



**LEADERSHIP STYLE AND MOTIVATION IMPACT ON EMPLOYEE PERFORMANCE  
AT THE FACULTY OF ECONOMICS  
UNIVERSITY OF SULTAN AGENG TIRTAYASA**

**Siti Epa Hardiyanti<sup>1)</sup>**

Universitas Sultan Ageng Tirtayasa  
siti.epa.hardiyanti@untirta.ac.id

**ABSTRACT.** This study aims to determine the effect of leadership style and motivation on employee performance at the Faculty of Economics, University of Sultan Ageng Tirtayasa.

The sample in this study was 40 respondents who were taken in 2013 from the population census employee of the Faculty of Economics, Sultan Ageng Tirtayasa University. The method of analysis used in this study is the method of multiple linear regression analysis by testing for partial test and simultaneous test (F-test and t-test).

The results showed that simultaneously there is a significant influence between leadership style and motivation on employee performance at the Faculty of Economics, University of Sultan Ageng Tirtayasa. Then, partially there is a significant influence between leadership style on employee performance, and motivation on employee performance. The meaning that a leader in improving the performance of his employees must pay attention to the level of motivation and leadership style provided by him.

**Keywords:** Leadership Style, Motivation and Performance.



## **INTRODUCTION**

Every organization or company in their activity operation has always hope to achieve their goals. The factor that can support their activity is capital, technology, natural resources, and human resources. To increase the firm value, the company's activities not only depend on the level of production, capital, and raw materials, but also on the human resources management system contained in the company.

The ability of employees on human resources management at the organizations is very important for the firm's ability. The generally of an organization believe that to achieve a firm value, the organization must optimization of individual performance of an employee, because the performance of an employee can influence team performances, and then can influence company performance. Performance is work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Prawirosentono, 2000). Performance appraisal of employees is usually based on job descriptions that have been prepared by the organization. Thus, the good and bad performance of employees is seen from their ability to carry out tasks in accordance with the work for which they are responsible.

Performance appraisal is an activity to measure or assess to determine whether an employee succeeds or fails in carrying out his work by using job standards as a benchmark. Performance appraisal in civil servants (PNS) is known as job performance appraisal (Government Regulation Number 10 of 1979). The performance appraisal is carried out using a work implementation assessment list (DP3), with the elements contained in it, including loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative, and leadership.

Mahmudi (2005) states that performance is a multidimensional construct that includes many factors that influence it. The influencing factors are personal, leadership, team, system, situational. In the business world, leadership style has a strong influence on the running of the organization and the survival of the organization. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision, and goals of an organization. Therefore, the challenges in developing organizational strategies must be clear, especially to give serious attention to fostering, mobilizing, and directing all potential employees in their environment to realize organizational stability and increase productivity that is oriented towards organizational goals.

In public organizations, subordinates work depending on the orders of the leader. If the leader does not have the ability to lead, then very complex tasks cannot be done properly. If managers can carry out their functions properly, the organization can likely achieve its goals. An organization needs an effective leader who can influence the behaviors of its members or subordinates (Alimuddin, 2002). So, a leader or a chief executive officer of an organization will be recognized as a leader if he can influence and be able to direct his subordinates towards organizational goals.

Motivation is something that gives energy or encouragement to humans to direct efforts or activities that direct them to meet their needs or goals. Motivation has always been the main concern of leaders because motivation is closely related to the success of a person, organization, or society in achieving its goals. Motivation is increasingly important because leaders share a job description with their subordinates so that they can be well integrated into the desired goals. Organizations not only expect to able, capable, and skilled employees, but most importantly they are willing to work hard and are willing to achieve maximum work results. Employees' abilities and skills are meaningless if they don't want to work hard.

The faculty of economics at University Sultan Ageng Tirtayasa is the one of faculty in University Sultan Ageng Tirtayasa that produce human resources in the field of Economics. The Faculty of

Economics, Sultan Ageng Tirtayasa University has the vision to make the Faculty of Economics a producer of quality and professional human resources in the economic field and have an entrepreneurial spirit. While its mission is to carry out higher education in the economic field for students to become competent scholars in their fields, carry out high-quality economic research, carry out community service in the economic field that is beneficial and provide satisfactory educational services for students.

Based on the first interviews with employees of the Faculty of Economics, Sultan Ageng Tirtayasa University, it was identified that there had been a decline in employee performance within the economics faculty of Sultan Ageng Tirtayasa University during the observation period. Performance is very important in the organizational workspace; all organizations expect employees to provide maximum performance. However, there are times when employee performance is not optimal as expected by the organization.

