



# **THE INFLUENCE OF ORGANIZATION CULTURE, LEADERSHIP STYLE, AND MOTIVATION ON JOB PERFORMANCE: CAUSAL STUDY ON EMPLOYEES AT SOUTH BARITO REGENCY (2019)**

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## **ABSTRACT**

*This causal study is aimed at obtaining information related to the effect of organization culture, leadership style, and motivation on job performance. The research was conducted on December 2019 with 80 samples selected randomly. The data has been analyzed by path analysis after all variables were put into correlation matrix. The research reveals that there are direct effects of: (1) organization culture on motivation, (2) leadership style on motivation, (3) organization culture on job performance, (4) leadership style on job performance, (5) motivation on job performance.*

*The research findings also shows that job performance is directly effected by leadership style and motivation. It is also found that motivation is directly effected by organization culture and leadership style. This findings conclude that any changes on job performance are effected by leadership style and motivation. Therefore, the two factors should be put into consideration in improving the job performance.*

**Key words:** Organization Culture, Leadership Style, Motivation and Job Performance

**Cite this Article:** Dr. Stepanus, S.Hut.,MP, The Influence of Organization Culture, Leadership Style, and Motivation on Job Performance: Causal Study on Employees at South Barito Regency (2019). *International Journal of Marketing and Human Resource Management*, 11(3), 2020, pp. 01-12.

<http://iaeme.com/Home/issue/IJMHRM?Volume=11&Issue=3>

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## **1. INTRODUCTION**

The performance of government agencies often becomes the people's spotlight, especially since the emergence of a more democratic climate in government. People are starting to question the value they get for the services performed by government agencies. Even though much of the

budget has been spent, it seems that the public is not satisfied with the quality of the services or goods provided by government agencies.

In addition, so far the measurement and evaluation of successes and failures of government agencies in carrying out their main tasks and functions is difficult to be done objectively. This difficulty is mainly due to the fact that a system of measuring and evaluating performance has not yet been developed which informs the success rate of an organization.

Another difficulty is that the measurement of the level of performance of a government agency is still more emphasized on the agency's ability to absorb the budget. An agency will be declared successful if it can absorb 100% of the government budget, even though the results and impacts achieved from the implementation of the program are still far below the standard. Government agencies have so far tended to use a traditional approach to the budget which places the main emphasis on what is received and spent, not on the intended expenditure objectives.

An agency was established because it has goals to be achieved. In achieving its goals, each agency is influenced by the behavior and attitudes of the people contained in the agency. Therefore success to achieve these objectives depends on the reliability and ability of employees to operate work units in the agency, because the agency's goals can be achieved only because of the efforts of the actors contained in each agency.

Humans as one of the controlling elements, is the most important and major factor in all forms of organization. Important factors here are very complex in nature so it needs to get attention, treatment and special treatment in addition to other benefit factors. Human resources have a large role in an organization, especially to achieve organizational goals.

Success in achieving organizational goals is fully supported by employee behavior. Therefore, employees have an important role in forming / managing organizations and utilizing existing technology. Moreover, employees have a variety of responses that vary from organizational environmental pressures. In reality, the success of an organization is determined by the leadership developed in that organization and compensation given to members / subordinates to achieve these goals.

Discussing the problem of leadership is certainly inseparable from the problem of the figure and character of the leader himself. Ideally, effective leadership must be able to rely on five major forces, namely: good character: capability, competency, acceptable, and honesty. The last power, honesty, is a key force for other forces. Leaders who are well educated and knowledgeable, accepted by their groups, good managerial abilities, and authoritative because their character will add value to the development of the organization they lead if accompanied by honesty and openness.

It is often found in everyday organizational life that the success of a leader is determined not only by the superiority of his leadership, but also by the high quality of followership from his followers. In some cases, it is found that the effectiveness and quality of a leader's leadership can improve and develop with the help and support of implementing quality followerships from his followers.

Like a leader, the role of followers in an organization is not only as a worker or one of the resources (resources) that must be utilized as much as possible, but followers have a parallel with the leader as an individual. Therefore, the position, authority, responsibility, potential and all abilities that exist in them must be able to be used for organizations more than just in the form of work and carry out their work functions. The importance of leaders in an organization is revealed in the following statement: in organizations, of course, requires a leader who can carry out management tasks or functions.

