

Influence of Democratic Leadership Style, Motivation, and Work Environment on The Performance of Private University Employees in East Java

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ABSTRACT

The most decisive factor in the construction of the campus is leadership. The Private University of East Java is led by a Chancellor. In this case, a leader or Chancellor becomes the locomotive towards which the organization will be brought. Leadership style will affect employee performance in a company or organization. Therefore, a leader must have the skills, creativity, emotion, and good intelligence to lead his employees at work. The variables analyzed in this study were democratic leadership style, motivation, and work environment on employee performance. The results of the study show (1) that Democratic leadership has a positive and significant effect on employee performance at the Private University of East Java. (2) Work motivation has a more dominant influence on employee performance at the Private University of East Java.

Keywords: Democratic leadership style, Motivation, Work environment, Employee performance

I. INTRODUCTION

With the implementation of the ASEAN Economic Community (2015), Indonesian universities must be able to compete with the universities of ASEAN member countries through quality improvement. One of the requirements to become a quality Higher Education, with the achievement of the title of World Class University as a parameter, is that 40 percent of lecturers have doctoral degrees and each lecturer publishes two articles in the category of international journals per year (Dirwan, 2014). PT in Indonesia, especially in Private Universities, is still difficult to achieve because of the limited ability to improve the quality of lecturers and the lack of funding to develop research. Private University in East Java is a university that provides optimal services to Students as Service Users in the education sector. A very decisive factor in the construction of the campus is the leadership factor. The problem of higher education in Indonesia in the strategic plan of the Ministry of Technology Research and Higher Education (2015) states that the quality of higher education is still relatively low in the context of universities and study programs indicated by the majority of universities only accredited C and still, few who get accreditation A or B. Universities in Indonesia are also not able to compete with universities in other countries even still lag behind the countries in Southeast Asia.

Good management of universities must be supported by human resources, consisting of lecturers and education personnel who have relevant and reliable competencies in adequate numbers. Lecturers are the main human resources in the process of forming quality added value in students who are guided, for the field of science that is closed, and the welfare of the community, so the performance of lecturers must get attention. In efforts to produce high-quality educational services, the quality of Human Resources in the field of

education needs to be improved through the development of the quality of educational institutions. One of the efforts to improve the quality of educational institutions is through improving the performance of lecturers in carrying out the learning process.

Private Universities in East Java are led by a Rector. In this case, a leader becomes the locomotive in which direction the area will be brought. Leadership style will affect the performance of employees in a company or organization. Therefore, a leader must have good skills, creativity, emotions, and intelligence to lead his employees at work. To be a leader with human skills means being sensitive to the needs and motivations of others and considering the needs of others in decision-making (Katz, 1955).

A good leader must be able to motivate his subordinates so that they always provide good performance for the company or organization. According to Siagian (2012), employee performance is influenced by several factors, namely; salary, work environment, organizational culture, leadership style, job satisfaction, and other factors. According to Noe, et al. (2003) leaders should be sensitive to the "flow" of team processes, paying attention to the smallest problems to get rid of potential problems that could interfere with teamwork.

Paying attention to employee needs and employee problems in their performance is a good thing to motivate employees to work better. Considering the human resource factor is very important for the course of a company and organization. Schumacher in Massoudi (2016) stated that the main capital of development is human resources, not material resources or money. The latter is secondary, while human resources are primary. On this side, it clearly shows that human resources determine the survival of an organization (including local government organizations), especially in the era of synergistic macro order dynamics that are very thick



with dynamic accelerometer nuances. Paying attention to employee needs and employee problems in their performance is a good thing to motivate employees to work better. Considering the human resource factor is very important for the course of a company and organization. Schumacher in Massoudi (2016) stated that the main capital of development is human resources, not material resources or money. The latter is secondary, while human resources are primary. On this side, it clearly shows that human resources (HR) determine the survival of an organization (including local government organizations), especially in the era of synergistic macro order dynamics that are very thick with dynamic accelerometer nuances. Employees as individuals in an organization are the most important part because they have a big role in determining the success of the achievement of organizational goals. As the most important organizational asset, the functions, and roles of employees are needed to maximize the performance, productivity, and effectiveness of the organization through efficient work to generate added value for the organization.