Quantitatively an indication of a decrease in performance is indicated by the high level of employee absenteeism as seen in the table below:

Table 1  
Employee absent data  
Economic Faculty of University Sultan Ageng Tirtayasa  
2013

Month	Number of Employees	Absent employee	Presentage (%)
January	40	2	5%
Febuary	40	2	5%
March	40	1	2,5%
April	40	2	5%
May	40	2	5%
June	40	2	5%
July	40	3	7,5%
August	40	2	5%
September	40	1	2,5%
October	40	4	10%
November	40	2	5%
December	40	2	5%
The average of absent			62,5/12=5,21%

Source: the data from an employee division of Faculty Economic University Sultan Ageng Tirtayasa

Based on the above can be seen that there were several employees who were absent at the Faculty of Economics, Sultan Ageng Tirtayasa University during 2013, and the highest occurred in December, with an average of 5.21% per month. Meanwhile, the standard that can be tolerated by the Faculty of Economics is 2.5% per month. The table shows an indication of a decrease in morale, namely high absenteeism, and high work errors (Alex S. Nitisemito, 1996).



Based on the data of the first interview on an employee of Faculty Economic, University Sultan Ageng Tirtayasa has obtained the data indicated that the employee has expected to get motivation in the form of training that can motivate an employee for work, then there is an attention of leader on an employee, and the harmonisation of relationship from a leader on employee.

Based on the description above, the following problems can be identified: work results that are not in accordance with the work plan result in the work program made by the organization not being optimal; The existence of employees who are often late for work and leave early results in the ineffectiveness of employees in carrying out their work; Lack of enthusiasm for employees in carrying out their duties due to lack of motivation from the leadership; Lack of leaders to reward employees who achieve good performance; The provision of work motivation to employees in the form of training has not been carried out optimally so that the awareness of employees to work based on their own awareness does not appear; Lack of harmonious relationship between leaders and subordinates.

The researcher concludes that it is necessary to improve the performance of employees in the Faculty of Economics, Sultan Ageng Tirtayasa University, through the application of a leadership style that is in accordance with the conditions at the Faculty of Economics, Sultan Ageng Tirtayasa University. The appropriate leadership style will increase employee performance. In these conditions, the leader must be able to encourage changes in employee attitudes to participate and obey the rules that have been made and feel loyal to the organization and the work it faces. Employees who have high motivation and discipline do not have the desire to leave their jobs, so this is the basic capital to encourage high productivity.

The main problem that will be studied in this study is the performance of employees at the Faculty of Economics, Sultan Ageng Tirtayasa University, which is not yet optimal. This is presumably because it is influenced by the leadership style and work motivation of employees. Based on the problem statement above, the research problem is only limited to the influence of leadership style and motivation on employee performance. In this study, the authors identify several research problems into several problems to be studied, namely how much influence leadership style has on employee performance at the Faculty of Economics, Sultan Ageng Tirtayasa University, how much influence motivation has on employee performance at the Faculty of Economics, Sultan Ageng Tirtayasa University, and how much the influence of leadership style and work motivation on employee performance at the Faculty of Economics, Sultan Ageng Tirtayasa University.

Thus, this study aims to determine whether leadership style and motivation can affect employee performance. Data were collected from 40 respondents consisting of permanent employees in the Faculty of Economics, Sultan Ageng Tirtayasa University.

## **LITERATUR REVIEW**

### **Leadership Style**

Leadership is the ability of leader to influence their subordinate to achieve the organization goals. According to Hani Handoko (2003:299), the function of leadership is the function of task-related and the function of group-maintenance. Every leader has a difference leadership style, but the goals is the same, that is to push the motivation of team work to get an achievement of organizations.

Leadership style is a method used by a leader to influence others. According to Malayu SP Hasibuan (2003:170), leadership style consists of Authoritarian Leadership, Participatory Leadership, Delegative Leadership, Situational Leadership.

Sing-Sengupta, Sunita (1997) in citation Fuad Mas'ud (2004), said that a leadership style consists of Authoritarian style, influence style, task-oriented style, participatory style.



### **Motivation**

T. Hani Handoko (2003:252), has argument that a motivation is “a person's personal circumstances that encourage the individual's desire to carry out certain activities in order to achieve goals”. Accordance with Hadari Nawawi (2003:351), motivation is “a condition that encourages or causes someone to do an act or activity that takes place consciously”. Anwar Prabu Mangkunegara (2002:95), said that a motivasion is “a condition that an actuating an employees to be able to work so that company goals will be achieved”. Meanwhile, according to Henry Simamora (2004:510), motivation is "a function of the individual's expectation that certain efforts will produce a certain level of performance which in turn will produce the desired reward or result".