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Leadership is a humanitarian factor, binding a group together in motivating members. Without effective leadership (both formal and informal) individuals and groups tend to have no direction, are not satisfied, and are less motivated. The choice of system and leadership approach used by a manager or supervisor to motivate employees depends on the type of manager

Leadership in an organization that serves the wider community developed a strong staffing system with career development based on work performance, professional abilities, expertise and skills, and the mental stability of the apparatus through the efforts of training education, assignments, guidance and consultation, and through the development of motivation, a code of ethics, and healthy official discipline, supported by a robust staffing information system and, supported by a strong staffing information system and, complemented by a fair rewarding system.

This is because every leader can exert influence on his subordinates, for example on job satisfaction, commitment, productivity, performance and others. While for the organization itself in achieving its goals, it really needs the participation of people who are members of the organization.

The achievement of agency / organization goals does not only depend on modern equipment, facilities and infrastructure are complete, but even more so

depends on the humans who carry out the work. Therefore, qualified employees are employees who carry out their work and are able to provide good work results or have high work performance required by agencies / organizations to achieve goals. Because basically the success of the institution / organization as a whole is a contribution from the work of its employees.

The leadership style of an organization's leaders can determine the success or failure of overall organizational goals. Therefore, in an effort to increase the role of employees, the implementation of communication principles needs to be further improved and the leadership style needs to be considered. A harmonious relationship between employees and leaders is a problem that needs attention when connected with job satisfaction.

As time has passed that demands a lot of change, many organizations today feel the need to change the culture of the institution to ensure its survival or to obtain more competitive benefits.

The performance of an agency cannot be successful or cannot be achieved well, this is because every employee or actor in an organization or agency has not yet donated their power and abilities according to the needs of the agency and the leadership does not yet know how to measure the level of labor contributions in the form of performance employees and do not yet know when employee performance must be assessed so that employees do not work optimally.

In this case there is actually a very close relationship between individual performance and agency performance. In other words, if the performance of individuals / employees is good, it is likely that the performance of agencies will be good too. The employee's performance will be good if he has high skills, is willing to work because he is paid or paid according to the agreement and has hope for a better future. Employee performance is the result of their perceptions of their work. In addition, employee performance is the result of their perceptions of their work. Based on several factors in the work environment, such as the working conditions experienced by employees, policies and procedures, leadership style, work group relations, and additional benefits. On the other hand the high and low performance of employees is also influenced by the compatibility of employees with one's personality.

One of the factors of a person's personality related to employee performance is organizational culture. It often happens that the organizational culture of employees in agencies

becomes down, even though previously had good achievements. This problem will become a time bomb for agencies if the organizational culture of employees is not properly addressed. Problems with formal education levels, years of service and salaries are some of the reasons for the possibility of employee organizational culture going down.

Humans work has a goal to be able to meet all the needs of his life. But that does not mean that they work solely to get money, because human needs are not only limited to physical and biological needs, and all these needs need to be met.

Fulfill all the needs of workers will be able to stimulate employee morale. The leader must be able to determine how many employee needs must be met first. Knowing the needs of employees will be able to prevent or at least minimize the emergence of staffing problems that exist within the agency.

Starting from the thought that absolute employee performance must be strived to remain high, efforts are needed to arouse positive motivation, build a better organizational culture and leadership factors that can create a more conducive work atmosphere which is very necessary to do.

The situation above is the background of the writer to conduct further research. The title research "The Influence of Organizational Culture, Leadership Styles, and Work Motivation on Employee Performance"

## **2. LITERATURE REVIEW**

### **2.1. The performance**

Campbell (2009: 195) cites Cardy's statement that Performance management is a process of defining, measuring, appraising, providing feedback on, and improving performance. From this understanding it can be explained that Managing performance should be carried out collaboratively and cooperatively between Employees, Leaders and organizations, through understanding and explaining performance in a framework of planned goals, standards and competencies that are mutually agreed upon.

