

***THE INFLUENCE OF WORK DISCIPLINE, LEADERSHIP, AND MOTIVATION ON  
EMPLOYEE PERFORMANCE AT PT. TRAKINDO UTAMA MANADO***

PENGARUH DISIPLIN KERJA, KEPEMIMPINAN, DAN MOTIVASI TERHADAP KINERJA  
KARYAWAN PADA PT. TRAKINDO UTAMA MANADO

by:

**Valensia Angelina Wisti Dapu<sup>1</sup>**

<sup>1</sup>*Faculty of Economics and Business  
International Business Administration (IBA) Program  
University of Sam Ratulangi Manado*

email: <sup>1</sup>[vzlensizdapu@yahoo.com](mailto:vzlensizdapu@yahoo.com)

**Abstract:** *Human resources play an important role in the growth and development of the organization, because of the potential that exists in man as talent, creativity, desire and work activities. Success or failure of an employee in the work will be known if the company or organization concerned implements a performance appraisal system. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibilities of each in an effort to achieve the goals of the organization. This study aimed to analyze the influence of Work Discipline, Leadership and Motivation on Employee Performance PT. Trakindo Utama Manado. This study uses an associative method using questionnaires and multiple regression analysis. Data collected through questionnaires distributed to 60 employees of PT. Trakindo Utama Manado. The analysis showed that work Discipline, Motivation, and Leadership affect Employee Performance. Discipline and Leadership have a positive and significant impact on Employee Performance. Meanwhile, Motivation has a positive but not significant impact on employee performance. The company management is expected to pay attention to Motivation of employees to support increased employee performance.*

**Keywords:** *discipline, leadership, motivation, employee performance*

**Abstrak:** Sumber daya manusia memainkan peran penting dalam pertumbuhan dan perkembangan organisasi, karena potensi yang ada dalam diri manusia sebagai kegiatan bakat, kreativitas, keinginan dan kerja. Keberhasilan atau kegagalan seorang karyawan dalam bekerja akan diketahui jika perusahaan yang bersangkutan menerapkan sistem penilaian kinerja. Kinerja adalah hasil kerja yang dapat dicapai oleh seseorang atau sekelompok orang dalam suatu organisasi, sesuai dengan wewenang dan tanggung jawab masing-masing dalam upaya mencapai tujuan organisasi. Penelitian ini bertujuan untuk menganalisis pengaruh Disiplin Kerja, Kepemimpinan dan Motivasi terhadap Kinerja Karyawan PT. Trakindo Utama Manado. Penelitian ini menggunakan metode asosiatif dengan menggunakan kuesioner dan analisis regresi berganda. Pengumpulan data dilakukan melalui penyebaran kuesioner pada 60 karyawan PT. Trakindo Utama Manado. Hasil analisis menunjukkan secara bersama Disiplin Kerja, Motivasi, dan Kepemimpinan mempengaruhi Kinerja Karyawan. Disiplin Kerja dan Kepemimpinan berpengaruh positif dan signifikan terhadap Kinerja Karyawan. Sementara, Motivasi berpengaruh positif namun tidak signifikan terhadap Kinerja Karyawan. Manajemen perusahaan diharapkan memperhatikan Motivasi karyawan untuk mendukung peningkatan Kinerja karyawan.

**Kata kunci:** *disiplin, gaya kepemimpinan, motivasi, kinerja karyawan*

## INTRODUCTION

### Research Background

Competitive advantage will be achieved if the management company can manage cardiac activity by promoting human resources or better known as the right and proper employee, because the employee is basically an essential component for companies to create competitiveness provide more quality for shareholders and customers in general. So the success or failure of an organization in realizing its objectives is highly dependent on its human resources. Although an organization has the resources another good, working equipment is advanced, a good method as well as the budget funds a lot, but if its human resources are not qualified and do not get the management of serious, then the organization will have difficulty in achieving its objectives.

This shows that human resources play an important role in the growth and development of the organization, because of the potential that exists in man as talent, creativity, desire and work activities. Success or failure of an employee in the work will be known if the company or organization concerned implement performance appraisal system. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in an effort to achieve the goals of the organization in question legally, do not violate the law and in accordance with them or a land ethics. So performance is important for the company or organization as well as from the employees themselves.

