

Analysis of the Effect of Transformational Leadership and Work Involvement on the Performance of Environmental Officials in the West Pasaman Regency

Abror Lisman^{1(*)}, Asnil, Erianjoni

Master Administration Public, Faculty Social Sains, University Negeri Padang, Indonesia

(*)✉ (e-mail) abrorldisman@gmail.com

Abstract

The purpose of this study was to determine the effect transformational leadership on the performance and influence of work involvement on performance and the influence of transformational leadership and work involvement on employee performance the West Pasaman Regency Environmental Office. The type of research was *expost-facto*, with 167 respondents. The sampling technique is purposive sampling. The sample amounted to 118 people. Primary data was collected through questionnaires using a like scale model that has been tested for validity and reliability. The result of this study prove and provide a conclusion that : 1) There is a positive and significant effect of transformational leadership on employee performance. 2) There is a positive and significant influence of work involvement on employee performance. 3) There is a positive and significant influence on transformational leadership and work involvement on the performance of the staff of the West Pasaman Regency Environmental Agency. The result of the analysis are know to be 0.734, this means the magnitude of the influence of transformational leadership and job involvement on the performance of employee of the West Pasaman Regency Environmental Service are 73.4 % and the remaining 24.6 % is influenced by other variables not included in the research model.

Keyword: Transformational leadership, work involvement and performance.

Introduction

The implementation of clean government is a requirement for each regional apparatus office to realize the aspirations of the community in achieving its objectives, for that it is necessary to develop and implement a system of accountability that is right, clear, so that governance and development can take place efficiently, effectively, cleanly and responsibility answer. In the Regional Apparatus, it is the first step that must be taken by the Regional Apparatus to be able to answer of the strategic environment, so that with a clear and synergistic strategic planning approach, Regional Tool can better align the vision and mission with the potential, opportunities and constraints faced in an effort improve accountability for performance. Basically the of Environment as a Regional Apparatus that is authorized and responsible in the field of environment in accordance with its main tasks and fuctions in achievement of predetermined targets, has a strategic plan that is oriented to the result to be achieved, taking into potential for accountability, opportunities and constraints that may or may arise. The main task of employees is to do a job in accordance with the their respective jobs and tasks, in addition, employees are also required to be able do the work well and correctly. Every employee is also required to have good performance, so that organizational goals and organizational goals can be achieved in accordance with what is expected. If in an organization there are many employees who do not understand their duties, then it is certain that the organization's objectives will be difficult to achieve. Performance is the success of an employee in carrying out the tasks assigned to him. Good performance in employees can be seen from the ability of an employee to understand and complete the tasks given to him so that in working he gets optimal results. To achieve this goal, the organization as a business entity requires proper performance improvement as a basis for determining the effectiveness of its business activities, especially operational effectiveness, part of the organization and its employees based on predetermined targets, standards and criteria.

Employee performance is one of the main indicators determining the success of an organization in achieving the stated goals of the organization. The level and quality of work in the organization is indicated by the quality of the performance of employees, meaning that the better the performance of employees, the better the quality of the process and also the products produced by the organization. Conversely the lower the employee's performance will result in unsatisfactory organizational productivity. Employee performance is a potential that is owned by an organization. As a potential, employee performance must be maximized and improved. Performance as a potential means that good employee performance can solve all organizational burdens effectively and efficiently so that the problems that occur in the organization can be resolved properly. Employee performance is a form of quality of employees in carrying out their work duties. According to Suntoro in Ismail, (2013: 213) performance is the work achieved by a person or group of people in an organization in accordance with their respective authority and responsibility in order to achieve the objectives of the organization in question legally, not violating the law and in accordance with the moral and ethics. Thus performance is the success of an employee in carrying out the tasks assigned to him. Good performance in employees can be seen from the ability of an employee to understand the tasks given to him so that in working he gets optimal results.