### **2.2. Organizational culture**

According to Colquitt, Lepine and Wesson (2008: 546) that organizational culture as the shared social knowledge within an organization regarding the rules, norms and values that shape the attitudes and behaviors of its employees. This statement implies that in culture it contains ideal values that are believed by someone, it does not have to be informal, but its existence can be felt and believed by people involved in behavior.

Organizations. Furthermore, Newstrom and Davis (2002: 91) say Organizational Culture is the set of assumptions, beliefs, values, and norms that are shared by the organization's members.

Of the two opinions, organizational culture is a set of values that helps members of the organization to know the actions that are acceptable and the actions that are not acceptable. Understanding a set of values shows that the values contained in the culture of an organization are considered to be able to meet their needs at a certain time and therefore the person has an interest in those values.

### **2.3. Leadership Style**

The issue of leadership has received attention from various experts, because this phenomenon shows its role which is often decisive in the life of the state and society. Leadership does not

only mean leading to people, but also leading to change. A leader not only influences subordinates, but also as a source of inspiration and motivation for subordinates. Therefore,

Robbins and Judge quote the opinion of Stogdill (1999) that Leadership as the ability to influence a group toward the achievement of vision or set of goals. leadership is also a process of influencing group activities, with a view to achieving goals and work performance.

Other opinions about the role of leadership / manager, as revealed by Minzberg (1973) in Yukl (2006: 29) such as figure heads, leaders, liaison, monitors, disseminators, spokesmen, entrepreneurs, disturbance handlers, resource allocators, and negotiators.

Leadership is also a process of influencing group activities, with a view to achieving goals and work performance. In line with House et al cited by Gary Yukl (2006: 21) defines that Leadership is the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organization. This understanding states that a leader not only influences subordinates, but also as a source of inspiration and motivation for subordinates

## **2.4. Motivation**

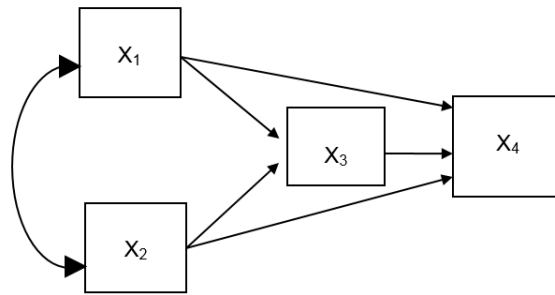
Various terms are used to refer to the word 'motivation' (motivation) or motive, including the need (need), urge (urge), desire (wish), and encouragement (drive). In this case, the term motivation will be used which is interpreted as a condition in a person's personality that encourages the desire of individuals to carry out certain activities. No job, no matter how its shape and design, and no matter how much the reward, can overcome the interests of employees and prospective employees, without motivational effort. If they do not have a concern for their work, employees will not try to do their jobs properly and productively. Motivation is the driving force for work and achievement, and which is the basis of efforts to design jobs so that they are attractive, so that employees want to do their jobs.

Motivation is defined by Gibson that Motivation is forces acting on an employee that initiates and direct behavior (2004; 126) Motivation is the willingness of individuals to put forth high effort to achieve organizational goals. Motivation is an effort that can give impetus to someone to take the desired action, while the motive as someone's power to act. Because one's behavior tends to be goal oriented and driven by the desire to achieve certain goals.

## **3. RESEARCH HYPOTHESIS**

Based on theoretical studies and thinking frameworks as described above, the following research hypotheses can be formulated.

1. There is a direct positive influence on organizational culture on work motivation.
2. There is a direct positive effect on leadership style on work motivation.
3. There is a direct positive influence on organizational culture on performance.
4. There is a direct positive effect on leadership style influences work motivation.
5. There is a direct positive effect Work motivation affects performance.



**Figure 1** Hipotetic Model

#### Information

X<sub>1</sub> = Organization Culture

X<sub>2</sub> = Leadership Style

X<sub>3</sub> = Motivation

X<sub>4</sub> = Job Performance

## 4. RESEARCH METHODOLOGY

This study aims to obtain an accurate and reliable picture and understanding of the influence of organizational culture, leadership style and motivation on the performance of South Barito Regency Government employees. The research was carried out at the Regional Government Office of South Barito Regency, from September to November 2019.

