

INFLUENCE OF LEADERSHIP STYLE, MOTIVATION, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN PT.DAYANA CIPTA

PENGARUH GAYA KEPEMIMPINAN, MOTIVASI, DAN DISIPLIN KERJA TERHADAP KINERJA KARYAWAN DI PT.DAYANA CIPTA

¹Richard Christian Turang, ²Paulus Kindangen, ³Johan Tumiwa

^{1,2,3}*International Business Administration (IBA) Program, Management Department, Faculty of Economics and Business, Sam Ratulangi University, Manado 95115, Indonesia*

¹*Email: richardchristianturang@gmail.com*

ABSTRACT

In every organization or company, human resource or in this case employee is the main strength. Company's goals can be achieved depends on how well the employee performance in it. The purpose of this research is to examine and analyze the influence of leadership style, motivation, and work discipline on employee performance in PT. Dayana Cipta, simultaneously and partially. 86 employees of PT. Dayana Cipta were surveyed as respondents. The sampling technique used is a non probability sampling method and the data testing technique is used within the research includes validity test by factor analysis, reliability test with cronbach. The data analysis in this research is multiple regression analysis using SPSS version 22. The Analysis result shows that leadership style, motivation, and work discipline have a positive influence on employee performance simultaneously. Leadership style influence employee performance partially. Motivation influence employee performance partially. And work discipline influence on employee performance.

Keywords: Leadership Style, Motivation, Work Discipline, Employee Performance.

ABSTRAK

Dalam setiap organisasi atau perusahaan, sumber daya manusia atau dalam hal ini karyawan adalah kekuatan utama. Tujuan perusahaan dapat tercapai tergantung pada seberapa baik kinerja karyawan di dalamnya. Tujuan dari penelitian ini adalah untuk menguji dan menganalisis pengaruh gaya kepemimpinan, motivasi, dan disiplin kerja terhadap kinerja karyawan di PT.Dayana Cipta, secara simultan dan parsial. Data dikumpulkan melalui penyebaran kuesioner dan di implementasikan untuk 86 karyawan di PT.Dayana Cipta. Teknik pengambilan sampel menggunakan metode non probability sampling dan teknik pengujian data yang digunakan dalam penelitian ini meliputi uji validitas dengan analisis faktor, uji reliabilitas dengan cronbach. Analisis data dalam penelitian ini adalah analisis regresi berganda dengan menggunakan SPSS versi 22. Hasil Analisis menunjukkan bahwa gaya kepemimpinan, motivasi, dan disiplin kerja memiliki pengaruh positif terhadap kinerja karyawan secara simultan. Gaya kepemimpinan mempengaruhi kinerja karyawan secara parsial. Motivasi mempengaruhi kinerja karyawan secara parsial. Dan disiplin kerja mempengaruhi disiplin terhadap kinerja karyawan.

Kata Kunci: Gaya Kepemimpinan, Motivasi, Disiplin Kerja, Kinerja Karyawan

1. INTRODUCTION

Research Background

In every organization or company, human resource or in this case employee is the main strength. Company's goals can be achieved depends on how well the employee performance in it. That's why company needs employees who have a good capabilities and expertise in order to reach company's goals.

PT.Dayana Cipta is a company engaged in the construction, located in Jl. Pingkan Matindas, Dendengan Dalam, Wenang, Manado. This research focuses on employees of PT.Dayana Cipta because there are central managerial activities performed.

High employee performance is expected by the company. The more employees that have high performance, the more company productivity will be increased so that the company will be able to survive in the global competition.

The employee is required to complete the tasks and responsibilities effectively and efficiently. Success can be measured by the satisfaction of consumers, reduced number of complaints and the achievement of optimal targets. Employees of PT.Dayana Cipta can also be measured through the completion of their duties effectively and efficiently.

There are negative factors that can degrade the employee performance, including decreasing in the desire of employees to achieve performance, the lack of timeliness of work completion, influences from the environment, a co-worker with a declined spirit and the absence of an example to be used as a reference in achieving good performance. All of that will reduce the employee performance in the workplace. Factors that can be used to improve performance are leadership style, motivation and work discipline.

Appropriate leadership style will attract employee motivation to perform well. Success or failure of employees in job performance may be affected by his superior leadership style (Suranta, 2002:117). Suharto and Cahyono (2005:14) defined that the influence of work motivation and work performance shows the positive and significant influence between motivation and performance of employees. According to Setiyawan and Waridin (2006:183) work discipline of employees is a part of the performance factors.