From several definitions of motivation stated above, it can be concluded that motivation is a condition that encourages, stimulates or actuating a person to do something or the activities to do, so that can be achieve a goals. The goals and benefits of motivation according to Dr. Suwatno (2001:147) include: encouraging passion and enthusiasm for work, improving employee morale and job satisfaction, improving employee work effectiveness, maintaining loyalty and stability of company employees, increasing discipline and reducing employee absenteeism, streamlining employee procurement, create working relationships and good atmosphere, increase creativity and employee participation, improve employee welfare, increase employee's sense of responsibility towards their duties, increase efficiency in the use of tools and raw materials.

According to Peterson & Plowman in citation on Malayu S.P Hasibuan (2003;142), said that an employee have desire to work because he has a desire to live, a desire for position, a desire for power, a desire for recognition. Malayu S.P. Hasibuan (2003:99), said that a kind of motivation including is motivation positive and motivation negative.

Dr. Suwatno (2001:152), said that to get a motivation of work, the motivators needed are work performance; appreciation for the achievement of tasks and targets that have been set; nature and scope of work (interesting and promising work); an increase (progress); there is responsibility; the existence of administration and management as well as government policies; there is supervision; the existence of a relationship between individuals; Working conditions; salary and status; job security, rewards and work results; challenging job.

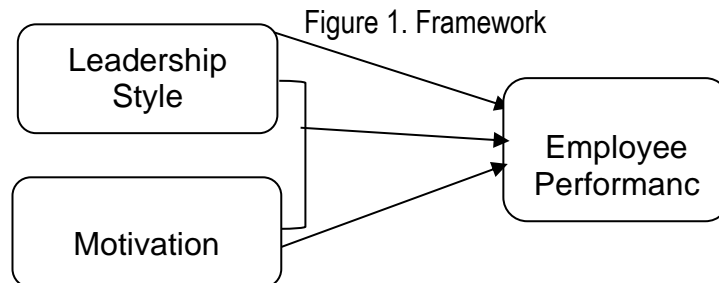
#### **Employee Performance**

Performance is the result shown by the employee in the form of quality and quantity of work in accordance with the provisions or existing work standards. Anwar Prabu (2007:67), said that the factor that can affect the achievement of performance are the ability of leadership factor and motivation factor.

McClelland in citation on Anwar Prabu (2007:68), said that a characteristic of employee who have high achievement motives is have high personal responsibility, dare to take risks, have high personal goals, have a comprehensive work plan, and aim to realize its goals, take advantage of concrete feedback in all work activities he does, look for opportunities to realize the plans that have been programmed.

From the descriptions above, it can be confirmed that the provision of motivation and leadership style is a very important variable in improving employee performance. The influence of motivation and leadership style on performance, can be described as shown below:





The hypothesis proposed in this study is:

1. There is an influence of leadership style on employee performance at the Faculty of Economics, Sultan Ageng Tirtayasa University
2. There is an influence of motivation on employee performance at the Faculty of Economics, University of Sultan Ageng Tirtayasa
3. There is an influence of leadership style and motivation on employee performance at the Faculty of Economics, Sultan Ageng Tirtayasa University

## RESEARCH METHOD

The type of research used in this research is exploratory, descriptive, and causal research. The total population used in this study were 51 employees. The sample used in this study were 40 respondents. The data collection technique used in this research is library research and field research.

The data processing and analysis process to test the hypothesis is formulated into the following equation:

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

Y = Employee Performance

a = constanta

b<sub>1,2</sub> = beta or numbers that the number of increases or decreases in the dependent variable based on changes in the independent variables 1 and 2 (X<sub>1</sub> and X<sub>2</sub>)

X<sub>1</sub> = Leadership style

X<sub>2</sub> = Motivation

The criteria for testing the hypothesis of the influence leadership style on employee performance are as follows:

H<sub>0</sub> : ρ = 0, there is no influence of leadership style on employee performance.

H<sub>1</sub> : ρ ≠ 0, there is an influence of leadership style on employee performance.

Hypothesis acceptance criteria:

a.  $t_{\text{statistics}} \leq t_{\text{table}}$ , H<sub>0</sub> acceptance and H<sub>1</sub> not acceptance, the meaning that there is no influence.

b.  $t_{\text{statistics}} > t_{\text{table}}$ , maka H<sub>0</sub> not acceptance and H<sub>1</sub> acceptance, the meaning that there is influence between all variable.