The population for this study consisted of service officials in the South Barito District. Affordable population is echelon IV employees totaling 445 employees used as a sample framework. Thus the results of the study can represent the employees of the South Barito Regional Government, as a whole.

While the number of samples is 80 employees who occupy echelon IV positions in South Barito Regency, using simple random sampling method. Questionnaire distribution technique is to entrust it to the department and take it within the agreed timeframe.

This research was conducted through quantitative field studies using a questionnaire sent to respondents. The questionnaire contains a number of statements with explanations so that respondents can fill out the questionnaire correctly. Direct communication is also carried out with respondents in order to guarantee the objectivity / honesty of filling out the questionnaire, other than as an effort to return the completed questionnaire to the maximum.

## 5. RESULT

The data description presented in this section includes data variables: organizational culture (X<sub>1</sub>), leadership style (X<sub>2</sub>), motivation (X<sub>3</sub>), performance (X<sub>4</sub>), .. As explained in the previous chapter, this study is causal which examines the complexity of the relationship between the variables studied, where the type of variable used is endogenous variables: (a) the dependent variable, the intervening variable, and the exogenous or independent variable.

In this research, endogenous variables are performance (X<sub>4</sub>) and intervening variables are motivation (X<sub>3</sub>), while exogenous variables are organizational culture (X<sub>1</sub>) leadership style (X<sub>2</sub>).

## 5.1. Testing Requirements Analysis

**Table 1** Summary of Normality Test Results

No.	Variabel	Price $a_{Maks}$	Price Asymp. Sig	Conclusion
1.	X <sub>1</sub>	0,046	0,705	Normal
2.	X <sub>2</sub>	0,058	0,618	Normal
3.	X <sub>3</sub>	0,055	0,970	Normal
4.	X <sub>4</sub>	0,094	0,475	Normal

Based on the table above it appears that the Asymp Price. Sig is greater than 0.05. Data X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub> and X<sub>4</sub> are normally distributed.

## 5.2. Linearity Test

Linearity test analysis is done to test the relationship between variables, including fulfilling the requirement that these variables must have a linear relationship and significance of regression (significant). It is also used to find out how big the correlation of the variables that are causally related as a basis in calculating path analysis. Significant if  $F_{count} > F_{table}$ , for prerequisite linearity if  $F_{count} < F_{table}$ . Correlation coefficient value is a calculation number which states the level of strength of the relationship. The strength of correlation has a significant level of acceptance if  $t_{count} > t_{table}$ . The results of calculation / data analysis are summarized as follows.

**Table 2** Summary of Linearity Test and Significance of Regression Coefficients

Variabel	$t_{count}$	Sig	$F_{count}$	Sig	Conclusion
X <sub>1</sub> →X <sub>3</sub> X <sub>3</sub> = 38,827 + 0,583X <sub>1</sub>	3,133	0,000	32,592	0,000	Linear and Significant
X <sub>2</sub> →X <sub>3</sub> X <sub>3</sub> = 58,946 + 0,261X <sub>2</sub>	2,797	0,000	29,922	0,000	Linear and Significant
X <sub>3</sub> →X <sub>4</sub> X <sub>4</sub> = 10,689 + 0,997X <sub>3</sub>	5,152	0,000	60,150	0,000	Linear and Significant
X <sub>1</sub> →X <sub>4</sub> X <sub>4</sub> = 38,827 + 0,583X <sub>1</sub>	-0,589	0,000	29,017	0,000	Linear and Significant
X <sub>2</sub> →X <sub>4</sub> X <sub>4</sub> = 35,169 + 0,618X <sub>2</sub>	8,367	0,000	138,661	0,000	Linear and Significant

## 5.3. Path coefficient Hypothesis Test

### a. Model Testing

Testing the model made for this study (ie evaluating the suitability of the model with the data) produced a reasonable level of suitability so that the model constructed was appropriate to be used to test the research hypothesis and then the results of the research hypothesis test were obtained.