The services provided by human resources are expected to be able to produce innovations by providing services that are faster, precise, easy, cheap, effective, and efficient. So that it creates satisfaction that not only grows in the community as a service recipient but also in the human resources concerned as service providers. By looking at the role and function of human resources, it is certainly very reasonable for a University to create professional human resources, and have high integrity in working by upholding the attitude of professionalism and moral values that are thick with honesty, loyalty, and commitment.

A conducive work environment will be created if there is a good cooperative relationship between individuals from all elements of the organization by not looking subjectively and seeing with various considerations in fairness. The work environment is divided into two, namely physical and non-physical work environments. The work environment is more focused on the physical condition of the workplace because, in the absence of disturbances in the work environment, employees will be able to work well (Ferina, 2008). It can be said that the physical work environment is everything around employees that can be seen and felt and then give side effects both negative and positive to the results of work. Based on the above information, it can be concluded that the work environment affects the performance of employees who are seen from the employee's work environment itself, which is related to work between employees, relations between leaders and subordinates, temperature, noise, lighting and cleanliness.

Leadership style can bring changes to the improvement of organizational performance. Some research results conclude that leadership style affects the performance of an organization because the leadership style has the power to play with the emotions of each employee. Leaders set the

course by developing a vision of the future and finding ways to overcome obstacles in achieving goals (Robbins, 2006).

Leadership is always associated with the ability to influence a group within the organization in achieving goals. In line with Robbins, Davis (1996) asserts that the responsibility of a leader is to push the group toward achieving useful goals. Members of a group or organization need to have something useful to do and something that can be done with available resources and leadership. In addition, the ability to lead is the ability to motivate, influence, direct, and communicate with his subordinates. A leader's leadership style must be able to provide motivation or encouragement to employees, where the motivation process depends largely on the leader's ability to influence subordinates to realize organizational goals. In the development of an organization or a company the leadership style, motivation, and work environment are directly proportional to the improvement of the performance of the employee, thus the organization will feel the impact in the form of achieving the goals and targets that have been set by the organization. To maintain the achievement of organizational goals can continue to be carried out, then one way in a positive way is to provide motivation, or improvement of the work environment and leadership style that is correct will be one example of success in managing good employee performance so that the goals of an organization can be achieved under those set from the beginning.

To improve employee performance that is expected, it is considered necessary to conduct research that tests and analyzes factors that affect employee performance. A very common and almost always studied factor in the assessment of employee performance is the role factor of leadership style, motivation, and work environment. Leadership style and work environment are expected to create employee job satisfaction. Perceived job satisfaction will cause motivation to produce expected employee performance. Employees are also required to be able to carry out the duties assigned to them professionally, work hard, be disciplined, be honest, have high loyalty, and be full of dedication to the success of their work (Hamid and Rowi, 2003).

II. LITERATURE REVIEW

Understanding Performance

The understanding of performance can be interpreted variously. Some experts view it as the result of a process of completing work, while others understand it as a necessary behavior to achieve the desired result. For there to be clarity about performance, there will be some understanding about performance. According to Bernardin and Russel (1998: 239), performance can be defined as "Performance is defined as the record of outcomes produced on a specified job function or activity during a period". In the opinions of Bernardin and Russel, performance tends to be seen as the result of a process of work whose measurements are carried out within a certain period. A more comprehensive opinion was presented by

Brumbrach (1998) as performance means behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right – the product of mental and physical effort applied to tasks and can be judged apart from results. Brumbrach, in addition to emphasizing results, also adds behavior as part of the performance. According to Brumbrach, behavior is important because it will affect the work of an employee. Bastian (2001: 329) explained that the concept of performance can be seen in two ways, namely employee performance (perindividu) and organizational performance. Performance is an overview of the level of achievement of the implementation of tasks in an organization, to realize the goals, goals, mission, and vision of the organization. From some of these opinions, performance can be viewed from the perspective of results, processes, or behaviors that lead to the achievement of goals. Therefore, the task in the context of performance assessment, the first task of the organization leadership is to determine which performance perspective will be used in interpreting performance in the organization he leads.