But in fact some employees still have not been on time when entering the office or when entering the office to carry out work, in carrying out office tasks there are still pending completion, and some employees who are still unable to utilize office facilities properly. This is what needs to get the attention of managerial parties, especially the leadership, so that they can prevent and try to improve the quality of work of employees at the Service Staff as early as possible Living environment. How is it possible to achieve the goals expected by the organization, many employees are less concerned with what to do and have become their responsibility. One of the factors that can directly influence employee performance is leadership. The process of interaction directly between employees and leaders of the organization, becomes a condition that often occurs and affects employee performance. Leadership is an important thing in the organization of the wheel. Good leaders can provide encouragement to improve employee performance According to Northouse (2013: 5) leadership is a process where individuals influence a group of individuals to achieve a common goal. Furthermore, Burns (in Peter, 2013: 176) distinguishes two types of leadership, namely Transactional and Transformational and defines transformational leadership as leadership that increases subordinates' needs and motivations and promotes dramatic changes in individuals, groups. Leaders with transformational leadership are leadership who have a vision of the future and are able to identify changes in the environment and are able to transform these changes into organizations, spearhead change and provide motivation and inspiration to individual employees to be creative and innovative, and build a solid team work; bring change in work ethic, courage and responsibility to lead and control the organization.

The essence of transformational leadership is sharing of power by involving subordinates together to make changes. The transformational approach is human, where the work environment is participatory with a collegial management model that is full of openness and decisions are taken together. Thus transformational leadership is leadership that is able to create fundamental changes and is based on religious values, systems and culture to create innovation and creativity of followers in order to achieve a predetermined vision. As for the phenomena that occur regarding transformational leadership within the Environment Office based on the writer's observations, among others, the lack of leadership consult with subordinates and less use of subordinates' advice in making decisions.

Then the leader does not always give direction to employees in completing work. This indicates that the leadership is less intensive in giving direction to subordinates, the lack of intensive direction to subordinates will reduce motivation in work and ultimately affect the performance that is not optimal. Then the leadership is less able to become a mediator when there is a conflict between employees. The leader should be a good mediator when there are conflicts between fellow employees. The leader also does not always carry out evaluations and supervision of the improvement of work

capacity employee. Of course this is very influential on the performance of employees in work and also in an effort to improve performance. Leaders should regularly carry out evaluations and supervision of employee performance. The leadership has not delegated authority properly. Leaders should delegate authority well so that employee motivation can increase and also influence the increase in performance. Leaders do not always provide good supervision of the activities of employees in carrying out tasks in accordance with their duties. In addition, transformational leadership that can support performance improvement, among others, employee work involvement must also be considered.

Employees who complete the target work well are very important for achieving company goals. Work involvement also became a problem for employees of the West Pasaman Regency Environmental Agency. Work involvement of employees is very influential on the performance produced. Based on observations and monitoring (preliminary observations) that the author did on the staff of the West Pasaman Regency Environmental Office there were still some conditions that illustrate the not optimal work motivation of employees in implementing their duties. This can be seen from several phenomena that developed in the field, especially those related to the still not optimal work involvement of employees in the environment of the West Pasaman Regency Environmental Service staff. There are still employees who have not completed the task properly. This condition illustrates the low motivation of the staff of the West Pasaman Regency Environmental Service in carrying out their duties. Another factor that affects employee performance is job involvement. Increasing work engagement can improve employee performance by directing employees to focus more on their work and make work a new experience (Brown, 1996). Probst, Steffen, and Romhardt (2000) state that work involvement will make employees feel more confident and ready to do knowledge sharing about their work and experience compared to employees who have low work involvement.