If  $W_{count} \geq \chi^2_{table}$ , the result is obtained that  $W_{count} \geq \chi^2(1; 0.05) = 481.49 \geq 101.87$ , then the model is significant. This means that the empirical model obtained has the ability to explain about phenomena namely organizational culture variables, leadership style, and motivation on performance is good.

**b. Hypothesis test**

Research hypothesis testing will be conducted for each hypothesis successively starting from the first hypothesis regarding the direct influence of organizational culture (X1) on motivation (X3), the second hypothesis regarding the direct influence of leadership style (X2) on motivation (X3), the third hypothesis regarding the direct influence of organizational culture (X1) on performance (X4), the fourth hypothesis regarding leadership style (X2) on performance (X4), the fifth hypothesis regarding motivation (X3) on performance (X4) as follows.

**1. Sub-Structur 1 test**

influence testing X<sub>1</sub> to X<sub>3</sub>

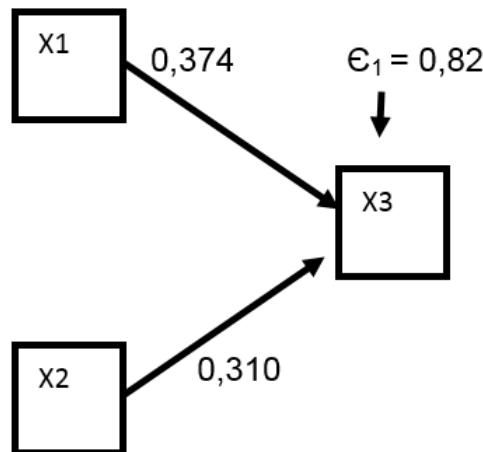
H<sub>0</sub> :  $\rho_{31} = 0$

H<sub>1</sub> :  $\rho_{31} > 0$

influence testing X<sub>2</sub> to X<sub>3</sub>

H<sub>0</sub> :  $\rho_{32} = 0$

H<sub>2</sub> :  $\rho_{32} > 0$



From the results of this path coefficient test proves that all path coefficients are significant namely the organizational culture variable (X1) to the motivation variable (X3), and the path X2 to X3 then the model is fit.