Leadership Style

Davis (1996) defines leadership as the ability to invite others to achieve predetermined goals with passion. Locke (1991) defines leadership as the process of persuading others to take a step toward a common goal from these five definitions, some experts review from the point of view of relationship patterns, the ability to coordinate, motivate, the ability to invite, persuade and influence others.

Leadership is the attitude of individuals who lead various group activities towards goals to be achieved together. Leadership style is a behavior that a person uses when the person is trying to influence others. Most people consider leadership style to be a type of leadership. It is among others stated by Siagian (2012) that a person's leadership style is identical to the type of leadership of the person concerned. A leader's leadership style has its own unique and distinctive traits, habits, temperaments, character, and personality, to behaviors and styles that distinguish themselves from others.

Work Motivation

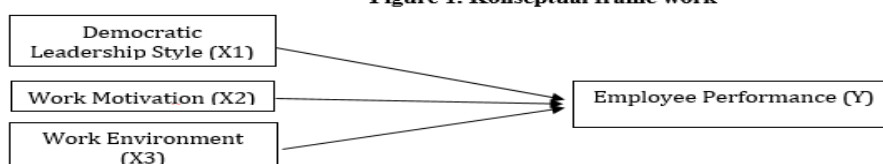
According to Kadarsiman (2012), work motivation is a driver for a person to do his job well, is also a factor that makes the difference between success and failure in many ways, and is a very important emotional energy for something new job. While another opinion motivation is the urge that individuals have to perform certain actions based on their needs (Cascio, 1995). On a corporate scale, the individual's motivation can be understood as the drive to achieve the goals of the company and himself (Robbins, 2006). Motivation

usually arises due to insatiable needs or needs that cannot be met. This need will cause pressure and voltage so that it will create a push or effort to meet its needs. When these needs can be satisfied, the individual will experience a decrease in pressure. Based on the above understanding, it can be concluded that work motivation is a driver or driver in a person to be willing to behave and work hard and well under the duties and obligations that have been given to him.

Work Environment

The work environment in a company needs to be considered, this is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and vice versa, and an inadequate work environment will be able to degrade employee performance. Working environment conditions are said to be good if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the work environment can be seen consequently over a long period. A poor work environment can demand more labor and time and does not support the acquisition of an efficient work system design. According to Robbins (2006), the work environment is an institution or force outside that has the potential to affect the performance of the organization, the environment is formulated into two namely the general environment and the special environment. The general environment is everything outside the organization that has the potential to influence the organization. This environment is in the form of social and technological conditions. A special environment is a part of the environment that is directly related to the achievement of an organization's goals. According to Render & Heizer (2001: 239), the work environment is the physical environment in which employees work that affects the performance, safety, and quality of employees' work life. A conducive work environment provides a sense of security and allows employees to be able to work optimally. The work environment can affect the emotions of employees, if the employee likes the work environment where the employee works, then the employee will feel at home at work to carry out activities so that work time is used effectively and optimally the employee's work performance is also high. The work environment includes the working relationship formed between fellow employees and the working relationship between subordinates and superiors and the physical environment in which employees work. According to Sedarmayanti (2009:31), a physical work environment is all physically shaped circumstances that exist around the workplace that can affect employees either directly or indirectly.

Figure 1. Konseptual frame work



Hypothesis

1. There is a significant influence between democratic Leadership Style, work motivation, and work environment on the performance of employees of private universities in East Java.
2. Democratic leadership style has a dominant influence on improving the performance of employees of private universities in East Java.

III. RESEARCH METHODS

This research was conducted at a Private University in East Java, based on the purpose of this research, then the research design is a causality research design. The approach used in this research is quantitative, the process begins with the preparation of theoretical models and analysis as the basis for submitting temporary questions (hypotheses), then continued with the operationalization of concepts, until the inference as a research finding. The nature of this study is to elaborate and explain (descriptive explanatory) which relates to the position of one variable as well as its relationship with another variable. The population in this study is all employees in the Private University in East Java. To get better generalizations of data, the census is used to take the number of the population.