Employee performance is influenced by several factors related both to the workers themselves as well as environment-related company or organization. One of the things that affect the performance of employees is discipline. Discipline itself is one of several factors that affect the performance of employees. Because of the absence of discipline, then all activities to be carried out will bring unsatisfactory results and are not in line with expectations. This can lead to lack of achievement of the objectives and goals of the organization or company, and may also impede the course of the program that created the organization.

Successful leaders not only can carry out the work quickly but also able to carry out all the tasks there well. The relationship between employees with leadership are factors that also affect employee performance in an attempt to obtain. Poor relationship between leaders and employees can lead to its own fault for employees. In addition to labor discipline and leadership, motivation is also important in improving employee performance. Motivation can be a driver of a person carrying out an activity in order to get the best results. Therefore do not be surprised if the employees who have high work motivation usually has a peak performance. PT. Trakindo Utama Manado is one of the services company which rents heavy equipment to the public or the public, of course, employee performance can be seen from how the organization in providing services to the community, realizing the vision that is recognized as a world-class company, the company needs to improve its performance is influenced directly by the work of employees.

### Research Objectives

This research aims are to determine the effect of :

1. Discipline, leadership and motivation on performance of employees at PT. Trakindo Utama Manado.
2. Discipline on performance of employees at PT. Trakindo Utama Manado.
3. Leadership on performance of employees at PT. Trakindo Utama Manado.
4. Motivation on performance of employees at PT. Trakindo Utama Manado.

## THEORETICAL FRAMEWORK

### Human Resource Management

Humans are the most important resource in an organization's business success. Human resources to support the organization's work, talent, creativity and drive. How perfect the technology and economic aspects, without the human aspect of the organization's goals difficult to achieve The soft version stresses the term 'human' as something to be nurtured by winning its commitment, because doing so ensures its increased contribution to the organizations objective and resultant goal (Truss, 1997). Ivancevich and Matteson (2005:42)

human resource management is the development and utilization of personnel for the effective achievement of individual, organizational, community, nation, international goal and objectives.

### **Discipline Theories**

Robbins (1984:17) defines that discipline is an attitude behavior, and act in accordance with the company rules, either written or not. Discipline is also the awareness and willingness of a person to obey all laws and social norms in force. Employee discipline can be seen from the responsibility, attitude, behavior and action of an employee in compliance with all forms of regulation as long as they work at the agency. Good leadership will lead to employee motivation, so with high motivation the employees will have high discipline and ultimately affect the performance of employees. Work discipline owned by employees can affect the performance. It is in line with the research conducted. According to Monnappa (2000:161) discipline is very essential for a healthy industrial atmosphere and the achievement of organizational goals. Various disciplinary management mechanisms can be manipulated in the organization which includes positive and negative reinforcement of expected behavior in the organization. Organizations can do this through the use of the employment code of conduct, rewarding good behavior, punishing undesirable behavior and other indirect methods of putting trust among employees.

### **Leadership Theories**

In general, it is defined that leadership involves a process of social influence, which is intentionally run by someone on others, to structure activities and relationships within a group or organization (Burns, 2003:6). The role of leadership is considered successful in an organization/agency when a leader is able to improve someone's performance and the performance of the organization/institution. According to Bass & Avolio (2002) indicated that relationship between transactional leaders and the employees "can be reflected from three aspects. These are: (1) leaders understand employees' desire and communicate with them to explicate what types of reward will be bestowed upon in the quest of expected performance; (2) leader exchanges the efforts and accomplishment of the employees with rewards; and, (3) leaders' responsiveness to the employees' self-interest on the condition that it is consistent to one's accomplishment.

### **Motivation Theories**

Bateman and Snell (2004:102). Motivation is derived from the Latin word "movere" which means "push" or "power driver. With the motivation, each individual of employee is expected to work hard and enthusiastically to achieve high productivity. Motivation is the driving force that creates work excitement on an individual, so that he is willing to work together effectively and integrated with all its resources to achieve satisfaction. The motivation itself could arise from internal or external stimuli. Motivation from external stimuli can be done by the leader to his employees. One thing that should be taken into consideration by a leader in giving motivation is that a person is willing to work hard with the hope that he will be able to meet his needs and desires. It is also supported by the research conducted by Mullins, (2005:88). Which showed a significant effect of motivation on employee performance. Motivation is a combination of needs, drives and incentives. Motivation is defined as the process that starts with physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive.