The criteria for testing the hypothesis of the influence motivation on employee performance are as follows:

H<sub>0</sub> : ρ = 0, there is no influence of motivation on employee performance.

H<sub>2</sub> : ρ ≠ 0, there is an influence of motivation on employee performance.

Hypothesis acceptance criteria:

a.  $t_{\text{statistics}} \leq t_{\text{table}}$ , H<sub>0</sub> acceptance and H<sub>2</sub> not acceptance, the meaning that there is no influence.

- b.  $t_{\text{statistics}} \geq t_{\text{table}}$ , maka  $H_0$  not acceptance and  $H_2$  acceptance, the meaning that there is influence between all variable.

The criteria for testing the hypothesis of the influence leadership style and motivation on employee performance are as follows:

$H_0 : \beta_1 : \beta_2 = 0$ , there is no influence of leadership style and motivation on employee performance.

$H_1 : \beta_1 : \beta_2 \neq 0$ , there is an influence of leadership style and motivation on employee performance.

Hypothesis acceptance criteria:

- a.  $F_{\text{statistics}} \leq F_{\text{table}}$ ,  $H_0$  acceptance and  $H_3$  not acceptance, the meaning that there is no influence.  
 b.  $F_{\text{statistics}} \geq F_{\text{table}}$ , maka  $H_0$  not acceptance and  $H_3$  acceptance, the meaning that there is influence between all variable.

The variables used in this study are leadership style as variable X1 (independent variable), motivation as variable X2 (independent variable), employee performance as variable Y (dependent variable). These variables can be operationalized as follows:

Table 2. Operational Variable

Variable	Variable Concept	Sub Variable	Indicator	Scale
Leadership style (X1)	a method used by a leader to influence others	1. Ability 2. Capability 3. Personality  (Ambar Teguh Sulistiani, 2008 : 22)	1. Have Knowledge 2. Have skills 3. Have a strong mentality 4. Have a talent	Ordinal Scale
Motivation (X2)	a personal of person's circumstances that encourage the individual's desire to carry out certain activities to achieve goals	1) Motivation Positive  2) Motivation negative	1. money, salary increase, bonus 2. Goods (facilities from the company) 3. Promotion 4. The right job description 5. Award certificate	Ordinal Scale
Employee Performance (Y)	the factor that can affect the achievement of performance are the ability of leadership factor and motivation factor	1) Quality 2) Quantity 3) Punctuality	1. Quality of Work 2. Quantity of Work 3. Knowledge and skills 4. Punctuality 5. Communication between employees 6. Cost control 7. Good service	Ordinal Scale

## RESULT AND DISCUSSION

Table 3  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.590 <sup>a</sup>	.349	.313	3.426	2.451

a. Predictors: (Constant), Motivation, Leadership\_Style

- b. Dependent Variable: Employee Performance
- The Pearson Correlation Coefficient (r) contained in the table above has an r value of 0.590 or 59 percent indicating a strong correlation between leadership style, motivation, and employee performance.
  - The coefficient of determination (R square) obtained a value of 0.349 or 34.9 percent, stating the magnitude of the influence of leadership style and motivation on employee performance is 34.9 percent and the remaining 65.1 percent is influenced by other factors.

Table 4.  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	12.216	3.218		3.796	.001		
1 Leadership_style	.426	.181	.333	2.361	.024	.883	1.133
Motivation	.440	.161	.386	2.736	.009	.883	1.133

a. Dependent Variable: Kinerja

$$Y = 12.216 + 0.426X_1 + 0.440X_2$$

The meaning that:

- If  $X_1$  (leadership style) changes by one unit, and  $X_2$  (motivation) considered constant, then the value of Y (employee performance) will increase by 0.426 or 42.6 percent.
- If  $X_2$  (motivation) changes by one unit, and  $X_1$  (leadership style) constant, then the value of Y (employee performance) will increase by 0.440 or 44 percent.

### Hypothesis Testing

#### 1) Hypothesis-1

$H_0 : \rho = 0$ , there is no influence of leadership style on employee performance.

$H_1 : \rho \neq 0$ , there is an influence of leadership style on employee performance.

Hypothesis acceptance criteria:

a.  $t_{statistics} \geq t_{table}$ ,  $H_0$  acceptance and  $H_1$  not acceptance, the meaning that there is no influence.

b.  $t_{statistics} < t_{table}$ , maka  $H_0$  not acceptance and  $H_1$  acceptance, the meaning that there is influence between all variable

Based on the table 4, can be seen a value of  $t_{statistics}$  is 3.361 greater than  $t_{table}$  is 2.024 ( $t_{hitung} 3.361 > t_{tabel} 2.024$ ). The meaning that  $H_0$  not acceptance and  $H_1$  acceptance. There is an influence of leadership style ( $X_1$ ) on employee performance.