**2. Sub-Structur 2**

influence testing X<sub>1</sub> to X<sub>4</sub>

H<sub>0</sub> :  $\rho_{41} \leq 0$

H<sub>1</sub> :  $\rho_{41} > 0$

influence testing X<sub>2</sub> to X<sub>4</sub>

H<sub>0</sub> :  $\rho_{42} \leq 0$

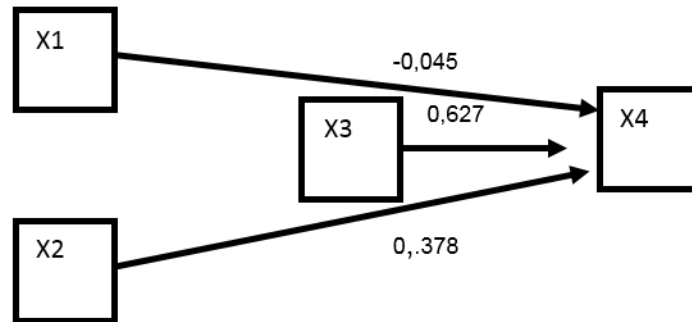
H<sub>1</sub> :  $\rho_{42} > 0$

influence testing X<sub>3</sub> to X<sub>4</sub>

H<sub>0</sub> :  $\rho_{43} \leq 0$

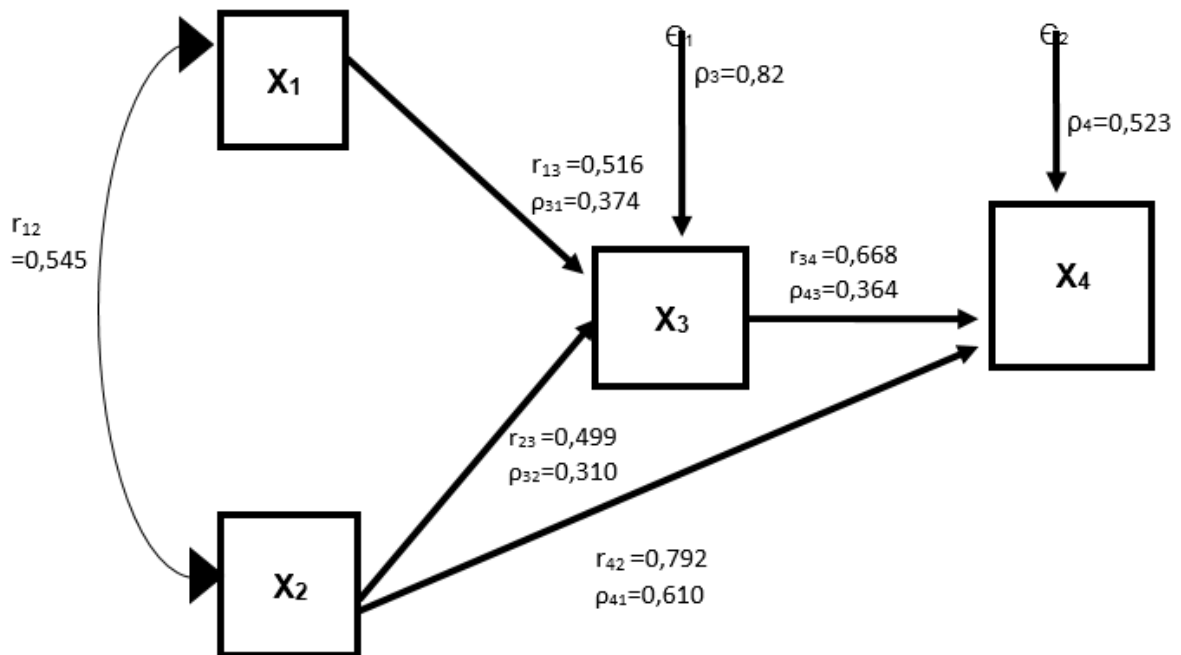
H<sub>1</sub> :  $\rho_{43} > 0$

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From the results of this path coefficient test proves that there is an insignificant path coefficient that is the organizational culture variable (X1) to the performance variable (X4), then the path X1 to X4 is eliminated, and the model needs to be improved by issuing the organizational culture variable (X1). Then it was tested again where organizational culture variables (X1) were not included (trimming models).

empirical causal relationship between variables X1, X2, and X3 with respect to X4 as follows;



the structural equation as follows:

$$X_3 = \rho_{31} X_1 + \rho_{32} X_2 + \rho_3 \epsilon_1 = 0,374X_1 + 0,310X_2 + 0,82\epsilon_1$$

$$X_4 = \rho_{43} X_3 + \rho_{42} X_2 + \rho_4 \epsilon_2 = 0,364X_3 + 0,610X_2 + 0,523\epsilon_2$$

**Table 3** Summary of path coefficients, direct effects and indirect effects.

Influence Variabel	Direct	Indirect through X <sub>3</sub>
X <sub>1</sub> → X <sub>3</sub>	0,374	0
X <sub>2</sub> → X <sub>3</sub>	0,310	0
X <sub>1</sub> → X <sub>3</sub> → X <sub>4</sub>	0	0,1361
X <sub>2</sub> → X <sub>3</sub> → X <sub>4</sub>	0,610	0,1128
X <sub>3</sub> → X <sub>4</sub>	0,364	0

**Table 4** Recapitulation of Hypothesis Test Results

No	Hypothesis	Statistic Test	Decision $H_0$	Summary
1	Organizational Culture directly influences Motivation	$H_0 : \rho_{31} = 0$ $H_1 : \rho_{31} > 0$	$H_0$ rejected	Has direct influence (significant)
2	Leadership style directly influences motivation	$H_0 : \rho_{32} = 0$ $H_1 : \rho_{32} > 0$	$H_0$ rejected	Has direct influence (significant)
3	Organizational Culture directly influences Performance	$H_0 : \rho_{41} = 0$ $H_1 : \rho_{41} > 0$	$H_0$ received	Has no direct influence
4	Leadership style directly influences performance	$H_0 : \rho_{42} = 0$ $H_1 : \rho_{42} > 0$	$H_0$ rejected	Has direct influence (significant)
5	Motivation has a direct effect on performance	$H_0 : \rho_{43} = 0$ $H_1 : \rho_{43} > 0$	$H_0$ rejected	Has direct influence (significant)

## 6. CONCLUSIONS AND IMPLICATIONS

### 6.1. Conclusions

In this study intended to look for factors that affect performance. This study uses a survey method, which aims to find a general picture of organizational culture, leadership style, and motivation.