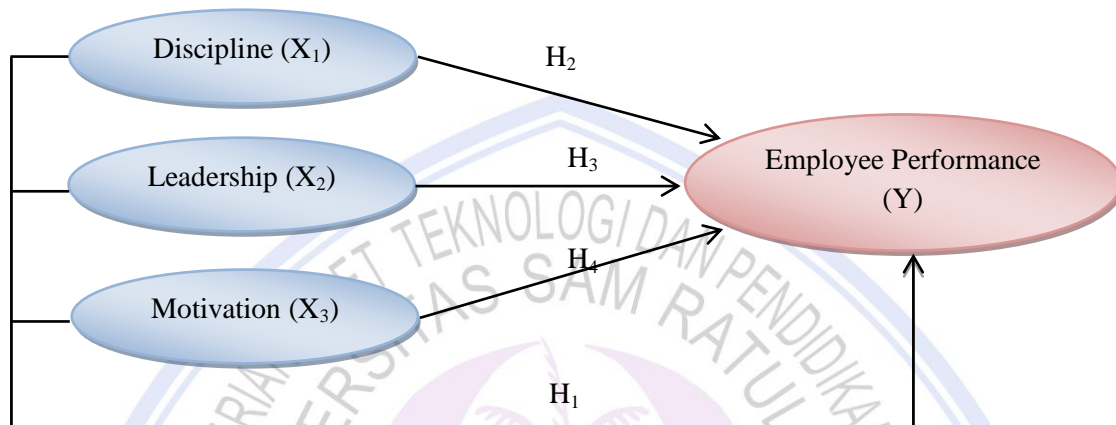
### **Performance Theories**

The definition of employee performance is the respondent's assessment of perceptions about the ability of employees while at work to execute their duties. Accordingly, in order to perform well employees need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so. At last, employees need to work in an environment that allows them to carry out the task, Landy and Conte (2010:6) emphasizes the importance of motivation - if motivation is equal to zero, even the most talented employee will not deliver. Similarly, an energized and highly motivated employee can reach good performance despite having some knowledge gaps. A good example for the latter situation is a new worker or trainee, who joins the institution fully motivated to work, yet lacks skills and experience. Keijzers (2010) job performance also has its implications the measurement of job performance is mostly not objective. A high quality of work life is one of that offers the individual such things as adequate and fair pay for a job well done, safe and healthy working life condition.

## Previous Researchers

Chirasha (2013) in their article Management of Discipline for good performance: A theoretical perspective. Uzonna (2013) in their article Impact of motivation on employees Performance: A case study of Credit West Bank Cyprus. Febiningtyas dan Ekaningtias (2014) in their article The effect of leadership, motivation, and work discipline on the employees performance of finance section in the regional working unit in Tulungagung regency.

## Conceptual Framework



**Figure 1. Conceptual Framework**

*Source : processed data, 2015*

## Research Hypothesis

The formulation of the problem and the conceptual framework described above framework, the hypothesis is formulated as follows:

H<sub>1</sub>: Discipline, leadership and motivation influence performance of employees at PT. Trakindo Utama Manado simultaneously.

H<sub>2</sub>: Discipline influence performance of employees at PT. Trakindo Utama Manado partially.

H<sub>3</sub>: Leadership influence performance of employees at PT. Trakindo Utama Manado partially.

H<sub>4</sub>: Motivation influence performance of employees at PT. Trakindo Utama Manado partially.

## RESEARCH METHOD

### Type of Research

The researcher tries to explore this study using the associative methodology. Specifically the researcher using quantitative methodological approach to explore the problem and reach the research objective which is to analyze how Work Discipline, Leadership and Motivation on Employee Performance.

### Place and Time of Research

Research object was at employee PT. Trakindo Utama Manado. The research was conducted in Manado between June – August 2015.

### Population and Sample

Population is a generalization region consisting of the object-subject has certain characteristics and the quantity applied by researchers to be learned and then drawn conclusions. The population in this study were employees of PT. Trakindo Utama Manado, amounts to 147 people.

Sample is part of the population studied. The sample is representative of most of the population studied. The numbers of samples in this study were 60 respondents. The sampling method used is purposive non probability sampling. The decision is sample encountered before the survey was conducted prospective respondents were given an explanation of the research indicators in the form of statements that respondents results obtained from the sample will be representative of the properties of the population.

### Data Collection Method

1. Primary data refer to information obtained first-hand by the researcher on the variables of interest for the specific purpose of the study. Individual provide information when interviewed, administered questionnaires, or observed. Group depth interviews, or focus groups, are the other rich source of primary data.
2. Secondary data refer to the data gathered for some other purpose than the immediate study. Sometimes it is called desk research while the primary data are called field research.

