

The Effect of Leadership Style, Work Climate and Work Motivation on Job Performance at State University of Medan

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Abstract

The paper aims to find out information concerning with the effect of leadership style, work climate and work motivation on job performance at State University of Medan. This research was conducted in Medan by using a survey methods with path analysis applied in testing hypothesis. It involved 42 heads of study programs at State University of Medan as respondents that were selected randomly. It is found that (1) there was a direct positive effect of leadership style on work climate, (2) There was a direct positive effect of leadership style on work motivation, (3) There was a direct positive effect of work climate on work motivation, (4) There was a direct positive effect of leadership style on job performance, (5) There was a direct positive effect of work climate on job performance, and (6) There was a direct positive effect of work motivation on job performance. Because of the chosen research approach, the research results may lack generalizability. Therefore, researchers are encouraged to test the proposed propositions further. The paper includes implications for the development of leadership style, work climate and work motivation for a better job performance. This paper fulfils an identified need to study how leadership style, work climate, work motivation can affect job performance.

Keywords: leadership style, work climate, work motivation, job performance

INTRODUCTION

One of the impacts of globalization is the emergence of higher competition in every sector of life including in education. In higher education sector, the challenge and competition are getting higher and more complex which is caused by the international market expansion in educational sector on one side and by the internal dynamics of domestic education on the other. This can be seen from lots of opportunities which are offered incessantly to Indonesian university students for entering colleges in abroad. Those universities offer lots of facilitations for local students in gaining scholarships to abroad by establishing some sort of tests in Indonesian universities.

This phenomenon shows that university has been considered as a commodity in international market. It should be responded positively. The response can be in the form of efforts in enhancing the quality of domestic education in order not to fail to compete with overseas universities. This recent time, people's demand on university is not only for having the capability in producing qualified graduates in terms of academic, but also for having the capability in proving good accountability. Generally, people's demand on university covers quality assurance, quality control, and quality improvement.

Notice in education quality which emphasizes on the students' satisfaction on university is in order to attract the applicants, to serve and to maintain their existence in the university. The improvements of university quality including academic service quality are the efforts that have to be done continuously in order that the service to the students as the customers of higher education institutions can be done in optimal.

The higher education institutions' performance in Indonesia has not been as good as those in advanced countries including neighbor countries such as Malaysia and Singapore. This is caused by many

factors, and among other things is concerned with the problems of leadership, work climate, and work motivation of academic officers including the performance of the head of study programs in the university. The heads of study programs are the pioneers of the success of a university. If the heads of study programs performance is good, therefore the judgment on the university will be good too.

Several studies regarding performance are mentioned as follows. According to Gibson and Donnely (2009), performance is the result of behavior, cognitive and psychology. Meanwhile, Schermerhorn et al. (2003) give the boundary that performance is the quantity and quality of work or service which is given by a work unit as a whole. Furthermore, according to James A.F. Stoner (1996), performance is the work achievement that can be shown by an employee or worker which is the achieved achievement in a period of time in doing the work which is burdened based upon skill, experience and sincerity based on the standards and measurements of evaluation that have been established on the first place.

Moreover, Amstrong and Baron (1998) state that performance is influenced by four dominant factors that are (1) leadership factor which covers quality, guidance and motivation, (2) personal factor which covers motivation and commitment, skills and competences, (3) systemic factor which covers work facility and work system, (4) environmental factor which covers work environment atmosphere, internal and external elements.

The researcher limits the definition of performance as behavior based on the theory that is proposed by Colquitt (2009) that performance is an individual behavior which is based upon certain values in making contribution to the attainment of organization's objectives.

It has been mentioned above that someone's performance is among others influenced by leadership factor. Leadership problem is a factor that can determine the success of an organization. According to Richard L. Daft (2005), leadership is influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. Furthermore, Newstrom (2007) states that leadership influences the quality of work life, and then the quality of work life influences performance, work satisfaction, as well as worker development. In every organization, the role of the leader greatly determines the chops and changes of an organization. This is in line with the opinion of Gibson et al. (2003) who propose that the leader is the agent of change; the one whose actions can affect the others, even exceeding the actions of the others themselves. The leader has to try to influence and motivate the individuals to reach some objectives. As stated by Gibson that one of the indicators of effective result of an organization is extremely influenced by the leader's requirements and characteristics, behaviors, and situational variations. The requirements and characteristics of a leader can be seen from his/her ability, personality, and motivation. The behaviors of a leader can be seen from assignment orientation, personal orientation, structure making, giving opinion, transaction and transformation. Whereas, the situational variations can be seen from employees' needs, duty structure, authority position, reliance on leader, and group readiness. The effective leader will always face individuals, groups, and organization's objectives.