#### 2) Hypothesis-2

$H_0 : \rho = 0$ , there is no influence of motivation on employee performance.

$H_2 : \rho \neq 0$ , there is an influence of motivation on employee performance.

Hypothesis acceptance criteria:

c.  $t_{statistics} \geq t_{table}$ ,  $H_0$  acceptance and  $H_1$  not acceptance, the meaning that there is no influence.

d.  $t_{statistics} < t_{table}$ , maka  $H_0$  not acceptance and  $H_1$  acceptance, the meaning that there is influence between all variable

Based on the table 4, can be seen a value of  $t_{statistics}$  is 2.736 greater than  $t_{table}$  is 2.024 ( $t_{hitung} 2.736 > t_{tabel} 2.024$ ). The meaning that  $H_0$  not acceptance and  $H_1$  acceptance. There is an influence of motivation ( $X_2$ ) on employee performance.



3) Hypothesis-3

Tabel 5.  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	232.413	2	116.207	9.899	.000 <sup>b</sup>
Residual	434.362	37	11.740		
Total	666.775	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Leadership\_Style

$H_0 : \beta_1; \beta_2 = 0$ , there is no influence of leadership style and motivation on employee performance.

$H_1 : \beta_1; \beta_2 \neq 0$ , there is an influence of leadership style and motivation on employee performance.

Hypothesis acceptance criteria:

$F_{\text{statistics}} < F_{\text{table}}$ ,  $H_0$  acceptance and  $H_3$  not acceptance, the meaning that there is no influence.

$F_{\text{statistics}} \geq F_{\text{table}}$ , maka  $H_0$  not acceptance and  $H_3$  acceptance, the meaning that there is influence between all variable

Based on the table 5, can be seen a value of  $F_{\text{statistics}}$  is 9.899 greater than  $F_{\text{table}}$  is 3.25 ( $F_{\text{hitung}} 9.899 > F_{\text{tabel}} 3.25$ ). The meaning that  $H_0$  not acceptance and  $H_1$  acceptance. There is an influence of leadership style ( $X_1$ ) and motivation ( $X_2$ ) on employee performance.

1. The influence of leadership style on employee performance

Based on the result, a leadership style have 42.6 percent influence on employee performance. The statement is obtained from the result of calculation the significant level of the one-tailed correlation coefficient with a significance number of 0.000, that the probability of significance is far below alpha of significance is 0.01 or 0.05, then the leadership style has a significant influence on employee performance. The result accordance with statement of Hani Handoko (2003:299), the function of leadership is the function of task-related and the function of group-maintenance. The Leadership style has a significant influence on employee performance. Then, The researcher concludes that a leader must use his style to actuating his employee by using his leadership functions.

2. The influence of motivation on employee performance

Henry Simamora (2004:510), motivation is "a function of the individual's expectation that certain efforts will produce a certain level of performance which in turn will produce the desired reward or result". Based on the result, a motivation have 44 percent influence on employee performance. The statement is obtained from the result of calculation the significant level of the one-tailed correlation coefficient with a significance number of 0.000, that the probability of significance is far below alpha of significance is 0.01 or 0.05, then the motivation has a significant influence on employee performance. The result doing prove that there are an influence of motivation on employee performance, with a motivation, an employee can increase their performance.

3. The influence of leadership style and motivation on employee performance

Anwar Prabu (2007:67), said that the factor that can affect the achievement of performance are the ability of leadership factor and motivation factor. Based on a finding data, a leadership style and motivation have 34.9 percent influence on employee performance. The result on table 5 from anova test, obtainable value of  $F_{\text{statistics}}$  greater than  $F_{\text{table}}$ , ( $9.899 > 3.25$ ), so that a leadership style and motivation have a significant influence on employee performance. Thus, a researcher concludes



that a leader must have his own style to actuating employees and to motivate an employee so that his employees can have good performance.

### **CONCLUSION**

Based on the data, the researcher concludes that simultaneously there is a significant influence between leadership style and motivation on employee performance at the Faculty of Economics, University of Sultan Ageng Tirtayasa. Then, partially there is a significant influence between leadership style on employee performance, and motivation on employee performance. So, it can be concluded that a leader in improving the performance of his employees must pay attention to the level of motivation and leadership style provided by him.

The result accordance with statement of Anwar Prabu (2007:67), who said that the factor that can affect the achievement of performance are the ability of leadership factor and motivation factor.



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