### Data Analysis Method

#### Validity and Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set, Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Since reliable scales are not necessarily valid, researchers also need to be concerned about validity. It assesses whether a scale measures what is supposed to be measured. Thus validity is a measure of accuracy in measurement (Hair et, al 2010:10).

#### Test Classical Assumption

##### Multicollinearity

Multicollinearity test is to test whether the regression model found a correlation between the independent variables. In a good regression model, there should not correlation between the independent variables. Multicollinearity test is done by looking at the value of tolerance and the inflation factor.

##### Heteroscedasticity

Heteroscedasticity implies that the variances (i.e. - the dispersion around the expected mean of zero) of the residuals are not constant, but that they are different for different observations. This causes a problem: if the variances are unequal, then the relative reliability of each observation (used in the regression analysis) is unequal.

##### Normality

Normality test aims to test the regression model whether the dependent variable with several independent variables has a normal distribution or not. Normality test is a method for testing whether a specified probability distribution resulted in a given data sample from a population.

#### Multiple Linear Regression Analysis Models

In connection with the problems analyzed in this study consists of three independent variables and one dependent variable, the analysis tool used is multiple regression analysis. This method is used to determine how much influence discipline ( $X_1$ ), leadership ( $X_2$ ), motivation ( $X_3$ ), employee performance ( $Y$ ), either simultaneously or partially. The formula for multiple regression analysis method is as follows:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Where

Y	=	Employee Performance
$X_1$	=	Discipline
$X_2$	=	Leadership
$X_3$	=	Motivation

- $b_0$  = Intercept which describes the average effect of all the variables included in the model to the brand loyalty variable (Y)  
 $b_{1-3}$  = Regression coefficient  
 $e$  = error tern

## RESULT AND DISCUSSION

### Validity and Reliability Test

Result is visible that significant value for each statement is  $< \alpha$  which is 0.05. Hence it can be concluded that every statement is valid. Cronbach alpha value for every statement  $> 0,6$  for the conclusion shows that every statement is reliable.

### Classical Test Assumptions

#### Multicollinearity Test

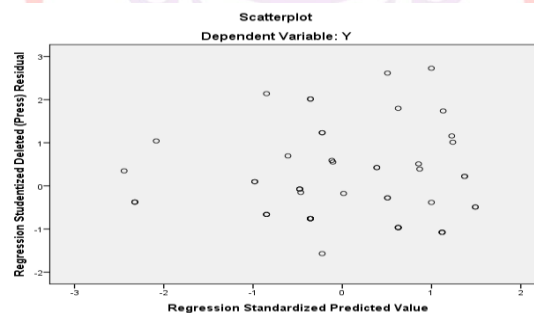
**Table 1. Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
X <sub>1</sub>	.446	2.243
X <sub>2</sub>	.286	3.501
X <sub>3</sub>	.451	2.218

Source : processed data, 2015

Result of statistics collinearity coefficient can be seen in the model output, said no symptoms of multicollinearity if the VIF value  $< 10$ . VIF value calculation produces result X<sub>1</sub> of 2.243  $< 10$ , X<sub>2</sub>, amounting to 3.501  $< 10$ , X<sub>3</sub> of 2.218  $< 10$  and it can be concluded that no symptoms of multicollinearity in the regression model above.

#### Heteroscedasticity Test

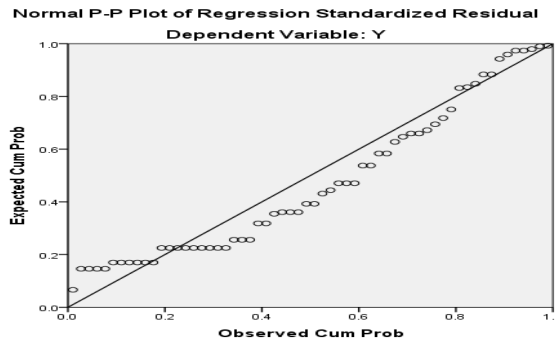


**Figure 2. Heterosdascity Result**

Source : processed data (2015)

Shows that the dots randomly spread and spread both above and below the number 0 on axis Y. It can be concluded that no heteroskedastisitas. Additionally showed no patterns formed in other words the graph illustrates plots spread.

