

THE EFFECTIVENESS OF EMPLOYEES PERFORMANCE LEADERSHIP STYLE, WORK MOTIVATION AND DISCIPLINE ON CV. VIO CATERING

Stevie A. Lasut

Faculty of Economics, Manado State University.

lasutstevie@gmail.com

Abstract

Performance of employees of CV. Vio Catering can also be measured through completion duties effectively and efficiently and perform its role and function and that all related linearly and positively related to the success of a company. Focus of this study is to analyze the influence of leadership style, work motivation and disciplines on employee performance in CV. Vio Catering, simultaneously and partially. Population of this research is all 54 employees of CV. Vio Catering. Sampling method used is saturated sampling method. Using a multiple regression as a analysis tool, this research found that there is a significant influence of leadership style, work motivation and disciplines on employee performance in CV. Vio Catering, simultaneously and partially. So based on this findings, is recommended that CV. Vio Catering needs to improve the employee performance by focusing an increasing in leadership style, work motivation and disciplines as factors to determine the increasing in employee performance.

Keyword: Disciplines, employee performance, leadership style, work motivation.

INTRODUCTION

Research Background

Human resources is a central figure in the organization and company. Order management activity goes well, the company must have employees who are knowledgeable and highly skilled as well as efforts to optimally manage the company so that improved employee performance. According to Budi Setiyawan and Waridin (2006) is the result of the employee 's performance or employee performance that are assessed in terms of quality and quantity based labor standards specified by the organization. Good performance is the performance optimal, ie the appropriate performance standards organization and support achievement of organizational goals. Good organization is an organization that seeks improve its human resources, because it is a key factor for improving the performance of employees.

Improved performance of employees will bring progress for the company to can survive in a competitive business environment that is unstable. Therefore attempts to improve the performance of employees are challenges. The most serious management for success to achieve



the goals and survival of the company depends on the quality of the performance of resource human beings in it.

CV. Vio Catering began in 2010, manufacture CV Rejeki came from a catering business small crisscross the procurement of eating and drinking in government agencies, originated from there in make BUSINESS LICENSE cv source rjeki but cv has been expanded yang previously only as a provider of meal and have now been working on the procurement of goods and services, as well as construction in areas that are bernagai Bolaang Mongondow highway, but the main priorritas cv is still good in the supply of eating and drinking

High employee performance in CV. Vio Catering is expected by the charter company. The more employees that have high performance, productivity company as a whole will be increased so that the company will be able to survive in the global competition. The employee CV. Vio Catering is required to complete the tasks and responsibilities effectively and efficiently. Success can be measured by the satisfaction of employees consumers, reduced number of complaints and the achievement of optimal targets. Performance of employees of CV. Vio Catering can also be measured through completion duties effectively and efsien and perform its role and function and that all related linearly and positively related to the success of a company.

There are negative factors that can degrade the performance of the employees, including is decreasing the desire of employees to achieve performance, the lack of timeliness of completion of the work so that less follow the rules, influences from the environment, a co-worker who also declined spirit and the absence of an example to be used as a reference in achieving good performance. All of that is because the decline in the performance of employees in the works. Factors that can be used to improve performance including the Leadership style , motivation and discipline.

Research Problem

Based on these problems then formulated a research question as follows:

Is there any significant influence of leadership style, motivation and discipline on employee performance, simultaneously and partially?

Research Objective

The intent of this research is to obtain a deep and provide empirical evidence about the influence of leadership style , motivation and disciplinary work on employee performance.



Based on the background and the formulation of the problem, this research conducted with the aim to analyze the significant influence of leadership style, motivation and discipline on employee performance, simultaneously and partially.

LITERATURE REVIEW

Employee performance

Performance is an organizational behavior that is directly related with the production of goods or delivery of services. Information about the organization 's performance is a very important thing used to evaluate whether process performance by the organization for this is in line with the objectives expected or not. However, in reality many organizations are less or even not uncommon anyone has information about the performance in the organization. Performance as the results of job functions / activities of a person or groups within an organization that is influenced by various factors to achieve organizational goals within a specified time period (Tika , 2006). whereas by Rival and Basri (2005) performance is the willingness of a person or group people to do activities and perfected in accordance with the Responsibility with the results as expected .