Whereas Buhler (2001) states that to be effective, leader overseeing self-managed teams cannot direct and control the team's effort. Instead, they must empower the team members so they can manage their own jobs. To be an effective leader, a leader has to be able to support the work of the team, encourage continuous development, empower the team members, engraft confidence that the team members can finish the work given, and create changes. Thus, the efforts of a leader effectively sustain the team work in gaining collective objectives.

According to James A. Stoner and Freeman (1994) leadership is the effort of directing and affecting the activities which related to the duties of the team members. There are three important implications from this definition which are (1) leadership should involve others, subordinates or followers, (2) leadership covers distribution of authority which is not the same between the leader and the team members, and (3) leadership is the ability to utilize several forms of authority to influence the behaviors of the followers by some sorts of ways. Whereas, Stephen P. Robbins (2008) states that leadership is the effort of someone in

influencing others in order that they have the willingness to do something for gaining their team's or organization's objectives.

Mullins (2005) states that there are a lot of variables which influence the leadership effectiveness in an organization, i.e. leader's characteristics, leader's type of authority, subordinates' characteristics, relationship between the leader and the team, types and characteristics of organization, types of achievable tasks, technology, organization structure and management system, types of problems and leader's decision characteristics, characteristics and influence of external environment, social and cultural structure of organization, and national culture influence.

From the aforementioned opinions of several experts, so it could be synthesized that leadership style is the way of behavior of the faculty leader (dean) which is applied to influence, direct the activities of the subordinates (heads of study programs) in order to reach the objectives of the study programs which can be measured by some indicators: work achievement, work standards, responsibility, and appreciating the subordinates.

Work climate is one of the important variables which can influence the success of an organization. Work climate is the atmosphere which covers the organization. In other words, work climate is the atmosphere or work situation in an organization. According to Robbins (1991), organization climate is the term used to cover a series of behavioral variables which refers to values, beliefs, and fundamental principles which play role as a foundation for an organization's management system. Moreover, Robbins explains that organization climate has at least five benefits. Basically, organization climate is the bind for the employees. The second is the benefit for the organization development. By the existence of organization climate, it is expected that the organization can be developed quantitatively and qualitatively. The third is the benefit for the human resources development. With organization climate, it is expected that human resources are not only expected to be obedient and loyal to the valid values and norms, but also, by these principles, humans will be more developing and developed. The fourth is the benefit for business development. In this occasion, that there is a meaningful enough relationship between organization climate and the level of organization performance. The fifth is the benefit for the customers. Customers or the people who are served are basically the most prominent and important clients.

According to A. Dale Timpe (1992), organization climate is the work atmosphere of an organization. The work atmosphere is a series of work environment characteristics which can be measured based on collective perception from the people who live and work in that environment. Besides, Schein (2004) states that organization climate is a basic pattern which is found or developed by a specific group, such as learning the solving of problems which are adapted from outside as well as integration from inside that has well-run and accepted officially. Therefore, it is needed to be thought by the new members as the right way to realize, think, and feel in relation to those problems. Thus, organization climate is a tool to solve problems in consistent way in order to be well-run for a certain group or institution in dealing with internal and external problems, so that it can be taught to the new as well as the old members.

Thus, organization climate functions as a means to unite the activities of the organization members that consist of a group of people with different background conditions. Furthermore, Robert C. Mill (1992) proposes that organization climate is the work environment or work situation which can be controlled or created such as the level of motivation of an employee. This milieu can be created by making a system of reward and punishment by up righting the standards, strict rules or norms, through maintaining communication among the employees which can arouse trustworthiness.

Work climate which cannot create work satisfaction and performance for the employees tends to encourage them to run away from their work and find the satisfaction from other activities out of their work. Herzberg (2002) states that there are two factors which influence someone in working, which are intrinsic and extrinsic factors. What are included in intrinsic factor are achieved achievement, acknowledgement, work environment, responsibility, and progress. While what are included in extrinsic factor are inter-personal

relation between leader and subordinates, supervision technique, administrative policy, work condition, and personal life.