**Normality Test**



**Figure 3. Heterosdascity Result**

*Source : processed data 2015*

It can be seen that the data spread around the diagonal line and follow the direction of the diagonal line, then the normally distributed data so it can be said to have fulfilled the regression model assumptions of normality.

**Multiple Regression Analysis Method**

To measure the effect of independent variables (X) on the dependent variable (Y), in this case measuring the strength of the relationship of labor discipline, leadership and motivation with employee performance on PT. Trakindo Utama Manado can be seen in table 2 below.

**Table 2. Result of Multiple Linear Regression Analysis**

Variable	B	T <sub>count</sub>	Sig.	Information
(Constant)	0.164			
Work Discipline (X <sub>1</sub> )	0,253	3.326	0,002	Significant
Leadership (X <sub>2</sub> )	0.506	5.987	0,000	Significant
Motivation (X <sub>3</sub> )	0,278	3.434	0,001	does not Significant
<b>Koefisien</b>		<b>Result</b>	<b>F Test</b>	<b>Result</b>
R		0,986	F count	636.766
R Square (R <sup>2</sup> )		0,971		
Adj R Square (Adj R <sup>2</sup> )		0,970	Sig. F	0,000

**Y = a + b<sub>1</sub>X<sub>1</sub> + b<sub>2</sub>X<sub>2</sub> + b<sub>3</sub>X<sub>3</sub> + ε**  
 Performance Employee: Y = 0.164 + 0,253X<sub>1</sub> + 0,506 + 0,278 + ε

*Source : result of primary data processed, (2015)*

The constant value of 0164 means that if the variable labor discipline, leadership and motivation is considered 0 (zero) or omitted, the performance of employees at PT. Trakindo Utama Manado is at -0164. Value 0,253 X<sub>1</sub> means, if the variable work discipline (X<sub>1</sub>) increased by 1 unit, then improve the performance of employees in PT. Trakindo Utama Manado of 0.253 with the assumption that other variables held constant or constant. Value 0,506 X<sub>2</sub> means, if the variable of leadership (X<sub>2</sub>) increased by 1 unit, it will also improve the performance of employees at PT. Trakindo Utama Manado of 0.506 with the assumption that other variables held constant or constant. Value 0.278 X<sub>3</sub> means, if the variable motivation (X<sub>3</sub>) increased by 1 unit, it will also improve the performance of employees at PT. Trakindo Utama Manado for 0278 on the assumption that other variables held constant or constant.

**Correlation Coefficient (R) and The Coefficient of Determination (R2)**

The calculation by using SPSS 20 Program, it is visible that value (R) we get is 0.668 which means to have strong enough relationship. Adj R Square Value is 0.405 or 40.5%. It means the effects of all independent variables: discipline (X<sub>1</sub>), leadership (X<sub>2</sub>) and motivation (X<sub>3</sub>) toward independent variable employee performance is 40.5% and the rest 59.55 is affected by other variables. To measure the degree of correlation

between the independent variable (X) of the variable (Y). Based on the analysis of correlation (r) obtained a value of 0.986 indicating that the relationship between labor discipline, and motivation with employee performance on PT.Trakindo Utama Manado is very strong in the amount of 98.6%. To see the contribution of all independent variables on the dependent variable, the coefficient of determination shown by the figures for 0.971 These figures show the contribution of independent variables work discipline, leadership and motivation on the dependent variable employee performance by 97.1%; while the remaining 2.9% were caused by other factors not included in the model.

### Hypothesis Testing

Hypothetical Formula which is examined with the significance stage used in this research is 5% or  $\alpha = 0,05$ . Therefore, the result of this research is:

### Simultaneously Hypothesis Testing (Test F)

To determine the effect of work discipline, leadership and motivation simultaneously on the performance of employees in PT. Trakindo Utama Manado then tested the hypothesis test simultaneously using numbers F. test was done by comparing the calculation results with a significant level of significance level of 0.05 (5%). Results of testing hypotheses simultaneously (Test F) with a significant level (Sig) is 0.05 with a value greater than 635 766  $F_{count}F_{table}$  value of 3.94 with a significant level of 0.000 so  $H_a$  is received. This means work discipline, leadership and motivation affect the performance of employees at PT. Trakindo Utama Manado.