Leadership Style

Leadership styles is the ability to direct , influence , encourage and control others or subordinates to be able to do something on his consciousness and voluntary work in achieving a goal certain.

Motivation

Motivation is activities that lead to, distribute, maintain and encourage behavior man. Leaders need to understand people behave in a certain order to influence in the work in accordance with the wishes of the organization.

Work Discipline

Work discipline is an attitude, behavior, and act in accordance with the rules well written and unwritten, and if violated would be no sanctions for the offense.

RESEARCH METHODS

Type of Research

This research is a causal type of research where to investigated the influence of independent variable on dependent variable.



Population and Sample

This research will be conducted at CV. Vio Catering in Kecamatan Pineleng, will be start from June until its finish. The population of this research is all employees in the company of CV. Vio Catering totaling 54 employees. Sampling techniques for the studied is the entirety of the existing population or referred to census (Saturated sampling technique). Given a population of only 54 employees, it is feasible to taken overall to be sampled without having to take samples in certain amount. Thus, the samples of this study were all employees of each part of the unit in CV. Vio Catering.

Data Collection Method

- Questionnaire

The questionnaire is a method of data collection is done by giving questions to the respondents to guide questionnaire . The questionnaire in this study using an open question and closed .

- Literature Review

Literature study is a method of data collection is done by read books , literature , journals, references relating to this study and previous research relating to research on going.

Operational Definition of Variables

Operational definitions used in this study then described be the empirical indicators include:

1. Employee performance

Employee performance is a comparison of the results of the real work of employees with labor standards set by the company. Some indicators for measure the extent to which employees achieve a performance on an individual basis according to the (Bernadin, 1993 in Crimson Sitanggang, 2005) are as follows:

- 1) Quality: The degree to which the results of the activities carried out near-perfect in the sense that the ideal way to adjust some of the appearance of activity or meet expected goals of an activity.
- 2) Quantity: The number generated in terms of number of units, number of cycles activities are completed.
- 3) Timeliness: The level of an activity is completed at the earliest time desirable from the perspective of coordination with the output and maximize the time available for other activities.



- 4) Effectiveness: The level of utilization of human resources, organizational maximized with the intent to raise profit margins or reduce disadvantages of each unit in the use of resources.
- 5) Independence: The degree to which an employee can perform the function it works without the guidance of a supervisor for help or ask for participation of supervisors to avoid adverse outcomes.
- 6) Organizational Commitment: The degree to which employees have work commitments the organization and responsibilities of the organization's employees.

2. Leadership style

Leadership style is a way of harnessing the power of the leader available to lead the employees. Likret, (1961) in Handoko, (2003) suggests two basic categories of this style, employee orientation and task orientation, construct a model of the four levels of management effectiveness.

- 1) System 1, the manager makes all decisions related to work and govern the subordinates to execute. Standards and methods implementation is also rigidly determined by the manager.
- 2) System 2, the manager still specify the commands, but give subordinates freedom to provide comments to the commandments. The Subordinates are also given the flexibility to implement various their duties within the limits and procedures that have been set.
- 3) System 3, managers set goals and give commandments command after these things discussed with subordinates. Subordinates can make their own decisions about how to execution of tasks. Award more used to motivate subordinates rather than the threat of punishment.
- 4) System 4, goals are set and decisions made by the working group. When managers are formally make decisions, they do after considering the suggestions and opinions of the group members. To motivate subordinates, managers do not just use the awards economical but also try give to subordinates feeling needed and important.

3. Motivation

Motivation is a factor that affects the spirit and excitement employees to participate actively in the work process. The theory of motivation The most famous is the hierarchy of needs Abraham Maslow disclosed. The hypothesis says that in man dwells within all five levels of needs (Maslow, in Robbins, 2006), which is an indicator that is:

- 1) Physiological: among others, hunger, thirst, protection (clothing and housing), sex, and other physical needs.