Beside leadership and work climate, work motivation variable is one of important variables to improve the performance of the employees. Law and Globver (2000) says that motivation cannot be defined separately, but it has several meanings which explain will, desire, impulse, and movement of an individual. Whereas, Ivancevich (2007) states that motivation is the behavior and value which influence someone in acting which orient in objective. Motivation concerns on behavior or more specifically behavior is directed to objective. The main reason why the behaviors of workers are varied is because the objectives and needs of people are different as well. Several factors, such as social, cultural, heredity, and work, influence behavior. Therefore, to understand motivation, we have to learn about the employees' needs which are increasing. Moreover, Gibson et al. (2003) states that theories on motivation can be classified as satisfaction theory or process theory. Satisfaction theory centers on the internal factors of an individual which key up, direct, maintain, and stop the behavior which will result in good performance. Meanwhile, Argyris (1994) states that an individual is a complex organism and the organism can raise working power in him to arouse the needs in him. Furthermore, he says that there are two systems of value which are developing in organizations which have different characteristics. First, bureaucracy values which dominate organizational working practice. Second, democracy values which are oriented on humanistic. This is in line with what is stated by Stephen P. Robbins and Mary Coulter (2005) that work motivation refers to the processes that account for an individuals willingness to exert height levels of effort to reach organizational goals. Contidioned by the efforts ability to satisfy someindividual need. Although, in general. Moreover he says that moti-vation refers to effort exerted toward any goal, we're referring to orga-nizational goals because our focus is on work-related behavior. Then Robbins and Coulter says that there are three key elements from this definition, i.e. (1) organization effort, (2) organization target, (3) organization needs.

According to Greenberg (2008), motivation is a series of process stirs, organizes, and maintains human behavior on objective's attainment. Meanwhile, Newstrom (2007) states that work motivation is a series of internal and external power that causes the workers to choose ways of actions and directs to certain behaviors. These actions and behaviors will certainly be created in the form of achievement in order to reach organization's objective. This is in line with Colquitt's opinion (2009) that states that motivation as a series of power in full spirit which comes from the internal and external of the workers, starts the effort of work relationship, and determine the way (what are you going to do right now?), intensity (how hard are you going to work on it?) and perseverance (how long are you going to work on it?).

Moreover, it is explained that modern humans work not only because of being scared, threatened, directed, or just wanting to get paid. There are several reasons why people work, i.e. needs and demands to live, primary duty and function, performing impulse, consciousness of objective, healthy work environment atmosphere, and the fulfillment of personal needs.

Based on the aforementioned backgrounds, this study is aimed to examine the effect of leadership style, work climate, and work motivation on the work performance of heads of study programs in the State University of Medan.

METHODOLOGY

This study applied survey method of research with causal technique. Whereas to analyze the data, whether there was any effect among the variables, the path analysis was administered. This present study was administered in all of study programs in one of state universities in Medan, Indonesia. There were 42 heads of study programs that were chosen as the sample by applying Harry King Nomogram formula in this present study. The way was on the nomogram line, population size was taken as 53, and then a straight line was pulled intersecting the error rate of 5% and the obtained sample size was 80%. Thus the number of samples

obtained was 42 heads of study programs. While in assessing the performance of the head of the study program, three lecturers were taken as samples from each of the selected study programs.

This present study was purposively conducted to investigate the effect of one variable to other variables. There were four variables that were examined, i.e. (1) leadership style, (2) work climate, (3) work motivation, and (4) head of study program performance. The instruments that were used in this study were questionnaires. All of the instruments for collecting the data had been piloted and calibrated to examine the validity of each of the questionnaire item. The test of the instruments was done to 30 heads of study programs in three private universities in Medan. Those three universities were chosen as the site for testing the instruments because the number of population in those three universities was relatively similar with the assumption that the characteristics of the study programs were relatively similar among those universities.

Leadership style was the respondents' valuation towards the way of behavior of the faculty leader (dean) which was applied to influence and direct the subordinates' activities to reach the objectives of the study programs that was measured by administering the questionnaires which were filled by the heads of study programs as the respondents with these following indicators: (1) work achievement, (2) work standards, (3) responsibility, (4) appreciation, and applying five point Likert-scale: very often (5), often (4), fairly often, seldom (2), never (1).