Research Objective

1. To know the influence of leadership style, motivation and work discipline simultaneously on employee performance in PT.Dayana Cipta.
2. To know the influence of leadership style partially on employee performance in PT.Dayana Cipta.
3. To know the influence of motivation partially on employee performance in PT.Dayana Cipta.
4. To know the influence of work discipline partially on employee performance in PT.Dayana Cipta.

Literature Reviews

Employee Performance

Hameed and Waheed (2011) stated that employee performance will ultimately affect the organizational effectiveness. It can be concluded that employee performance is the output result

of how the employee behave in an organization. Agrawal (2013) said employee performance can be defined as whether a person executes their job duties and responsibilities well. Employee performance means employee productivity and output as a result of employee development.

Leadership Style

Dyck and Neubert (2009:478) defined leadership as the process of influencing others so that their work efforts lead to the achievement of organizational goals. Ojokuku, et al. (2012) explained that leadership style is the manner and approach of providing direction, implementing plans and motivating people. Leadership style can be concluded as the process of how someone be a leader and motivate people. According to Stoner (1996:165) leadership style is a variety of behavior pattern preferred by leaders in the process of directing and influencing workers. Leadership style is strategy as a combination result of philosophy, skills, personality traits, and attitudes which is often applied by a leader when he trying to influence the performance of the subordinates (Tampubolon, 2007:106).

Motivation

Broussard and Garrison (2004:106) have broadly defined motivation as the attribute that moves us to do or not to do something. Therefore Motivation is one of important thing in human life, because with motivation people can push the limit of their mind and reach something they need and want. Motivation is an important role in all public and private organizations. Without motivating their employees organizations cannot run and cannot achieve their goals. All organizations encounter the matter of motivation whether they are in the public or private sector Chintallo and Mahadeo (2013:978).

Work Discipline

Discipline is a procedure that correcting or punishing the subordinates for violating the rules (Simamora, 2004:610). Work discipline is a tool used by managers to communicate with employees, so that they are willing to reviews their behavior as well as an effort to raise awareness and willingness to obey company rules and social norms (Rivai, 2004:444). Work discipline can be defined as an attitude in honoring, respecting, obedience, and compliance to the regulations (Sastrohadwirjo, 2003:294).

Previous Research

Binfor, Boateng, Abbey, Osei, Swanzy, and Gyepi-Garbrah (2013) discussed about the effect of leadership styles and motivation on employee performance in public institution: evidence from Ghana. The study result has proved that leadership style has significant effect on employee performance, motivation has effect on employee performance. Effective leadership and motivation is the key to shift people's perceptions from seeing change as a threat to seeing it as an exciting challenge. Nadeem, Ahmad, Abdullah, and Hamad (2014) discussed about impact of employee motivation on employee performance (a case study of private firms: Multan District, Pakistan). According to their research study employee motivation is necessary for all the firms. It does create a great impact on the firm and employee performance. The study result has prove that motivation has influence on employee performance. Febiningtyas and Ekaningtias (2014) discussed about the effect of leadership, motivation, and work discipline on the employee performance of finance section in the regional working unit in Tulungagung regency. The study result has proved that work discipline has significant effect on employee performance.

Research Hypothesis

- H₁: Leadership style, motivation, and work discipline have simultaneous influence on employee performance in PT.Dayana Cipta.
- H₂: Leadership style has partial influence on employee performance in PT.Dayana Cipta.
- H₃: Motivation has partial influence on employee performance in PT.Dayana Cipta.
- H₄: Work discipline has partial influence on employee performance in PT.Dayana Cipta.

2. RESEARCH METHODS

Type of Research

The type of this research is causal research where it will investigate about the influence of leadership style, motivation, and work discipline on employee performance in PT.Dayana Cipta. This research is a quantitative research and using multiple regression as a tool to analyze the data.

Place and Time of Research

The object of this research is the employees at PT.Dayana Cipta in Manado. This research was held in two months and the observation time was in june-july 2015.