The data obtained in this study is quantitative data sourced from the results of questionnaires on the democratic leadership style of work motivation, work environment, and employee performance at private universities in East Java and qualitative data that is a discussion based on quantitative data obtained. The data source used in this study is primary data collected with questionnaires given to respondents about democratic leadership style, work motivation, work environment, and employee performance.

The technique used for data collection in this study is by questionnaire method. Questionnaires that have been created will be distributed to respondents. In carrying out this trial there are several steps taken, namely: (1) Giving questionnaires to employees; (2) Providing a clear explanation of how to fill out the questionnaire; and (3) Invite employees to provide answers to questions and statements.

The variables used in this study are Free variables which include Democratic leadership style (X1); Work motivation (X2), and Work environment (X3) and Bound Variables are Performance (Y) with the following indicators:

Table 1. Research Variables and indicators

Variables	Indicators
Democratic Leadership Style (X1) Yukl (2005:7); Pierce and Newstrom, (2006).	Decision-making ability (X1.1) Motivating Ability (X1.2) Communication Skills (X1.3) Controlling Subordinates (X1.4) Responsibility (X1.5)
Work Motivation (X2) Mangkunegara (2006 : 24)	Basic needs boost (X2.1) A sense of security boost (X2.2) Social needs (X2.3) Self-esteem needs (X2.4) Self-actualization needs (X2.5)
Work Environment (X3) Sedarmayanti, (2001:21)	Relationships with co-workers (X3.1) Relationship between subordinates and leaders (X3.2) Work Facilities (X3.3)
Employee Performance (Y) Bernardin & Russell (2004:65)	Quality (Y1) Quantity (Y2) Timeliness (Y3) Effectiveness (Y4) Independence (Y5) Work Commitment (Y6)

Source: Data skunder, 2021

The data obtained by the research results are analyzed using: (1) Descriptive analysis used is a tabulation of data which then performs frequency distribution of research variables from questionnaires that have been filled out by respondents to produce output for decision making. This analysis is used to describe each research variable. (2) Multiple linear regression analysis is used to determine the influence of two or more free variables on one bound variable. This analysis is also useful for knowing which free variables are the most influential among other variables.

IV. RESULTS AND DISCUSSIONS

Multiple regression analysis is used to determine the influence of dependent variables (bound) over one or more independent variables as predictors. The essence of this study is to find out the influence of the variables of Democratic Leadership (X1), Work motivation (X2), and work environment (X3), on the Employee Performance variable (Y). To analyze this, multiple linear regression analysis is used. From the results of data processing using the help of computer programs SPSS 23 for windows obtained the results of the analysis as in the following table:

Table 2. Descriptive Statistics

Variablee	Mean	Std. Deviation	N
Employee Performance	59,85	5,301	84
Democratic Leadership Style	44,57	3,605	84
Work Motivation	52,97	4,621	84
Work Environment	43,48	5,087	84

Source: Primary data, 2021

Based on table 2 indicates (1) The number of respondents who became a sample of 84 people; (2) The average value of Democratic Leadership is 44.57 with a standard deviation of 3,605; (3) The average value of Work Motivation is 52.97 with a standard deviation of 4,627; (4) The average value of the Working Environment is 43.48 with a standard deviation of 5.087; (5) The average value of Employee Performance is 59.85 with a standard deviation of 5,301. With a standard deviation of 5,301, it means that if it is associated with an average employee performance of 28.6, the employee performance will range between $59.85 \pm 5,301$.

Table 3. Recapitulation of Multiple Linear Regression Analysis Results

Variablee	Regression Coefficient	t-count	Sig.	conclusion
Democratic Leadership Style (X1)	0.368	2.967	0.004	Significantt
Work Motivation (X2)	0.414	2.393	0.020	Significantt
Work Environment (X3)	0.037	0.246	0.807	No signifikan
Konstanta				8.950
R				0.748
Adjusted R square				0.536
F-count				23.721
Sig. F				0.000
N				60
Dependent variable = Employee Performance (Y)				F table = 2.76
				t table = 1.670

Source: Primary data (2021)

Based on table 3. Regarding the recapitulation, the multiple regression equation is obtained as follows: $Y = 8,950 + 0.368 X1 + 0.414 X2 + 0.037 X3$. Based on the equation can be explained as follows: a = 8,950 is a constant which means that if all the free variables of Democratic Leadership (X1), Work Motivation (X2), and Work Environment (X3) are 0, then the magnitude of the Employee Performance variable is 8,950.