### Hypothesis Testing In Partial (t test)

Partial hypothesis test is used to determine the effect of each variable work discipline, leadership and motivation on the performance of employees at PT. Trakindo Utama Manado using hypothesis test criteria as follows:

$T_{count} \leq t_{table} (0,05)$ , then  $H_o$  received so  $H_a$  rejected.

$T_{count} > t_{table} (0,05)$ , then  $H_o$  rejected so  $H_a$  received.

The calculation that can be seen the following results:

To work discipline variable ( $X_1$ )  $t_{count}$  3236 is greater than the value  $t_{table}$  of 2,790 with a significant level of  $0.002 < \alpha 0,05$  so  $H_o$  rejected and  $H_a$  accepted. Thus discipline affect the performance of employees working on PT. Trakindo Utama Manado. To leadership variable ( $X_2$ )  $t_{count}$  5.987 greater than the value  $t_{table}$  2,790 with a significant level of  $0.000 < \alpha 0,05$  so  $H_o$  rejected and  $H_a$  accepted. Thus the leadership affect the performance of employees at PT. Trakindo Utama Manado. To motivation variable ( $X^3$ )  $t_{count}$  3,434 greater than the value  $t_{table}$  of 2,790 with a significant level of  $0.001 > \alpha 0.05$  then  $H_o$  is rejected and  $H_a$  accepted. Thus motivation has influence on performance employees at PT. Trakindo Utama Manado.

### Discussion

The results showed that the discipline of work affect the performance of employees at PT. Trakindo Utama Manado. Based on the research results it can be seen that the discipline of employees at PT. Trakindo Utama Manado has good. PT. Trakindo Utama Manado can be seen from the high awareness of its employees to comply with and obey all rules and regulations in force, the magnitude of a sense of responsibility will be the task of each, as well as improving the efficiency and performance of employees. These result supported by These result supported by Chien, (2004) that discipline is the attitude of a person's readiness and willingness to adhere to and comply with all norms applicable regulations surrounding. Employee work discipline shown also affect its performance. Because with good discipline by following the rules of company employees can do their job on time and not obstruct other areas of work within the company.

The results showed that leadership influence on the performance of employees at PT. Trakindo Utama Manado. Based on the research results can be seen that the leadership of the PT. Trakindo Utama Manado able to create a conducive organizational culture and the relationship between employees with leadership very harmonious. These result supported that efforts to improve the performance of employees demanding management role in effective leadership approach, that the success of a company is highly dependent on the ability of its leaders. The ability of its leaders can influence their employees to do the work in accordance with



what he wanted along with the achievement of the organization's vision. These result supported by Horwitz et, al. (2010).

The results showed that motivation affect the performance of employees at PT. Trakindo Utama Manado. Based on the research results can be seen that the employees at PT. Trakindo Utama Manado has a high motivation to work so that employees capable of carrying out all work well. These result supported by Daft (2000:10) that motivation has a close relationship with the attitude and behavior of a person. Attitudes that exist in every individual interacts with values, emotions, roles, social structure, and the environment. Each individual has a background and a different attitude towards the existing stimuli, so the motivation which appears on each individual should be different.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The conclusion of this research concluded as follows:

1. Work discipline, motivation and leadership affect the performance of employees at PT. Trakindo Utama Manado.
2. Discipline working significant affect the performance of employees at PT. Trakindo Utama Manado.
3. Leadership significant affection the performance of employees at PT. Trakindo Utama Manado.
4. Motivation does not significant affect the performance of employees at PT. Trakindo Utama Manado.

### Recommendation

1. Discipline of work should also be considered is the supervision of an employee in the execution of tasks assigned in accordance with the rules of the employees. Employees should be tightened their control of the machine fingerprint attendance and increased scrutiny of the leadership of the workings of each employee.
2. Leader as one determinant of the direction and goals of the organization are expected to control these behaviors and direct work on employee job satisfaction.
3. The results showed that motivation does not affect the performance of the employee for it is expected that the management of employee performance at PT. Trakindo Utama Manado to always provide continuous motivation by providing rewards for employees who excel and give punishment to employees who committed violations, with the aim that the employee can carry out his work.
4. In order to improve the performance of employees in the company, the company should be able to create a good working environment and creating a working relationship between management and employees.