- 2) Security: among others, safety and protection against physical loss and emotional.
 - 3) Social: includes compassion, a sense of belonging, was well received, and friendship.
 - 4) Awards: include factors such as self-esteem self-respect, autonomy, and achievement; as well as the respect of external factors such as status, recognition, and attention.
 - 5) Self-actualization: the urge to be someone / something appropriate ambition which includes growth, achievement potential, and fulfillment self.
4. Work discipline

Discipline is an ideal state in supporting the implementation of the tasks in accordance rules in order to support the optimization of work. The indicators of the Work discipline is (Waridin 2006 in Mohammad, 2005):

- 1) Quality of work discipline: includes dating and go home on time, use of time for execution of tasks and capabilities develop self-potential based on positive motivation.
- 2) Quantity of work: includes volume output and contribution.
- 3) Compensation is required: includes advice, referrals or repair.
- 4) Location workplace or residence.
- 5) Conservation: includes respect for the rule with courage to always do the prevention of acts contrary with the rules.

Data Analysis Method

Validity and Reliability

Classical Assumption Test

1. Test Multicollinearity
2. Test Heteroskidastity
3. Test Normality

Regression Analysis

Analysis The coefficient correlation and determination

Hypothesis Test:

- 1) Simultaneous Significance Test (Test Statistic F) In this study, the F test is used to determine the level of significations and the influence of the independent variables simultaneously (simultaneous) against dependent variable (Ghozali, 2005).
- 2) T test was used to test the significance of the relationship between variables X and Y , whether the variables X1 , X2 , and X3 (Leadership style , motivation and discipline



) really affect the variable Y (employee performance) separately or Partial (Ghozali , 2005) .

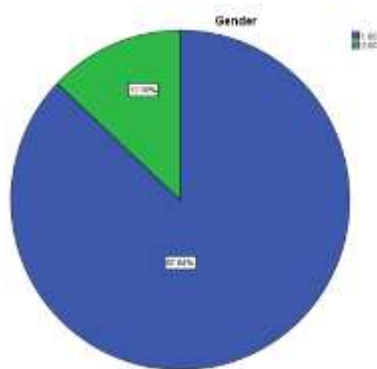
Data Analysis and Discussion

Company Short History

CV. Vio Catering began in 2010, manufacture CV Rejeki came from a catering business small crisscross the procurement of eating and drinking in government agencies, originated from there in make BUSINESS LICENSE cv source rjeki but cv has been expanded yang previously only as a provider of meal and have now been working on the procurement of goods and services, as well as construction in areas that are bernagai Bolaang Mongondow highway, but the main priorritas cv is still good in the supply of eating and drinking

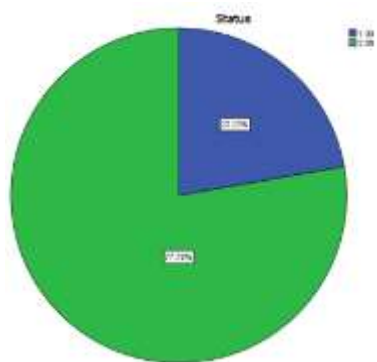
Data Analysis

Employee Characteristic



Based on the figure 1, female is the majority of the employee in CV. Vio Catering with 87.04% from the total of 54 employee, while male only 12.96% from the total employee. CV. Vio Catering mostly operated in service of catering and laundry where required female as the employee while male is only a helper.

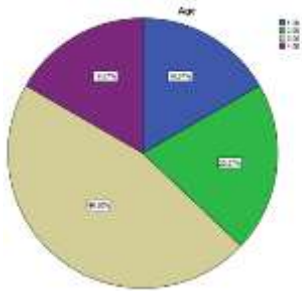
Figure 1. Employee Characteristic Based on Gender



The figure 2 shows the marital status of the employee. Most of the employee are married with 77.78% from the total of employee, while single employee only 22.22%.

Figure 4.2 Employee Characteristic Based on Martial Status





The figure 3 shows the frequency of Respondent's Age. Majority of respondents are from 31 years old until 45 years old which is 54.00%. The lowest frequency of age is ≥ 46 years old.

