \times 92 = 12$
3	Water resources	14	$ni = \frac{14}{118} \times 92 = 11$
4	Regional offices	23	$ni = \frac{23}{118} \times 92 = 18$
5	General of Human Settlements	21	$ni = \frac{21}{118} \times 92 = 16$
Total		118	92

(Source: processed primary data, 2014)

Data that is needed in this research consists of: (1) Primary data, obtained from interview and questionnaire; (2) Secondary data, obtained from the source indirectly, through documents or notes. Research model of this article are:

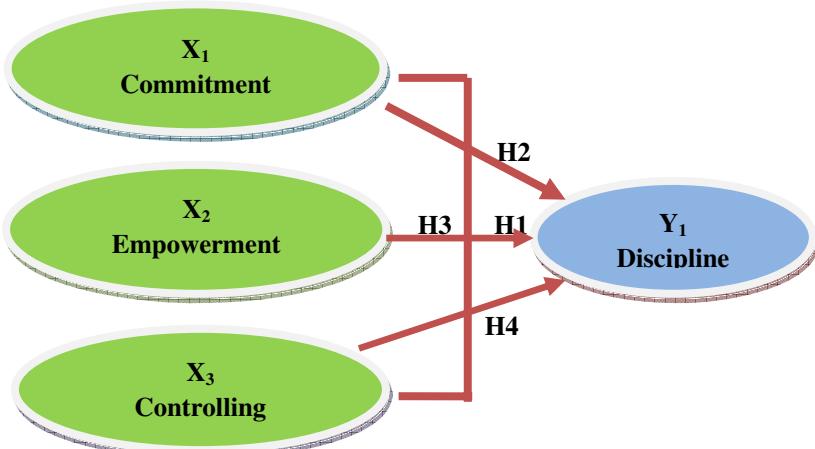


Figure 2 Research Model 1

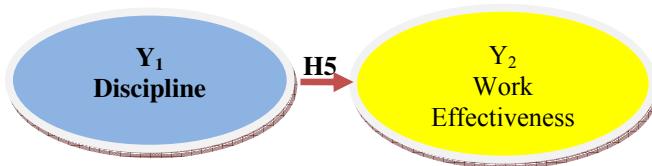


Figure 3 Research Model 2

This research applied multiple linear regression analysis to measure the effect between more than one predictor variable (free variable) and bound variable. In this research, multiple linear regression analysis is used in two stages which are to see the effect of commitment, empowerment and controlling on discipline, and the effect of discipline on effectiveness.

- To see the effect of commitment, empowerment, and controlling on discipline

$$Y_1 = a + b_1X_1 + b_2X_2 + b_3X_3 + e \quad (3)$$

- To see the effect of discipline on effectiveness

$$Y_2 = a + b_1Y_1 + e \quad (4)$$

The data analysis is done by using computer with SPSS 17 (Statistical Product and Service Solution version 17) program.

RESULTS AND DISCUSSION

The result of regression equitation is

$$Y = 9,020 + 0,190X_1 - 0,04X_2 + 0,638X_3 + e \quad (5)$$

The explanations of that regression equitation are:

- β_0 value = 9,020, this shows if free variable (X_i) is constant or zero, the discipline value is 9,020.
- β_1 value = 0,190, this shows if commitment variable (X_1) is up 1, discipline variable will increase about 1,190 with the assumption that X_2 and X_3 variable is constant.
- β_2 value = -0,04, this shows if empowerment variable (X_2) is up 1, discipline variable will decrease about 0,04 with the assumption that X_1 and X_3 variable is constant.
- β_3 value = 0,638 this shows if controlling variable (X_3) is up 1, discipline variable will increase about 0,563 with the assumption that X_1 and X_2 variable is constant.

From those three free variables, the variable that affects discipline more is controlling.

The Result of Regression Analysis with Y_1 and Y_2 Enter Method

The effect of discipline variable on effectiveness has bigger t count 3,503 than t table which is 1.663 or sign value = $0,001 < \alpha = 5\%$ ($0,000 < 0,05$), this states that H_0 is rejected. It can be concluded that there is significant effect of discipline on effectiveness in the department of public work in Indragiri Hulu. Adjusted R Square shows value about 0.110 (11,0%), which means effectiveness is affected by discipline about 11,0%. Based on the coefficient table, the equation:

$$Y_2 = 24,746 + 0,256Y_1$$

The constant is 24,746, which means if discipline is zero, the effectiveness is 24,746. The regression coefficient is 0,256 or 25,6% on discipline, which causes the increase in effectiveness to be 25,6%. While, the rest 74,4 of effectiveness is affected by other variables than discipline.

CONCLUSION

The result shows the free variables such as commitment, empowerment, and controlling give significant effect by using F test, which F count is bigger than F table and significance value on employees' discipline in department of public work in Indragiri Hulu. The aspect that gives the biggest effect is controlling.

The commitment affects discipline significantly by using t test, which t count is bigger than t table or significance level. This indicates that commitment is categorized as high, although there are commitment elements which need to be increased especially in employees' lack of recognition about organization, organizational development, and organizational values. They can know the organizational values implemented is in accordance with related vision and mission.

The empowerment do not have significant effect on discipline. This can be seen from t count is bigger than t table, negative coefficient value, and even significance value which exceeds significance requirement. This condition shows if empowerment like employees' contribution, goal, suitable method on work needs, skill and ability, it will not push the increase in employees' discipline which benefits individual and organization.

Controlling affects employees' discipline significantly. This can be seen from the significance value and t test that t count is bigger than t table. Controlling with orientation like checking working result, controlling employees' presence, correcting mistakes, guiding and fostering controlling aspect is valued high. However, it needs the increase in bound controlling which is done by superior on employees' presence.

Discipline affects effectiveness significantly. Therefore, discipline can increase employees' effectiveness. Although employees' discipline is already good, in doing their job they always make mistakes and are not punctual.

Suggestion

There are several suggestions that can be done and be beneficial for development of discipline in the department of public work in Indragiri Hulu based on the conclusion above. There are: (1) To increase employees' commitment, it can be done through training and guidance about their main tasks and institutional goals periodically. This is to make the employees more understand about what they must do, and those will be always able and loyal with the quantity and quality of result in accordance with their tasks and institutional goals. Therefore, it can increase discipline in the department of public work in Indragiri Hulu. (2) To increase empowerment, superior should give the employees more freedom in settling the problem and give them flexibility to do their tasks. For the future, it should consider which employees should join the training in accordance with their skill. (3) Increase the discipline through the controlling employees, so they will obey the rules and finish their tasks punctually, and give punishment if an employee breaks the rules. (4) To increase discipline, superior should give sanction and warning to employees who break the rules, such as always chatting in office hours and not completing their work on time. (5) To increase employees' effectiveness, it should nurture and maintain employees' obedience on rules, so the organizational activities can run in order and smoothly according to the plan. (6) As the further implication material. For further research, it should add or include other construct variables like exogenous construct which affects discipline and effectiveness which have not been tested in this research like motivation and leadership style, so the coefficient of determination can be varied significantly.

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