Work climate was the respondents' valuation towards the work environment condition or work atmosphere which was supportive for the employees in administering their duties and works in the study program which was measured by applying questionnaires with these following indicators: (1) inter-personal relation, (2) reward and punishment, (3) facility, (4) work condition, and (5) policy, and applying five Point Likert-scales: very supportive (5), supportive (4), fairly supportive (3), less supportive (2), unsupportive (1).

Work motivation was the valuation of the head of study program towards the motivation to execute his/her duties in order to reach the work achievement which was suitable with the organization's objectives. The work motivation of the head of study program was gained by administering the questionnaires with these indicators: (1) the impulse to be responsible of duties, (2) the impulse to solve the problems at work, and (3) the impulse to perform well, with applying five point Likert-scale: strongly agree (5), agree (4), nor agree nor disagree (3), disagree (2), strongly disagree (1).

Performance was the valuation of the respondents (three lecturers) towards the work achievement of the head of study program which was the work result that he/she achieved in administering his/her main duties which was measured by these indicators: (1) professional development, (2) leading the implementation of education, research, and community service, (3) students' arrangement, and (4) budgeting and resources, which was obtained from the questionnaires by applying five point Likert-scale: very often (5), often (4), fairly often (3), seldom (2), never (1).

The data analysis was done through two phases, namely descriptively and inferentially. Descriptive data analysis was done to analyze the data collected in order to gain the general characteristics of distribution of value of each variable examined. Descriptive analysis was used in the data presentation of central criteria, i.e. mean, modus, median and range. The level of distribution covered variance and standard deviation. The data presentation implemented distribution list and histogram. Inferential data analysis was done in order to test the hypotheses by applying the path analysis. All hypotheses testing was done by using $\alpha = .05$. Before testing the hypotheses, the normality of the estimated regression error was firstly tested by using Lilliefors technique. The computation of the data of this present study was done by using data analysis package in Microsoft Excel and SPSS softwares.

RESEARCH RESULTS

Statistical test which was done to test the error distribution normality in this present study was the Lilliefors test. The result showed that estimated error came from normal distribution population. Then, the result of regression and linearity analysis showed significant results and therefore having real linearity

relation. The causal relationship among variables (leadership style, work climate, and work motivation towards the performance of the head of study program) can be seen as follows.

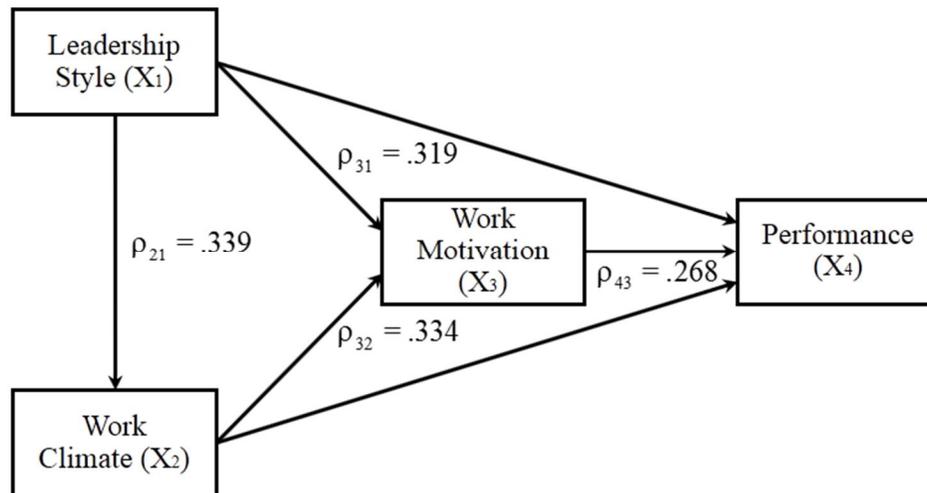


Figure 1. Causal Relationships among Variables (X1, X2, X3 and X4)

Summary of the result of analysis and statistical test towards the hypotheses can be seen in the following table.