Figure 3. Employee Characteristic Based on Age

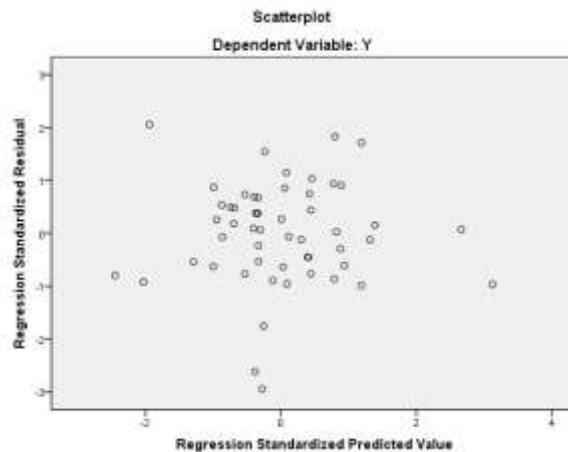
Validity and Reliability Test

Based on data statistic the indicator of Leadership style (X_1), Motivation (X_2) and Work discipline (X_3) also Employee performance(Y) have person correlation above 0.3 and alva crobach above 0.6, which mean that all indicator are valid and reliable

Classic Assumption

- Heteroskedasticity Test

Figure 4. Heterocedasticity Test



Source: SPSS Data Analysis, 2016

Based on the figure 4 it can be seen that there is no established pattern, in other words the graph describing the plot spread above and below the number 0 (zero) on the Y-axis. This proves that the independent variable of Leadership style (X_1), Motivation (X_2) and Work discipline (X_3) on Purchase Intention (Y) are free of Heteroscesdasticity.

- Multicolinearity Test



Table 1. Multicollinearity Test Table

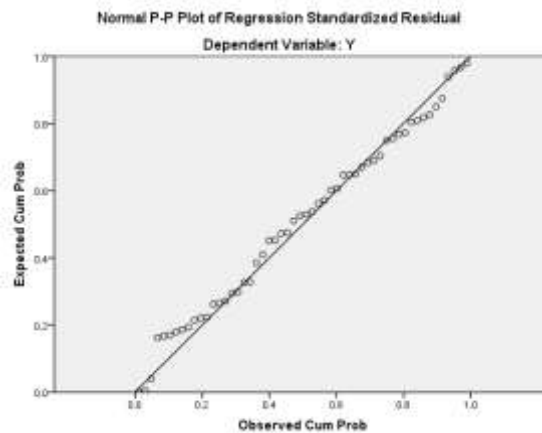
Variable	VIF
Leadership style (X_1)	1.037
Motivation (X_2)	1.530
Work discipline (X_3)	1.573

Source: SPSS Processing Data, 2016

Table 1 shows the calculation of Multicollinearity. Moreover, it can be known through the VIF and tolerance, whereby if the value of VIF and tolerance to be around the number < 10 then the regression model above are free from multicollinearity. Based on the results in the table above can be seen by SPSS output does not occur because the symptoms of multicollinearity VIF value of Leadership style (X_1), Motivation (X_2) and Work discipline (X_3) are below < 10 , this means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity).

- Normality Test

Figure 5. Normality Test



Source: SPSS Data Analysis, 2016

From the figure 5 it can be seen that the points spread and spread around the diagonal line in the direction diagonal lines. This proves that the model Regression of The Influence of Leadership style (X_1), Motivation (X_2) and Work discipline (X_3) on Employee performance (Y) in test normality assumption was met.

Influence Analysis (Beta Analysis)



Table 2. Unstandardized Coefficient Beta

Variable	B
Constant	4.135
Leadership style (X ₁)	2.574
Motivation (X ₂)	1.195
Work discipline (X ₃)	2.390

Source: SPSS Data Analysis, 2016

From the analysis, obtained by table 2 about linear regression equation as follows

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$Y = 4.135 + 2.574 X_1 + 1.195 X_2 + 2.390 X_3 + e$ From the multiple linear regression equation above, it can inform the interpretation as follows:

- Constant value of **4.135** means that if the variables in this research of Leadership style (X₁), Motivation (X₂) and Work discipline (X₃) simultaneously increased by one scale or one unit will increase the Employee performance(Y) at **4.135** point.
- Coefficient value of **2.574** means that if the variables in this research of Leadership style (X₁) increased by one scale or one unit, it will improve and increase Employee performance(Y) at **2.574**.
- Coefficient value of **1.195** means that if the variables in this research of Motivation (X₂) increased by one scale or one unit, it will improve and increase Employee performance(Y) at **1.195**.
- Coefficient value of **2.390** means that if the variables in this research of Work discipline (X₃) increased by one scale or one unit, it will improve and increase Employee performance(Y) at **2.390**.