Conceptual Framework

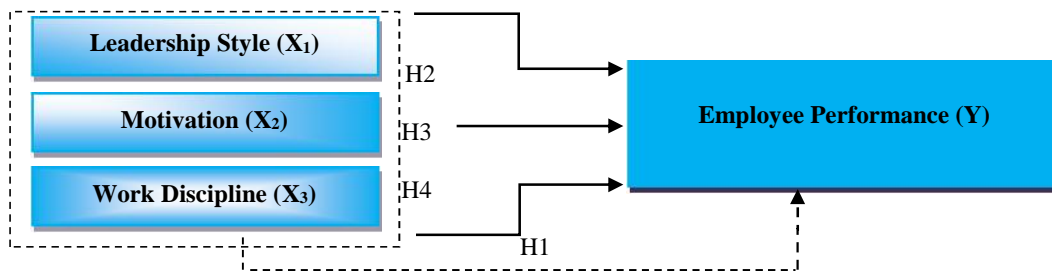


Figure 1. Conceptual Framework
 Source: Data Processed, 2015

Population and Sample

Population is the entire group of events, things, or people who have all the characteristics that become the main attention of researchers, therefore be regarded as a research universe (Ferdinand, 2006:26). The population in this research is all the employees in the company of PT Dayana Cipta, totalling 110 employees.

Sample is a subset of the population, consist of some members of the population (Ferdinand, 2006:26). The sampling technique used in this study is a non probability sampling technique, which every element in the population do not have an equal chance to be selected as a sample. Krejcie and Morgan (1970) in Uma Sekaran (1992:11) determining a list of sample that can be used for research activity, in this case if the number of population is 110 then the number of sample is 86. Which means the data will be obtained in 86 random employees in all department of PT Dayana Cipta.

Data Collection Method

Data is everything that known or can be deemed to have properties provides a description of a situation or problem (Supranto, 2001:241). Data used in this research is primary data. According to Algifari (1997:69) primary data is data obtained from the original source without intermediary. The primary data in this research will be obtained using questionnaire. Questionnaire is a method of data collection that is done by giving a question to the respondents. Questionnaires are distributed to respondents so they can respond directly on the questionnaire. There were two sections in the questioner that should be filled in by the respondents. The first section asked about respondents identities and the second section asked about things that related with the variables.

Operational Definition of Research Variable

1. Employee performance is the job related activities expected of a worker and how well those activities were executed.
2. Leadership style is a leader way of providing direction, implementing plans, and motivating or influence people in organization or company.
3. Motivation is a factor that affects the spirit and excitement of employees to participate actively in the working process.
4. Work discipline is a force that prompts individual or groups to observe rules, regulations, systems, processes, and procedures which are considered to be necessary for the effective functioning of an organization.

This research uses Likert Scale as a measurement. Malhotra and Peterson (2006:264) stated that the end points of a Likert Scale are typically “strongly disagree” and “strongly agree”.

Data Analysis Method

Validity Test and Reliability Test

Validity test is used to measure whether the questionnaire valid or invalid. A questionnaire is valid if the question in it were able to reveal something that will be measured in the questionnaire (Ghozali, 2005:45). Validity test can be done by comparing the value of r_{count} with r_{table} for significance level of 5 percents of the degree of freedom (df)=n-2, in this case “n” is the number of samples. If $r_{count} > r_{table}$ then the questions or the indicators is valid, if $r_{count} < r_{table}$ then the questions or the indicators is not valid (Ghozali, 2005:45).

Reliability test is a tool that can be used to measure a questionnaire which is the indicators of the variables. A questionnaire is reliable if the answers are consistent or stable. SPSS provides the facility to measure the reliability of the statistical test cronbach alpha (). A variable is reliable if the value of cronbach alpha () is > 0.60 (Ghozali, 2005:47).

Multiple Regression Analysis Model

Malhotra and Peterson (2006:513) stated that multiple regression involves a single dependent variable and two or more independent variables. The formula for multiple regression analysis method is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

- | | |
|-----------------|---|
| Y | : Employee Performance |
| a | : Constant |
| b_1, b_2, b_3 | : Coefficient regression, the slope for each independent variable |
| X_1 | : Leadership Style |

- X₂ : Motivation
- X₃ : Work Discipline
- e : Error

3. RESULT AND DISCUSSION

Validity Test and Reliability Test

The correlation between each indicators to total construct score in each variables shows significant result and shows that $r_{count} > r_{table}$, which interpret that the data result for all variables are valid. The Cronbach’s Alpha resulted in this research is 0.894 which is more than 0.6 means the result of the data is considered reliable.

Classical Assumption Test

Multicollinearity Test

If the tolerance value is more than 0.10 and the VIF less than 10, it indicates that there is no multicollinearity (Ghozali, 2005:48).

Table 1. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.687	1.456
	Motivation	.596	1.679
	Work Discipline	.631	1.586

a. Dependent Variable: Employee Performance
 Source: Data processed, 2015.