The study population was all employees of the South Barito Regency Government of Central Kalimantan, totaling 445 employees. The research sample is part of the study population, totaling 80 employees taken by simple random sampling (Simple Random Sampling)

Based on the results of the statistical calculations can be concluded :

1. There is a positive direct influence on organizational culture on motivation. This is shown by the path coefficient of 0.374 with a t value of  $3.133 > t$  table of 2.375 ( $\alpha = 0.01$ ) and the magnitude of the positive direct influence of organizational culture on motivation by 37,4%. This shows that organizational culture is constantly and stably having a positive and significant effect on motivation, changes in organizational culture will be followed by changes in motivation. These changes can be described if the organizational culture increases, then it is followed by increased motivation.
2. There is a positive direct effect of leadership style on motivation. This is shown by path coefficient 0.310 with a calculated t value of  $2.797 > t$  table of 2.375 ( $\alpha = 0.01$ ) and the magnitude of the positive direct influence of leadership style on motivation by 31%. This shows that the leadership style is constant and stable positive and significant effect on motivation, changes in leadership style will be followed by changes in motivation. These changes can be described the ability of leadership styles to increase, then followed by increased motivation.
3. Organizational culture does not directly affect performance but does not directly influence motivation. This is indicated by the path coefficient test results - 0.045 with t count value of  $-0.598 > t$  table of 2.375 ( $\alpha = 0.01$ ) and the magnitude of the indirect influence of organizational culture on performance through motivation of 0.361. This shows that organizational culture does not significantly influence performance.

4. There is a positive direct influence of leadership style on performance. This is shown by the path coefficient of 0.398 with a t value of  $8.336 > t$  table of 2.375 ( $\alpha = 0.01$ ) and the magnitude of the positive direct effect of leadership style on performance of 39.8%. This shows that the leadership style is constant and stable positive and significant effect on performance, changes in leadership style will be followed by increased motivation.
5. There is a positive direct effect of motivation on performance. This is indicated by the path coefficient of 0.364 with a t value of  $8.3367 > t$  table of 2.375 ( $\alpha = 0.01$ ) and the magnitude of the positive direct influence of leadership style on motivation by 36,4%. This shows that the leadership style is constant and stable positive and significant effect on performance, changes in leadership style will be followed by increased performance.

In this study there are three exogenous variables, namely organizational culture, leadership style and motivation which have a significant direct effect on work motivation. While one exogenous variable of organizational culture, and one endogenous variable, namely work motivation, has a significant effect on performance. The findings show that work motivation is the most dominant variation directly affecting performance.

## 6.2. Implication

Employee performance in organizations can be optimized if supported by the relationship patterns of human resources and work systems that are applied then it can increase the development of human resources in the work environment. This is reasonable because human resources are one of the determining elements in the implementation of a work system. Improving employee knowledge and skills through training is one of the efforts in creating a conducive atmosphere in the work environment so as to improve performance. By increasing the intensity of abilities and knowledge both formally and informally, and its application in work provides expectations for improvement in employees will be able to improve the accuracy of work motivation and have implications for employee commitment to the organization.

A leader besides being an inspirator is also a motivator for his subordinates, so that employees can work actively and without pressure, so that organizational goals can be achieved. Likewise superiors' leadership style affects individual work motivation both technical and non-technical which have implications for performance.

A leader may not listen or rely on someone whose abilities are considered inadequate. Someone who has the skills and ability to carry out what he says will be done, can do a consistent style of leadership and motivation related to reliability, predictability, and good consideration of someone in handling situations can be an indicator in the assessment of that person.

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