Coefficient Correlation (r) and Determination (r²)

The correlation coefficient is used to measure the Leadership style (X₁), Motivation (X₂) and Work discipline (X₃) on Employee performance(Y). The correlation coefficient values can be seen in the table below:

Table 3 Coefficient Correlation (r) and (r²) table

r	r ²
.830 ^a	.688

Source: SPSS Data Analysis, 2016



Based on the table 3 about analysis of correlation (r) is equal to 0.830 indicating that the Correlation of Leadership style (X_1), Motivation (X_2) and Work discipline (X_3) on Employee performance (Y) has a strong relationship.

To determine the contribution of the independent variable on dependent variable can be seen from the determinant of the coefficient (r^2) on the table above. Based on the table above r^2 value shows of 0.688 in this study may imply that the contribution of independent variables in this research which are Leadership style (X_1), Motivation (X_2) and Work discipline (X_3) on Employee performance (Y) of 68.8 % while the remaining 31.2% is affected by other variables not examined in this study.

Simultaneously Test

Table 4. Simultaneously Test Table (F – test)

F	Sig.
6.596	.020 ^a

Source: SPSS Data Analysis, 2016

Table 4 is shows the value of 6.596 of F_{Count} significant 0.020. Because the $\text{sig} < 0.05$ means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore H_0 is rejected and accepting H_a . Thus, the formulation of the hypothesis that The Influence of Leadership style (X_1), Motivation (X_2) and Work discipline (X_3) Simultaneously on Employee performance(Y), is accepted.

Partially Test

Table 5. Partial Test Analysis (t-test)

Model	t	Sig.
Leadership style (X_1)	2.988	.009
Motivation (X_2)	2.057	.045
Work discipline (X_3)	2.802	.008

Source: SPSS Data Analysis, 2016

Based on the calculations in the table 5, the interpretation as follows:

- t_{count} for Leadership style (X_1) 2.988 greater than the value of 1.984 t_{table} means Leadership style (X_1) has significant influence partially on Employee performance(Y). The sig. value at 0.009 means that prediction of Leadership style (X_1) influence on Employee performance(Y) doing errors is 0.9 %, thus the confidence of this prediction is above 95%. Therefore, H_a received.



- t_{count} for Motivation (X_2) 2.057 greater than the value of 1.984 t_{table} means Motivation (X_2) has significant influence partially on Employee performance (Y). The sig. value at 0.008 means that prediction of Motivation (X_2) influence on Employee performance (Y) doing errors is 4.5 %, thus the confidence of this prediction is above 95%. Therefore, H_a received.
- t_{count} for Work discipline (X_3) 2.802 greater than the value of 1.984 t_{table} means Work discipline (X_3) has significant influence partially on Employee performance (Y). The sig. value at 0.008 means that prediction of Purchase Intention (X_3) influence on Employee performance (Y) doing errors is 0.8 %, thus the confidence of this prediction is above 95%. Therefore, H_a received.

Discussion

Based on statistical analysis can be seen clearly that the partial (individual) all independent variables affect the dependent variable. The impact that the three independent variables are positive means higher leadership style, motivation and discipline of work, the resulting higher the employee's performance is generated. These results are consistent with the hypothesis put forward. The results of this study are also consistent with the results of previous studies.

Partially Leadership style has a significant influence on employee performance. Basically employee has a benefits to generates a partial influence on employee performance by copying a leadership style as their example. Leadership style is suitable if the purpose of the company has been communicated and subordinates have received. A leader must apply the style leadership to manage subordinates, as a leader will be very affect the success of the organization in achieving its objectives (Waridin and Bambang Guritno, 2005). The company uses the awards or prizes and order as a tool to motivate employees. Leader hear ideas of the subordinates before making a decision. Appropriate leadership style will cause a person's motivation to excel. Success or failure of employees in job performance may be affected by his superior leadership style (Hardini, 2001 in Suranta, 2002). Suranta (2002) and Tampubolon (2007) have examined influence of leadership style on performance, stating that the style leadership has a significant influence on employee performance.