Table 1. Hypotheses Testing

No.	Hypotheses	t hitung	t table	Result
1.	Leadership style affects positively directly towards performance	2.237	2.204	Significant
2.	Leadership style affects positively directly towards work motivation	2.354	2.203	Significant
3.	Leadership style affects positively directly towards work climate	2.279	2.021	Significant
4.	Work climate affects positively directly towards performance	2.328	2.024	Significant
5.	Work climate affects positively directly towards work motivation	2.466	2.023	Significant
6.	Work motivation affects positively directly towards performance	2.161	2.024	Significant

DISCUSSIONS

The first hypothesis which stated that leadership style affects positively directly towards the performance of the head of study program was found to be significant. Based on the empirical study in this research, it was found that leadership style was one of the variables which contributed directly towards the variable of the performance of the head of study program. Leadership style contributed 7.67% towards the performance of the head of study program. It means that 7.67% of the variation of changes of the head of study program performance was determined directly by leadership style.

This result confirms what was proposed by Amstron and Baron that performance was affected by four dominant factors, namely (1) leadership factor which covers quality, guidance and motivation, (2) personal factor which covers motivation and commitment, skill and competence, (3) systemic factor which covers work facility and work system, (4) situational factor which covers work environment atmosphere, and

internal and external elements. In line with above statement, according to Gibson, the leader's style/behavior, characteristics of subordinates/followers, and environmental factor altogether can motivate the employees to deliver satisfaction and performance. This result also confirms the finding from Fuller, Patterson and Stringer which was cited by Luthans which stated that the leaders with charismatic style had high performing followers and organizations. This finding suggests that leadership style should be based on two perspectives, namely process where a leader should use his/her influence in order to reach the objectives of the organization, and attitude where a leader should be able to show the attributes of a leader. Thus, this finding emphasizes the previous studies which proved that leadership style was a factor which significantly influence performance.

The second hypothesis which stated that leadership style affects positively directly towards work motivation of the head of study program was found to be significant. Based on the empirical testing of this research, it was discovered that leadership style was one of the variables which gave direct influence towards the variable of work motivation of the head of study program. Leadership style contributed 10.17% towards work motivation of the head of study program. This means that 10.17% of change variation of performance of the head of study program was directly determined by work motivation.

This finding is in line with Path-Goal theory. This theory is based on motivation expectation theory. Expectation theory is based on the idea that motivation can enhance someone's effort, which is moving from the expected improvement outcome. Based on that, leader's behavior is expected to be acceptable when the employees see that as a source of satisfaction or opening the way to satisfaction. Besides, leader's behavior is predicted to be motivation towards development: (1) reducing the obstacles, (2) preparing guidance and support which is needed by the employees, and (3) packaging meaningful reward for objective attainment. This finding supports the finding of Setiawan, Rifky, and Budi who found that democratic, authoritarian, and *laissez-faire* styles of leadership altogether affected work motivation of employees in PT. PLN (Persero) North Sumatra Regional Office. Moreover, Warsit Smat found that leadership style (autocratic, democratic, and *laissez-faire*) synchronously influenced positively significantly towards work motivation of employees in Regional Office VI of BKN Medan. Thus, this finding clearly clarifies the previous research findings which proved that leadership style was a significant factor towards work motivation.

The third hypothesis which stated that leadership style affects positively directly towards work climate of the head of study program was found to be significant. Based on the empirical testing of this study, it was found that leadership style was one of variables which gave direct influence towards work climate variable. Leadership style contributed 11.49% of work climate. That means that 11.49% of change variation of work climate was directly determined by leadership style.

This finding is in line with the statement of Steers and Potter who said that the productivity of the workers could be reached by only using the power of the leader. Strained and stressful work climate would not deliver performance that becomes the main source of the growth of innovative actions. Remembering that work climate is everything which is around the employee that can influence him/her self in delivering his/her duties, therefore it is possible that democratic leadership style of the leader of the heads of study programs could possibly enhance their performance. This finding confirms the finding of research done by Fatimah Suraya who found that there was a relationship between leadership style and work climate with the commitment of the organization of specialist doctors partners of PKU Muhammadiyah Surakarta hospital. Thus, this finding clarifies the findings of previous studies which proved that leadership style was a significant factor towards work climate.

The fourth hypothesis which stated that work climate influence positively directly towards the performance of the head of study program was found to be significant. Based on the empirical testing in this study, it was found that work climate was one of the variables which gave direct influence towards the variable of the performance of the head of study program. Work climate contributed 8.29% on the

performance of the head of study program. It means that 8.29% change variation of the performance of the head of study program was directly determined by work climate.