$\beta_1 = 0.368$ is the magnitude of the regression coefficient of the Democratic Leadership free variable (X1), the positive multiple regression coefficients and a significant value smaller than 0.05 indicates that the Democratic Leadership variable affects the performance of employees, meaning that the Democratic Leadership that has been given affects employee performance, assuming the variables of Work Motivation (X2) and Work Environment (X3) are fixed in magnitude.

$\beta_2 = 0.414$ is the magnitude of the regression coefficient of the work motivation-free variable (X2), the positive multiple regression coefficients and a significant value smaller than 0.05 indicates that the work motivation variable affects the employee's performance in the direction of the employee's performance means that the motivation of workers in the employee's workplace has an influence on employee performance assuming the democratic leadership variable (X1), and the work environment (X3) is fixed in magnitude.

$\beta_3 = 0.037$ is the magnitude of the work environment free variable regression coefficient (X3), the positive multiple regression coefficients but a significant value greater than 0.05 indicates that the work environment variable does not affect employee performance, meaning that the work environment that has been implemented by the leadership does not cause employee performance to improve, assuming the variables of Democratic Leadership (X1) and Work motivation (X2) are fixed in magnitude.

The double correlation coefficient (R) of 0.748 indicates a relationship between Democratic Leadership (X1), Work motivation (X2), and work environment (X3) to performance (Y), but only Democratic Leadership and Work motivation have a significant effect on employee performance (Y) and the work environment do not affect performance (Y).

From the results of the calculation of multiple linear regression above, it can be known the value of the coefficient of determination (Adjusted R square) of 0.536. This figure shows that Democratic Leadership (X1), Work motivation (X2), and work environment (X3) can contribute to employee performance by 53.6%, while 46.4% is caused by other variables beyond these research variables such as organizational culture, training, and employee integrity. From the results of the calculation of multiple linear regression above, it can be known the value of the coefficient of determination (Adjusted R square) of 0.536. This figure shows that Democratic

Leadership (X1), Work motivation (X2), and work environment (X3) can contribute to employee performance by 53.6%, while 46.4% is caused by other variables beyond these research variables such as organizational culture, training, and employee integrity.

To test the first hypothesis stating that Democratic Leadership, Work motivation, and work environment have a significant effect on Performance, using test F. From the calculation of multiple regression analysis with SPSS obtained F 23,721, while F-table in $\alpha=5\%$, amounted to 2.77; This means that $F_{\text{hitung}} > F_{\text{table}}$ ($23,721 > 2.77$) while the probability value is smaller than $\alpha = 0.05$ ($0.00 > 0.05$), then H_0 is rejected and H_a is accepted which means that free

variables: Democratic leadership and work motivation have a significant effect on employee performance, while the work environment does not affect performance. Thus the first hypothesis is statistically accepted.

To test the second hypothesis that states Democratic Leadership has a dominant influence on Employee Performance, using the t-test. The t-test is used to test whether each of the free variables of Democratic Leadership, Work motivation, and work environment partially affects employee performance, by comparing between t count and t table. The results of the calculation of t calculate and t tables of each free variable are as follows:

Table 4. Comparison of t count and t table $\alpha = 5\%$

Variablee	t count	t table	Sig.	conclusion
Democratic Leadership Style (X1)	2.967	1,670	0,004	Significant
Work Motivation (X2)	2.393	1,670	0,020	significant
Work Environment (X3)	0.246	1,670	0,807	No significant

Source: Primary data (2021)

Table 4. can be explained as follows: Democratic Leadership Variable (X1) The results of regression analysis obtained t-count value = 2.967 while the value of t table = 1,670 so that t-count > t table or significance value $0.004 < 0.05$ so H_0 rejected or H_a accepted, and proven variable Democratic Leadership (X1) affects Employee Performance (Y). Work Motivation Variable (X2) The results of regression analysis obtained a value of t count = 2,393 while the value of t table = 1,670 so that t calculates > t table or significance value $0.008 < 0.05$ so H_0 rejected or H_a accepted, and it is proven that the Variable Motivation Work (X2) has a significant effect on Employee Performance (Y). Work Environment Variable (X3) The results of regression analysis obtained thitung value = 0.246 while the value of t table = 1,670 so that t-count < t table or significance value $0.807 > 0.05$ so H_0 accepted or H_a rejected, and it is proven that the Work Environment variable (X3) has no significant effect on Employee Performance (Y).