The work involvement is considered as the right form of retaliation for the company in order to get employee engagement experience. Employees with high work involvement will lead to improving employee performance so that a voluntary feeling arises to share knowledge with other employees. Job involvement is an attitude about employee loyalty to the organization and is an ongoing process of organizational members to express their concern for the organization and this continues to success and prosperity. Every employee in the organization must have a high level of work involvement and achievement of the organization's mission, vision and goals. In public sector organizations, the inner bond between employees and organizations can be built on the similarity of the mission, vision, and goals of the organization, not just work ties. Their bond to work in government agencies is not just a salary, but rather an inner bond such as wanting to be a servant of the state and a public servant, social status, and so on. So that if every employee has involvement in strong work to provide the best achievements for the State and the best service to the community, then of course the performance of the public sector will increase. Involvement in work is also found, this can be seen by expressing feelings of displeasure when the boss gives orders and decisions issued. Workers who are less suitable in a work unit also influence employee satisfaction at work so that there are still employees who are still playing during working hours such as; playing games, fuel, Whatsapp, facebook, twitter, which have nothing to do with the work they do, there are even those who take selfies while working. High-involvement employees usually have a better attendance record and work achievement is better than employees who do not get work involvement. Departing from these problems, the writer also wants to understand further the problems that occur while getting the best solution by writing a thesis entitled " *Analysis Of The Effect Of Transformational Leadership And Work Involvement On The Performance Of Environmental Officials In The West Pasaman Regency*"

Literature Review

1. Employee Performance
 - a. Understanding Employee Performance

According to Rivai (2004: 309) states that performance is a real behavior that is displayed by everyone as work performance produced by employees in accordance with their role in the company and employee performance is an important thing in the company's efforts to achieve its goals.

Mangkunegara (2000: 234) argues that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Hasibuan (2001: 34) suggests performance (work performance) is a result of work achieved by someone in carrying out tasks assigned to him based on skills, experience and sincerity as well as time. Whereas Veizal Rivai (2004: 309) suggests that performance is a real behavior that is displayed by everyone as the work performance produced by employees in accordance with their role in the company. Someone who has a good level of performance can be seen from his ability to work on tasks that are his responsibility so as to produce good work or results. This is in accordance with the opinion of Husaini, (2008: 289) which states that performance is the result of work and the progress that has been achieved by someone in their field of duty.

In carrying out a job, an employee will strive to carry out his duties in earnest in order to provide good results in accordance with the ability, experience, sincerity and work time assigned to him. This is in line with Hasibuan (2001: 94) which states that performance is a result of work achieved by someone in carrying out tasks assigned to him based on skills, experience, sincerity and time. From Sentono's opinion quoted by Rivai (2004: 309) states that performance or performance is an effort made from the work achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the objectives of the relevant organization legally, not illegal and in accordance with morals and ethics. According to the Republic of Indonesia State Administration Institute (LAN RI) suggests that: Performance is translated into performance, also means work performance, work implementation, work achievement or work results / performance / work performance.

In another explanation described performance or performance is a description of the level of achievement of an implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization that is poured through the planning of an organizational strategy. Actually performance is a construct, where many experts still have a different perspective in defining performance, as stated by Ronnins. Expressing that performance as a function of interaction between ability and ability (A) Motivation or Motivation (M) and opportunity or opportunity (O), namely performance = f (AxMxO). This means that performance is a function of the capabilities, motivations and opportunities concerned legally, not illegal and in accordance with morals or ethics. Based on the description above, explains that performance is the result achieved by someone in accordance with the field of work after doing the job. If someone is able to produce good work performance then he can be said to have good performance, on the contrary if his work performance is inadequate, it can be concluded that he does not have good performance at work.

b. Factors That Affect Employee Performance

According to Mathis and Jackson (2001: 82) factors that influence individual workforce performance, namely: 1) their ability, 2) motivation, 3) support received, 4) the existence of the work they do and 5) their relationship with the organization.

Simanjuntak (2005: 6) states that the performance of each person is influenced by many factors that can be grouped into three groups, namely: 1) individual competencies such as intelligence, work motivation, work discipline, and work ethic. 2) organizational support such as the provision of facilities and infrastructure, and convenience, transformational leadership and 3) management support such as leadership, safe and harmonious relationships, and career development. Factors that can affect performance according to Siagian (2002), namely: compensation, work involvement, work motivation, leadership, organizational culture, work discipline, job satisfaction, and communication. Based on the above theory that one's performance is influenced by factors originating from internal and external, which include, work motivation, job satisfaction and work involvement.