Motivation drive employee of CV. Vio Catering to increase their performance, because based on the data analysis above shows the partial influence of motivation has a significant effect



on employee performance. Motivation as a process stems from the strength in terms of physiological and psychological or needs resulting in behavior or encouragement aimed at a goal or incentives (Moekijat , 2001 in Judge , 2006). Some researchers have tested the relationship between motivation and performance of employees, among others, Suharto and Cahyono (2005), Judge (2006). Influence motivation to work on the performance shows the results the same that the relationship between motivation and performance of employees shows positive and significant relationship.

The increasing of the employee performance in CV. Vio Catering can not be separated from a discipline committed by the employee. One condition that discipline can be grown in work environment is, the division of labor which completely down to employees or officers at the bottom, so that everyone knows to be aware of what duties, how to do it, when the job starts and finishes, such as what the work required, and to whom accountable for results work it (Budi Setiyawan and Waridin, 2006). For that discipline should be fostered develop to grow also order and evisiensi. Without discipline well, do not expect to be able to be realized their figurehead or employees Ideal as expected by the public and companies. According to Budi Setiyawan and Waridin (2006), and Arita (2005) discipline employee work of performance factors. Research results show that the discipline of work has positive influence on the performance of the employee.

Simultaneously, Leadership style, motivation and discipline have a significant influence on employee performance in CV. Vio Catering. This research also supported a research conducted by Suharto and Budi Cahyono (2005) with the title research " Influence of Organizational Culture, Leadership and Motivation work to the performance of human resources in Parliament secretariat Java Middle " with proportional sampling sampling techniques , the results of research there is a positive and significant influence organizational culture , leadership and motivated individual able to work together on employee performance.

The same finding also argue by Budi Purnomo Setiyawan and Waridin (2006) in their research about " The Effect of Employee Discipline and Culture Organization for Performance in Hospital Physician Radiology Division Kariadi Semarang " by census sampling techniques with the results of the study are significantly influence employee discipline and organizational culture together positively influence on employee performance.



CONCLUSION AND RECOMMENDATION

Conclusion

From the data analysis about the data analysis and discussion, this research concludes findings as follows:

1. There is an significant influence of Brand Image, Motivation and Work discipline simultaneously on Employee Performance in CV. Vio Catering.
2. There is an significant influence of Leadership Style partially on Employee Performance in CV. Vio Catering.
3. There is no significant influence of Motivation partially on Employee Performance in CV. Vio Catering.
4. There is an significant influence of Work discipline partially on Employee Performance in CV. Vio Catering.

Suggestion

1. In managerial role in CV. Vio Catering, should care about the Brand Image, Motivation and Perceived Quality. The company should focus on that factor because of the results of the analysis can be seen that there is a positive and significant effect between those variables on the company's product's Employee Performance.
2. For the next researcher recommended for the next researcher to analyze the factors or distribution channels outside of the researchers include in our model.

REFERENCES

- Algifari. 2000. *Analisis: Teori dan Kasus Solusi*. BPF. Yogyakarta.
- Aritonang, Keke.T. 2005. Kompensasi Kerja, Disiplin Kerja Guru Dan Kinerja Gutu SMP Kristen BPK PENABUR. *Jurnal Pendidikan Penabur*. No 4. Th IV. Jakarta.
- Armstrong, Michael. 1994. *Manajemen Sumber Daya Manusia: A Handbook Of Human Resource Management*. PT Elex Media Komputindo. Jakarta.
- Crimson, Sitanggang, 2005, Analisis Pengaruh Prilaku Pemimpin Terhadap Kinerja Pegawai Pada Sekretariat Kotamadya Jak-Bar. *Skripsi*, UNDIP Semarang.
- Dale, Robert. D. 1992. *Pelayan Sebagai Pemimpin*. Gandum Mas. Malang.
- Ferdinand, Augusty. 2006. *Metode Penelitian Manajemen. Edisi 2*. BP Universitas Diponegoro. Semarang.