Based on the results of the data analysis above, the researchers stated that: The influence of Democratic Leadership on Employee Performance based on the results of research and data analysis obtained that the Democratic Leadership variable has a positive and significant effect on the Performance of Private University Employees in East Java as indicated by the standardized direct effect value of 0.677. Democratic Leadership has a positive and significant impact on the performance of employees of private universities in East Java. This means that the higher the Democratic Leadership, the higher the performance of employees. The results of this study are also supported by previous research by Fitria, Idris, and Ratna Kusuma, (2014) that together (simultaneously) independent variables (Democratic Leadership, motivation, and job satisfaction) affect the performance of employees of

the Samarinda Religious High Court. This is indicated by the results of the F test of 4,917 which is greater.

The influence of work motivation on employee performance based on the results of research and data analysis obtained that the activity motivation variable has a positive and significant effect on the performance of employees of private universities in East Java as indicated by the standardized direct effect value of 0.700. Work Motivation has a positive and significant impact on the Performance of Employees of Private Universities in East Java. This means that the better the motivation for work in an organization or government agency, the better the performance of its employees. The results of this study are also supported by previous research by Potu (2014), that leadership, motivation, and work environment have a positive and significant effect on employee performance. Leadership improvement can be done by always providing guidance, and input to subordinates, being able to overcome every problem in the work, and also must have an attitude and responsibility in the company.

The influence of the work environment on employee performance based on the results of research and data analysis was obtained that the work environment does not affect the performance of private university employees in East Java. The results of the Hypothesis Test show that work motivation is more dominantly affecting the performance of employees of private universities in East Java. Where in partial hypothesis testing, the democratic leadership thitung value (2,393) is lower than the work motivation thitung value (2,393) and the work environment calculation value (0.246); However, because the beta value (β) of Work motivation (0.414) is greater than the beta (β) of Democratic Leadership (0.368) and beta (β) of the work environment (0.037) and paying attention to the significant value of work motivation (0.020) which is close to the probability value of 0.05.

Based on the results of the t-test mentioned above, it can be proven that the work environment does not have a significant effect on employee performance because every employee can adapt to relationships between colleagues, relationships with leaders, and facilities and every employee works professionally. Democratic Leadership, Work motivation have a significant effect on Employee Performance. To find out the variables that have a dominant influence by looking at the magnitude of the regression coefficient that has a significant effect on employee performance. Free variables have the largest and most significant coefficients of variables that have a dominant effect on employee performance. Based on the results of the multiple regression analysis, it can be known that the largest regression coefficient value is work motivation of 0.414, this means that work motivation is the dominant variable affecting employee performance, followed by the Democratic Leadership variable of 0.368.

V. CONCLUSION

Based on the results of research and discussion, it can be concluded as follows: (1) Democratic leadership has a positive and significant effect on the Performance of Private University Employees in East Java. (2) Work Motivation

turned out to be more dominantly affecting the performance of private university employees in East Java. (3) The work environment has no significant effect on the Performance of Private University Employees in East Java. Based on the results of the research and conclusions that have been put forward, it can be suggested: (1) To improve and maintain performance, especially in terms of work that must be under operational standards, achieving the targets charged, as well as the ability to complete the work and employee cooperation attitude in completing work, it is recommended that the Higher Education Leadership always provide guidance, direction continuously to their subordinates. (2) Work Motivation has a dominant influence on the performance of private university employees in East Java, so it should be necessary to maintain and even improve it again so that the vision and mission of the University are achieved. ((3) Considering that the work environment does not affect Employee Performance, which means that the work environment is good and or employees work professionally so that whatever the work environment does not affect performance but still needs to be socialized or regular meetings to hear input and advice from all employees.

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