2. Transformational Leadership

a. Understanding Transformational Leadership

Transformational leadership is a relatively new model in leadership studies. This term was first coined by Downtown (1973). According to Burns quoted in the book Northouse, (2013: 176) states transformational leadership is a process in which people engage with others, and create relationships that increase motivation and morality in leaders and followers. This type of leader has attention to the needs and motivations of followers, and tries to help followers reach their best potential. Whereas according to Mustopadidjaja, (2008: 38) cited by Suweno (2012) in his research "The Effect of Moderating Organizational Culture on the Effect of Transformational Leadership on Performance" defines transformational leadership as the ability of leaders to change work environment, work motivation, work patterns and values work perceived by subordinates so that they are better able to optimize performance to achieve organizational goals. From the explained above, it can be concluded that transformational leadership can activate the organization by involving employees more intensively in their work by dedicating all their potential, concentration and loyalty to their work. Transformational leadership is also concerned with improving followers' performance and developing followers to maximum potential so that this leadership has a very positive effect on performance.

3. Work involvement

a. Understanding work involvement

Work Involvement was concluded by Saleh and Hosek (1976) in Yekti (2006) as the degree to which a person identifies himself with work, actively participates in work and considers his work performance important for his self-esteem. Someone who is involved with the job will assume the work has an important role in his life, feel that the need for independence and control of the work is fulfilled and feel his self-esteem increases along with improving performance (Kanungo, 1979, in Yekti, 2006). Job involvement is part of work attitude (Allport, 1993 in Yekti, 2006), where work involvement will increase productivity. According to Brown, 1993, in Yekti, 2006, work involvement has consequences for several work outcomes. Therefore, as employees become more involved in their work, they are expected to produce better performance.

In general, there is a belief that work involvement positively influences employee work and business involvement, thus leading to higher levels of work performance (Brown, 1996, in Chungtai, 2008). Previous research indicates some support for this statement. For example, Brown and Leigh (1996) in Chughtai (2008) in their study found that work involvement has a direct and indirect effect of effort on performance.

Job involvement (Job Involvement) can be influenced by two variables, namely personal variables and situational variables.

1) *Personal variables*

Personal variables that can influence work engagement include demographic and psychological variables. Demographic variables include age, education, gender, marital status, position, and seniority.

Moynihan and Pandey (2007) also found that age has a positive and significant relationship with work involvement, where older employees tend to be more satisfied and involved with their work, while younger employees are less interested and satisfied with their work. Hickling (2002) in his research aimed at measuring the influence of demographic variables and employee status (part-time or fulltime) found that demographic variables and employee status had a relationship with work involvement. The results of this study indicate that full-time and part-time employees differ in demographic characteristics, where women have a higher absentee level than men, which indicates that women have lower work involvement compared to men.

2) *Situational variable*

Situational variables that can influence work engagement include work, organization, and socio-cultural environment. Job variables include characteristics / results of work, variation, autonomy, task identity, feedback, work level (formal status in the organization), salary level, work conditions, job security, supervision, and interpersonal climate. Mehta (in Srivastava, 2005) says that factors such as autonomy, friendship, supervisory behavior, trust, and support lead to job involvement which in turn increases productivity. There are several other studies conducted on job involvement (Job Involvement). Research on job satisfaction and work involvement shows a positive relationship between the two. Makvana (2008) found that employees who had a high level of work involvement showed a high level of job satisfaction. Brown (in Mantler & Murphy, 2005) also adds that people with high job involvement tend to be satisfied with their jobs and have a high commitment to their careers, professions, and organizations.

Transformational leadership is the ability to inspire and motivate followers to achieve greater results than previously planned. Performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of the results of an agency associated with the vision carried out by an organization or company and know the positive and negative effects of an operational policy.