The VIF value of all independent variables in this research is less than 10 and the value of tolerance is more than 0.10, which means that there is no multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test used in this research is Spearman's rho method. Heteroscedasticity can be known with correlating each independent variable with unstandardized residual variable. If the significance level results is more than 0.05 it means that there is no problem with the heteroscedasticity, and if the significance level results is below 0.05 it means that there is a problem with heteroscedasticity.

Table 2. Nonparametric Correlation

		Leadership Style	Motivation	Work Discipline	Unstandardized Residual	
Spearman's rho	Leadership Style	Correlation Coefficient	1.000	.521**	.461**	.032
		Sig. (2-tailed)	.	.000	.000	.771
		N	86	86	86	86
	Motivation	Correlation Coefficient	.521**	1.000	.539**	.005
		Sig. (2-tailed)	.000	.	.000	.966
		N	86	86	86	86
	Work Discipline	Correlation Coefficient	.461**	.539**	1.000	-.003
		Sig. (2-tailed)	.000	.000	.	.980
		N	86	86	86	86
	Unstandardized Residual	Correlation Coefficient	.032	.005	-.003	1.000
		Sig. (2-tailed)	.771	.966	.980	.
		N	86	86	86	86

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed, 2015.

The significance value of each independent variable is more than 0.05 which means that there is no problem in heteroscedasticity.

Normality Test

Normality test can be identified by using graph of P-P Plot. The data will distribute normally if the value of P-P Plot is near diagonal line of the graph. In this research, the dots are spreading near the diagonal line and follow the direction of the diagonal line which means that the data distribution is normal.

Multiple Regression Analysis

Table 3. Multiple Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.224	.338		.662	.510
	Leadership Style	.353	.097	.338	3.656	.000
	Motivation	.182	.083	.217	2.186	.032
	Work Discipline	.308	.094	.317	3.286	.001

a. Dependent Variable: Employee Performance

Source: Data processed, 2015.

The equation is as follows:

$$Y = 0.224 + (0.353) X_1 + (0.182) X_2 + (0.308) X_3$$

The explanations of the equation are:

1. Constant () 0.224 shows the effect of relationship between Leadership Style (X₁), Motivation (X₂), and Work Discipline (X₃) to Employee Performance (Y). It means, if all independent variables are equal to zero then the Employee Performance (Y) is predicted to be 0.224.

2. Consider other variables are constant or equal to zero, if there is one unit increasing in Leadership Style (X_1) then the Employee Performance (Y) will increase 0.353.
3. Consider other variables are constant or equal to zero, if there is one unit increasing in Motivation (X_2) then the Employee Performance (Y) will increase 0.182.
4. Consider other variables are constant or equal to zero, if there is one unit increasing in Work Discipline (X_3) then the Employee Performance (Y) will increase 0.308.

Testing the Goodness of Fit: Coefficient of Correlation (R) and Coefficient of Determination (R^2)

Table 4. Result of R and R^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.518	.500	.34743

a. Predictors: (Constant), Work Discipline, Leadership Style, Motivation

b. Dependent Variable: Employee Performance

Source: Data processed, 2015.

The value of R is 0.720. It means that Leadership Style, Motivation, and Work Discipline have a strong relationship with the Employee Performance because the value of R is above 0.7. The R^2 of 0.518 shows that the linear relationship in this model is able to explain the Employee Performance (Y) for 51% while the rest 49% is explained by other factors that are not included in this research.

Hypothesis Testing

Table 5. F-Test Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.642	3	3.547	29.388	.000 ^b
	Residual	9.898	82	.121		
	Total	20.540	85			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Discipline, Leadership Style, Motivation

Source: Data processed, 2015.

In this research F_{count} is larger than F_{table} , then the regression model of F-test can be defined $29.388 > 3.106$ which means H_0 is rejected and H_1 is accepted. The regression model can be used to explain that independent variable such as X_1 (Leadership Style), X_2 (Motivation), and X_3 (Work Discipline) simultaneously influence the dependent variable which is Y (Employee Performance). Thus, hypothesis 1 (H_1) is accepted.

Table 6. T-Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.224	.338		.662	.510
	Leadership Style	.353	.097	.338	3.656	.000
	Motivation	.182	.083	.217	2.186	.032
	Work Discipline	.308	.094	.317	3.286	.001

a. Dependent Variable: Employee Performance

Source: Data processed, 2015.