- Ghozali, Imam. 2005. *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: BP Universitas Diponegoro. Semarang.
- Guritno, Bambang dan Waridin. 2005. Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja Dan Motivasi Terhadap Kinerja. *JRBI*. Vol 1. No 1. Hal: 63-74.
- Hakim, Abdul. 2006. Analisis Pengaruh Motivasi, Komitmen Organisasi Dan Iklim Organisasi Terhadap Kinerja Pegawai Pada Dinas Perhubungan Dan Telekomunikasi Provinsi Jawa Tengah. *JRBI*. Vol 2. No 2. Hal: 165-180.
- Handoko, T. Hani. 2003. *Manajemen Edisi 2*. BPF. Yogyakarta.
- Hasibuan, Malayu. 2004. *Manajemen Sumber Daya Manusia*. PT Bumi Aksara. Jakarta.
- Malthis, R.L dan Jackson. 2001. *Manajemen Sumber Daya Manusia*. Salemba Empat. Jakarta.
- Masrukhin dan Waridin. 2004. Pengaruh Motivasi Kerja, Kepuasan Kerja, Budaya Organisasi Dan Kepemimpinan Terhadap Kinerja Pegawai. *EKOBIS*. Vol 7. No 2. Hal: 197-209.
- Rosari, Reni. 2005. Analisis Gaya Kepemimpinan Dosen-Dosen Di Fakultas Ekonomi UGM Yogyakarta. *Jurnal Telaah Bisnis*. Vol 6. No 1. Hal: 87-109.
- Robbins, Stephen. P. 2006. *Perilaku organisasi*. Edisi Bahasa Indonesia. PT Indeks Kelompok GRAMEDIA. Jakarta.
- Robbins, Stephen. P. dan Mary Coulter. 2005. *Manajemen*. PT INDEKS Kelompok Gramedia. Jakarta.
- Rivai, Veithzal. 2004. *Manajemen Sumber Daya Manusia Untuk Perusahaan*. PT RAJA GRAFINDO PERSADA. Jakarta
- Rivai, Veithzal dan Basri. 2005. *Performance Appraisal: Sistem Yang Tepat Untuk Menilai Kinerja Karyawan Dan Meningkatkan Daya Saing Perusahaan*. PT RAJAGRAFINDO PERSADA. Jakarta.
- Sekaran, Uma. 2006. *Research Methode For Business: Metodologi Penelitian Untuk bisnis*. Salemba Empat. Jakarta.
- Setiyawan, Budi dan Waridin. 2006. Pengaruh Disiplin Kerja Karyawan Dan Budaya Organisasi Terhadap Kinerja Di Divisi Radiologi RSUP Dokter Kariadi Semarang. *JRBI*. Vol 2. No 2. Hal: 181-198.
- Siagian, Sondong. P. 2002. *Kiat Meningkatkan Produktivitas Kerja*. PT Rineka Cipta. Jakarta.
- Simamora, Henry. 1997. *Manajemen Sumber Daya Manusia*. STIE YKPN. Yogyakarta.
- Stoner, James. AF Dan R. Edward Freeman dan Daniel R. Gilbert. 1996. *Manajemen*. PT Prenhallindo. Jakarta.



- Suharto dan Cahyo. 2005. Pengaruh Budaya Organisasi, Kepemimpinan Dan Motivasi Terhadap Kinerja Sumber Daya Manusia Di Sekretariat DPRD Propinsi Jawa Tengah. *JRBI*. Vol 1. No 1. Hal: 13-30.
- Supranto, J. 2001. *Statistik: Teori dan Aplikasi*. Edisi keenam. Erlangga. Jakarta.
- Suranta, Sri. 2002. Dampak Motivasi Karyawan Pada Hubungan Antara Gaya Kepemimpinan Dengan Kinerja Karyawan Perusahaan Bisnis. *Empirika*. Vol 15. No 2. Hal: 116-138.
- Tampubolon, Biatna. D. 2007. Analisis Faktor Gaya Kepemimpinan Dan Faktor Etos Kerja Terhadap Kinerja Pegawai Pada Organisasi Yang Telah Menerapkan SNI 19-9001-2001. *Jurnal Standardisasi*. No 9. Hal: 106-115.
- Tika, P. 2006. *Budaya Organisasi Dan Peningkatan Kinerja Perusahaan*. PT Bumi Aksara. Jakarta.
- Yuwaliatin, Sitty. 2006. Pengaruh Budaya Organisasi, Motivasi Dan Komitmen Terhadap Kinerja Serta Pengaruhnya Terhadap Keunggulan Kompetitif Dosen UNISULA Semarang. *EKOBIS*. Vol 7. No 2. Hal: 241-256.