Hypothesis

According to Sugiyono (2012: 103) there are three characteristics of a good hypothesis, as follows:

- a) It is an estimate of the state of the independent variable, the comparison of state variables in various samples, and is an estimate of the relationship between two or more variables. In general, the descriptive hypothesis is not formulated.
 - b) Expressed in clear sentences, so as not to cause various interpretations.
 - c) Can be tested with data collected by the scientific method
1. Transformational leadership on the performance of employees of the West Pasaman Regency Environmental Service.
 2. Involvement of work has a significant effect on the performance of employees of the West Pasaman Regency Environmental Service.
 3. Transformational leadership and work involvement have a significant effect on the performance of employees of the West Pasaman Regency Environmental Service.

Research Methodology

This type of research is a type of quantitative research, using descriptive correlational design. This descriptive research is directed to determine the nature and situation at the time the investigation is carried out by not giving effect to the variables contained in the study. This descriptive research is a study that intends to describe situations or events systematically, factually and accurately. Correlational research is research that seeks to detect the degree of association of variations in the variables. Descriptively, this study describes data from all existing variables, namely transformational leadership, work involvement and performance. The three relationships will be analyzed further to find the size of the contribution of each independent variable with the dependent variable.

The population of this study were all Environmental Service Offices of West Pasaman Regency. Based on the data obtained by the Department of Environment staff of West Pasaman Regency, it has a population of 167 people.

The sample is part of the number of characteristics possessed by the population. (Sugiyono, 2009: 115). How to determine the sample size that meets the formulated count, namely: Slovin formula Based on the formula, the number of samples in this study are:

$$n = \frac{167}{1 + 0,4175(0,05)^2} = 117,81$$

Rounded up to 118 people.

The sampling method used was purposive sampling where the sampling technique was deliberate by determining the samples taken based on certain considerations.

DISCUSSION RESULT

The Effect of Transformational Leadership on Employees' Environmental Services in West Pasaman Regency.

Based on the results of testing the fourth hypothesis, it is known that transformational leadership has a significant positive effect on the performance of the staff of the West Pasaman District Environmental Service. The better the transformational leadership will increase the performance of employees in completing their work. The findings of this study prove that transformational leadership is a factor that influences performance because transformational leadership is something that is felt directly by employees in supporting work creativity, so that if a transformational leadership is felt by employees, it will increase employee morale at work so that the performance will be expected also increase.

This finding is supported by Hughes et al. (2012: 534) that transformational leadership has the effect of stimulating or uniting followers' efforts that can help encourage organizational alignment and change as well as higher levels of performance by followers. This is in line with Broto's research, (2011) "The Effect of Transformational Leadership Behavior and Organizational Culture on Employee Performance" conducted at PT. POS Indonesia (Persero) Solo Branch. The results of his research state that transformational leadership has a significant effect on performance.

The effect of work involvement on the performance of employees of the West Pasaman Regency Environmental Service

Based on the results of testing the sixth hypothesis, it is known that work involvement has a significant positive effect on the performance of employees of the West Pasaman Regency Environmental Service. The stronger work involvement will certainly improve employee performance in carrying out their daily tasks. This means that the high and low performance of peawai in carrying out tasks will be determined by the strength or weakness of the involvement of work carried out by employees in carrying out their duties. The findings of this study prove that work involvement affects the high and low performance of employees in carrying out tasks. Job involvement is a factor that influences employee performance. This point is supported by Brown, (1996), in Chungtai, (2008). In general, there is a belief that work involvement positively influences employee work and business involvement, leading to higher levels of work performance Previous research indicates some support for this statement. For example, Brown and Leigh (1996) in Chughtai (2008) in their study found that work involvement has a direct and indirect effect of effort on performance.