The hypothesis result of Leadership Style shows that t count 3.656 with the 0.000 significance. The significance result is below 0.05 means that H_0 is rejected and H_a is accepted. Which means that hypothesis H_2 Leadership Style have a significant influence partially on employee performance. Thus, hypothesis 2 is accepted.

The hypothesis result of Motivation shows that t count 2.186 with the 0.032 significance. The significance result is below 0.05 means that H_0 is rejected and H_a is accepted. Which means that hypothesis H_3 Motivation have a significant influence partially on employee performance. Thus, hypothesis 3 is accepted.

The hypothesis result of Work Discipline shows that t count 3.286 with the 0.001 significance. The significance result is below 0.05 means that H_0 is rejected and H_a is accepted. Which means that hypothesis H_4 Work Discipline have a significant influence partially on employee performance. Thus, hypothesis 4 is accepted.

Discussion

According to the theory leadership style has significant influence on employee performance. The hypothesis testing result (H_2) shows that leadership style influences the employee performance. The result of multiple regression analysis shows that the value of t_{count} obtained for leadership style is 3.656 with the 0.000 significance or less than 0.05, means that any improvement to the leadership style by 1 will increase the employee performance 0.353 assuming constant independent of other variables. It means H_a is accepted and H_0 is rejected. This result statistically prove that leadership style have positive influence on employee performance partially. It means that leadership style variable have influence employee performance in PT Dayana Cipta. Leadership style is basically stressed to appreciate the purpose of the individual so that later the people will have confidence that the actual performance will exceed the expectations of their performance. In PT Dayana Cipta, A leader must apply a leadership style to manage subordinates, because a leader will greatly affect the success of the organization in achieving its goals. This result also support the previous research by (Binfor, Boateng, Abbey, Osei, Swanzy, and Gyepi-Garbrah, 2013) about the effect of leadership styles on employee performance, with the analysis result is leadership style has significant effect on employee performance.

According to the theory motivation has significant influence on employee performance. The hypothesis testing result (H_3) shows that motivation influences the employee performance. The result of multiple regression analysis shows that the value of t_{count} obtained for motivation is 2.186 with the 0.032 significance or less than 0.05, means that any improvement to the motivation by 1 will increase the employee performance 0.182 assuming constant independent of other variables. It means H_a is accepted and H_0 is rejected. This result statistically prove that motivation have positive influence on employee performance partially. It means that motivation variable have influence employee performance in PT Dayana Cipta. Motivation is important in directing employees performance to the organization objective in order to work and strive so that the goals of the employee and organizational can be achieved. This result also support the previous research by (Nadeem, Ahmad, Abdullah, and Hamad, 2014) about impact of motivation on employee performance, with the analysis result is motivation has influence on employee performance.

According to the theory work discipline has significant influence on employee performance. The hypothesis testing result (H_4) shows that work discipline influences the employee performance. The result of multiple regression analysis shows that the value of t_{count} obtained for work discipline is 3.286 with the 0.001 significance or less than 0.05, means that any improvement to the work discipline by 1 will increase the employee performance 0.308 assuming constant independent of other variables. It means H_a is accepted and H_0 is rejected. This result statistically prove that work discipline have positive influence on employee performance partially. It means that

motivation variable have influence employee performance in PT Dayana Cipta. Work discipline must be owned by each employees in order to support the achievement of organizational goals. Implementing discipline with awareness and conviction will bring a harmonious condition between desire and reality. To create that the employees must realized the alignment of the responsibility and employee rights. This result also support the previous research by (Febiningtyas and Ekaningtias, 2014) about the effect of work discipline on employee performance, with the analysis result is work discipline has positively and significant influence on employee performance.

4. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the research results and discussions, the conclusions of this research are:

1. Leadership style, motivation, and work discipline have significant influence simultaneously on employee performance in PT.Dayana Cipta.
2. Leadership style has significant influence partially on employee performance in PT.Dayana Cipta.
3. Motivation has significant influence partially on employee performance in PT.Dayana Cipta.
4. Work discipline has significant influence partially on employee performance in PT.Dayana Cipta.

Recommendation

1. For the company. In order to increase the employee performance, the company should take more focused in improving employee motivation. Because based on the questionnaires data that filled out by the employees of PT.Dayana Cipta, employees have high motivation to the work that they are doing. For example with the reward motivation or promotion, it will improve the employee performance much better.
2. For the further research. The result of R^2 shows that there are any other variables that have to be considered in this research. Further research should add other variables that can influence the employee performance, because the better the employee performance will influence the company productivity.

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