This finding is in line with what was found by Dwiyanto who found that there was a contribution of organization climate towards the performance of employees in the district office of Kendal regency with the amount of 20.89%. Furthermore, the conclusion which was drawn by Fiedler that joyful atmosphere which was combined with leadership style determined the effectiveness of the expected result and would cause satisfaction and performance in the end. This finding supports the finding of Vivi and Rolen who found that there was a positive effect of organization climate towards the performance of employees in PT Graha Tungki Arsitektika Jakarta. This means that the atmosphere at work, a part of work satisfaction, is a component which has great influence on someone's productivity. Good work climate in form of the atmosphere which can give work satisfaction to the doers will lead to improved performance. Thus, this finding confirms the results of the previous studies which proved that work climate influences significantly towards performance.

The fifth hypothesis which stated that work climate affected positively directly towards work motivation was found to be significant. Based on the empirical testing of this study, it was found that work climate was one of the variables which gave direct influence towards the variable of work motivation of head of study program. Work climate contributed 11.16% on work motivation of the head of study program. It means that 11.16% change variation of work motivation of the head of study program was directly determined by work climate.

This finding is in line with what was found by Hermawan who found that there was an influence of organization climate towards work motivation of the structural officers in Kutai Kartanegara regency. Moreover, Mohd, Nasir, Zaliza found that there was a significant relationship between organization climate and work motivation. Thus, this finding confirms the results of previous studies which proved that work climate is a factor which significantly influences work motivation.

The sixth hypothesis which stated that work motivation affected positively directly towards performance of the head of study program was found to be significant. Based on the empirical testing of this study, it was found that work motivation was one of the variables which gave direct influence towards performance of the head of study program. Work motivation contributed 7.18% on the performance of the head of study program. It means that 7.18% change variation of the performance of the head of study program was directly determined by work motivation.

This is in line with the opinion of Armstrong and Baron who state that performance is influenced by four dominant factors which has been mentioned earlier. Besides, in line with what has been proposed by Stoner that someone's performance is influenced by internal and external factors. The internal factors that influence someone's performance among others are talent, interest, motivation and health. Meanwhile, the external factors among others are environment, tools, and management. This finding is in line with what was found by Listianto, Toni who found that there was a significant influence of work motivation towards performance of employees of PDAM Surakarata. Moreover, Hernowo Narmodo and M. Farid Wajdi found that motivation and discipline had positive influence towards employees' performance in BKD of Wonogiri regency. This finding indicates that joyful work condition surely will increase the performance of the people in the organization. Thus, this study confirms the results of the previous study which proved that work motivation is a factor which significantly influences performance.

LIMITATIONS

Conceptually the researcher limited the study on four variables which have direct influence or not, namely exogenous variables that cover leadership style, work climate, and work motivation towards the endogenous variable namely the performance of the head of study program. The investigated variables were

qualitative in nature, whereas the approach which was applied in this study was quantitative by using statistical tools that based on the theory.

The data were collected through Likert-scale instruments. In this technique, questionnaires were administered to measure the variables of leadership style, work climate, work motivation, and performance of the head of study program. The responses from the questionnaires tended to be more subjective in nature, of which were the opinions of the respondents in answering the questionnaire items individually. It was understandable even though in the questionnaires it had been explained that the questionnaire administration was only for the sake of research.

The conclusions of the research showed that the total positive direct influence of the variables (leadership style, work climate, and work motivation) towards performance of the head of study program was .459. Thus, there were other exogenous variables which have positive direct influence towards performance of the head of study program of about .541. Therefore, future research may investigate on that matter.

CONCLUSIONS

1. Leadership style of the faculty leader affects positively directly towards performance of the head of study program. It means that if the leadership style is improved, so it will cause the improvement of performance of the heads of study programs.
2. Leadership style of the faculty leader affects positively directly towards work motivation. It means that if the leadership style is improved, it will cause the improvement of work motivation of the heads of study programs.
3. Leadership style of the faculty leader affects positively directly towards work climate. It means that if the leadership style is improved, it will create the work climate or atmosphere which is supportive in gaining the organization's objectives.
4. Work climate affects positively directly towards performance of the head of study program. It means that if the work climate is conducive, it will cause the improvement of performance of the heads of study programs.
5. Work climate affects positively directly towards work motivation. It means that if work climate is conducive, it will cause the improvement of work motivation of the heads of study programs.
6. Work motivation affects positively directly towards performance of the head of study program. It means that if the work motivation is improved, it will cause the improvement of performance of the heads of study programs.

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