Conclusion

Based on the results of the analysis and discussion of the results of the research conducted between the causal variables on the variables as well as between one other causative variable on the performance of the staff of the West Pasaman Regency Environmental Agency. The document can be summarized as follows:

1. Transformational leadership has a significant positive effect on the performance of employees of the West Pasaman Regency Environmental Service. The more suitable transformational leadership, the more likely it will be to improve the performance of employees of the West Pasaman Regency Environmental Service
2. The involvement of work has a significant positive effect on the performance of employees of the West Pasaman Regency Environmental Service. The higher the involvement of

cooperation will increase the performance of the staff of the West Pasaman Regency Environmental Office

References

- Aldo Herlambang Gardjito, Mochammad Al Musadieg dan Gunawan Eko Nurtjahjono. 2014. *Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan (Studi pada Karyawan Bagian Produksi PT. Karmand Mitra Andalan Surabaya)*. *Jurnal Administrasi Bisnis (JAB)* Vol. 13 No. 1 Agustus 2014
- Agus, Dharma, 2003. *Manajemen Supervisi: Petunjuk Praktis Bagi Para Supervisor*. Jakarta: Raja Grafindo Persada.
- Anak Agung Ngurah Bagus Dhermawan, Gde Adnyana Sudibya dan Wayan Mudiarta Utama. 2012. *Pengaruh Motivasi, Lingkungan Kerja, Kompetensi, dan Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Pegawai di Lingkungan Kantor Dinas Pekerjaan Umum Provinsi Bali*. *Jurnal Manajemen, Strategi Bisnis, dan Kewirausahaan* Vol. 6, No. 2 Agustus 2012
- Aries Susanty dan Sigit Wahyu Baskoro. 2012. *Pengaruh Motivasi Kerja dan Gaya Kepemimpinan Terhadap Disiplin Kerja Serta Dampaknya Pada Kinerja Karyawan (Studi Kasus pada PT. PLN (Persero) Apd Semarang)* *Jurnal Undip*, Vol VII, No 2, Mei 2012 77
- Arikunto, Suharsimi, 2002. *Prosedur Penelitian*. LP3ES : Jakarta
- Enny Rachmawati, Y. Warella, Zaenal Hidayat. 2006. *Pengaruh Motivasi Kerja, Kemampuan Kerja dan Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada Badan Kesatuan Bangsa dan Perlindungan Masyarakat Propinsi Jawa Tengah*. *Jurnal JIAKP*, Vol. 3, No. 1, Januari 2006 : 89-97
- Handoko T. Hani 2002. *Manajemen Personalialia dan Sumber Daya Manusia*. Edisi II. Cetakan keempat Belas. Penerbit BPFE
- Hendrianti. 2012. *Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Motivasi Kerja Karyawan Pada PT Badjatex Bandung*. *Jurnal JIAKP*, Vol. 11, No. 1, Maret 2012 : 89-97
- H.Teman Koesmono 2005. *Pengaruh Budaya Organisasi Terhadap Motivasi Dan Kepuasan Kerja Serta Kinerja Karyawan Pada Sub Sektor Industri Pengolahan Kayu Skala Menengah di Jawa Timur*. *Jurnal Manajemen & Kewirausahaan*, vol. 7, no. 2, September 2005: 171-188
- Hughes. Richard, L. Robert C. Ginnet. Gordon J dan Curphy. 2012. *Leadership*. Enhancing the lesson of experience Mc.Grow Hill. Edisi Ketujuh. Jakarta : Salemba Empat Humanika.
- Ida Ayu Brahmasari dan Agus Suprayetno. 2008. *Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan (Studi kasus pada PT. Pei Hai International Wiratama Indonesia)* *Jurnal Manajemen dan Kewirausahaan*, VOL.10, NO. 2, September 2008: 124-135
- Idris 2008. *Aplikasi SPSS Dalam Analisis Data Kuantitatif*. Padang : Program Magister Manajemen Fakultas Ekonomi UNP
- Ismail Nawawi Uha. 2013. *Budaya Organisasi, Kepemimpinan dan Kinerja*. Jakarta: Penerbit Kencana
- Lieke E. M. W. 2013. *Pengaruh Kompensasi dan Motivasi Kerja Terhadap Komitmen Organisasi di Organisasi Pendidikan Islam*. *Jurnal Pasca Sarjana Psikologi Universitas Gunadarma*. Volume 3, Nomor 2, Juli, Tahun 2013
- Luthans, Dred. 2006. *Perilaku Organisasi*. Yogyakarta: Andi
- Mangkunegara, A. A. P. 2000. *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rosda Karya.
- Mangkunegara, Prabu. 2005. *Manajemen Sumber Daya Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Payaman J Simanjuntak. 2005. *Manajemen dan Evaluasi Kerja*. Jakarta Lembaga Penerbit FEUI
- Peter G. Northouse. 2013. *Kepemimpinan, Teori dan Praktik*. Edisi Keenam. Terjemahan oleh Dr. Ati Cahayani. Jakarta Barat: PT. Indeks.
- Probst, G. J. B., Steffen, R., & Romhardt, K. 2000. *Managing Knowledge: Building blocks for success*. Chichester: John Wiley & Sons.
- Ragil Permansari. 2013. *Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja PT. Augrah Raharjo Semarang*. *Management Analysis Journal* 2 (2) (2013). ISSN 2252-6552.
- Rivai, Veithzal 2004. *Kepemimpinan dan Perilaku Organisasi*. Jakarta: PT. Raja Grafindo Persada