## REFERENCES

- Bateman, T. S. & Snell, S. A. 2004. *Management: The New Competitive Landscape*. 6<sup>th</sup> edition. McGraw Hill International Education, New York.
- Febiningtyas, R.E.R. & Ekanitias, D. 2014. The Effect of Leadership, Motivation, and Work Discipline on the Employees' Performance of Finance Section in the Regional Working Unit in Tulungagung Regency. *The Indonesian Accountic Review Academic Journals*. Vol. 4 No.2. [https://journal.perbanas.ac.id/index.php?journal=tiar&page=article&op=view&path\[\]=325](https://journal.perbanas.ac.id/index.php?journal=tiar&page=article&op=view&path[]=325). Accessed 2<sup>nd</sup> January 2014, Pp. 325-336.
- Bass, B. M., & B. J., Avolio. 2002. Impact of Transformational Leadership on Follower Development and Performance: A Field Experiment. *Academy of Management Journal*. Vol. 45 No. 4. [http://mario.gsia.cmu.edu/micro\\_2008/readings/dvir\\_etal\\_2002.pdf](http://mario.gsia.cmu.edu/micro_2008/readings/dvir_etal_2002.pdf). Accessed 2<sup>nd</sup> April 2014, Pp. 735-744.
- Burns, J. M. 2003. *Transforming Leadership: A New Pursuit of Happiness*. Grove Press, New York.
- Chien, M. H. 2004. A Study to Improve Organizational Performance: A View from Strategic Human Resource Management. *The Journal of American Academy and Business*. <http://down.cenet.org.cn/upfile/43/200687105948131.PDF>. Accessed 2<sup>nd</sup> January 2014, Pp. 289-291.

- Chirasha, V. 2013. Management of Discipline for Good Performance: A Theoretical Perspective. *Online Journal of Social Sciences Research*. Vol. 2 No. 7. <http://www.onlineresearchjournals.org/JSS>. Accessed 2<sup>nd</sup> January 2014, Pp. 214-219.
- Daft, R. L. 2000. *Organization Theory and Design*. 7th edition. South-Western College Publishing, Thomson, U.S.A.
- Hair, J. F., William, C. B., Barry, J. B., & Rolph, E. A. 2010. *Multivariate Data Analysis*. 7<sup>th</sup> edition. Pearson Education Inc., New Jersey.
- Horwtz, I. B., Horwitz, S. K., Daram, P., Brandt, M. L., Charles Brunicardi, F., & Awad, S. S. 2008. Transformational, Transactional, and Passive-avoidant Leadership Characteristics of a Surgical Resident Cohort: Analysis using the Multifactor Leadership Questionnaire and Implications for Improving Surgical Education Curricuums. *Journal of Surgical Research*. <http://www.ncbi.nlm.nih.gov/pubmed/18570931>. Accessed 2<sup>nd</sup> January 2014. Pp. 49-59 .
- Ivancevich, J. & M. Matteson. 2005. *Organizational Behavior Management*. 10<sup>th</sup> edition. McGraw Hill International Education, USA.
- Keijzer, B. 2010. Employee Motivation and Performance, Bachelor Business Studies. *Employee Motivation Related to Employee Performance in the Organization Journal*. <http://arno.uvt.nl/show.cgi?fid=121057>. Accessed 2<sup>nd</sup> April 2014, Pp. 1-31.
- Landy, F. J. Conte J. M. 2010. *Work in the 21st century: An Introduction to Industrial and Organizational Psychology*. 3<sup>rd</sup> edition. McGraw- Hill, New York.
- Monappa, A. 2000. *Management Challenges for the Corporations of Tomorrow*. SAGE Publications, USA.
- Mullins, L. J. 2005. *Management and Organizational Behavior*. 7<sup>th</sup> edition. Prentice hall, USA.
- Robbins, R. 1984. *Organizational Behavior for Attitudes and Job Satisfaction*, 13<sup>th</sup> Edition. Pearson Prentice Hall, New Jersey, USA.
- Truss, C. 1997. Soft & Hard Models of Human Resource Management: A Reappraisal. *Journal of Management Studies*. Vol. 34. <http://onlinelibrary.wiley.com/doi/10.1111/14676486.00042/abstract?userIsAuthenticated=false&deniedAccessCustomisedMessage>. Accessed 2<sup>nd</sup> January 2014, Pp. 53-73.
- Uzona, U. R. 2013. Impact of Motivation on Employees Performance: A Key Study of Credit West Bank Cyprus. *Academy of Management Journal*. Vol. 15. <http://academicjournals.org/journal/JEIF/article-abstract/A85765D28566>. Accessed 2<sup>nd</sup> January 2014, Pp. 254-263.