- Rivai, Veithzal 2008. *Kepemimpinan dan Perilaku Organisasi*. Jakarta: PT. Raja Grafindo. Edisi kedua
- Robbins, Stephen P, 2002, *Perilaku Organisasi*, Alih Bahasa Hadyana Pujaatmaka dan Benyamin Molan, Edisi kedelapan, jilid kedua, Penerbit Prenhallindo, Jakarta
- Ruky, A.S 2001. *Sistem Manajemen Kinerja Panduan Praktis untuk Merancang dan Meraih Kinerja Prima*. Jakarta gramedia pustaka utama
- Saydan, Gozali 2005. *Manajemen Sumber Daya Manusia*, Jakarta, Jambatan
- Samsudin Sadili, 2006. *Manajemen Sumber Daya Manusia*. Penerbit Pustaka Setia Bandung
- Santoso, Singgih. 2002, *SPSS*, Jakarta: PT. Elek Komputindo
- Sarita Permata Dewi, 2012. *Pengaruh Internal dan Gaya Kepemimpinan terhadap Kinerja Karyawan SPBU Yogyakarta (Studi Kasus pada SPBU Anak Cabang Perusahaan RB.Group)*. *Jurnal Nominal/Volume I Nomor I/tahun 2012*
- Sedarmayanti. 2001. *Sumberdaya Manusia dan Produktivitas Kerja*, Bandung: Mandar Maju
- Slamet Riyadi. 2011. *Pengaruh Kompensasi Finansial, Gaya Kepemimpinan, dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Perusahaan Manufaktur di Jawa Timur*. *Jurnal Manajemen Dan Kewirausahaan*, VOL.13, NO. 1, Maret 2011: 40-45
- Sugiyono. 2004. *Metode Penelitian Administrasi*. Bandung : Tarsito
- Sugiyono. 2009. *Metode Penelitian Bisnis*. Bandung : Alfabeta
- Suryadi Prawirosentono. 2000. *Kebijakan Kinerja Karyawan*. Yogyakarta: BPFE.
- Suprihatmi SW dan Siti Sulistyaningsih W.2006. *Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Motivasi Kerja Guru*. *Jurnal Manajemen Sumber Daya Manusia* Vol. 1 No. 1 Desember 2006 : 113 – 127
- Thoha Miftah, 2003. *Perilaku Organisasi*, Jakarta : PT.Rajagrafindo Persada
- Usman Husani. 2008. *Manajemen Teori Praktik dan Riset Pendidikan*. PT. Bumi Aksara
- Winardi. 2004. *Manajemen Sumber Daya Manusia*, Grafiti, Jakarta.