

The Effect Achievement Motivation, Leadership Character and Internal Culture Towards Employee's Performance a Case Corporate from Indonesia

JAM

15, 1

Received, December 2016

Revised, February 2017

Accepted, March 2017

Joko Utomo

Faculty of Economics, Muria Kudus University, Kudus

Marthin Nanere

Faculty of Business, Economics and Law, La Trobe University

Sutono

Putra Busines School, Universiti Putra Malaysia

Abstract: The research aims to find out the regression of job achievement motivation towards employee's working satisfaction, the regression of characteristic leadership towards employee's working satisfaction, internal culture towards employee's working satisfaction, job achievement motivation towards employee's working performance, the influence of characteristic leadership towards working performance, the regression of internal culture towards employee's working performance, and the regression of working satisfaction towards employee's working performance in PT. Pura Barutama, the company from Indonesia. The sample is 105 employees. The Questionnaire is used as the instrument while the data analysis is done by using Structural Equation Modeling program. The research found that there is a significant effect of achievement motivation variable towards working satisfaction shown by positive regression. It is also proven by the regression that characteristic leadership is not influential towards working satisfaction of employee; internal culture has a positive effect towards working satisfaction. Meanwhile, achievement motivation has positive regression towards working performance. Characteristic leadership towards working performance is also proven to have regression. Internal culture has a positive effect towards the working performance and working satisfaction also has a positive effect towards working performance.

Keywords: achievement motivation, characteristic leadership, internal culture, performance



Journal of Applied
Management (JAM)
Volume 15 Number 1,
March 2017
Indexed in Google
Scholar

The Organization is system and activity of human in cooperation (Efendy, 1992). In line with it, an organization is considered as a rational coordination of activity of a group of people to achieve some common goals through job and function division under a hierarchical authority and responsibility (Mangkunegara, 2001). This statement reflects that organization has certain

characteristic whose structure and goal relate to each other and are dependent on human communication to coordinate activities in the organization. It can be said that organization aims to fulfill its need to get power. Therefore, an organization expects that its employees are able to develop their achievement and to create a conducive situation and condition so that the employees will not feel bored and lazy which causes weakening working spirit. The weakening working spirit can, in turn, result in the weakening working performance which will give an impact of the organizational loss.

Correspondence Author:
Joko Utomo, Faculty of Economics, Muria Kudus University, Kudus, DOI: <http://dx.doi.org/10.18202/jam23026332.15.1.01>

It is not easy to create working satisfaction since it can only be realized if the affecting variables, such as working motivation, leadership, and organizational culture are well accommodated and accepted by all employees in a company. Gibson (1997) and Brahmasari (2004) point out that working performance of an organization is dependent on individual working performance or in other words individual working performance will contribute organizational working performance which means that the behavior of organization's members, either individually and collectively, can be empowering towards organizational working performance because of the existence of working motivation. Ermayanti and Armanu (2001) states that the awareness on motivation among employees and their environment will help improving working performance. In this case, a manager needs to direct motivation by conditioning good organization's atmosphere through creating a working or organizational culture so as to motivate the employees to work harder to get higher working performance. The given motivation should be well directed by considering a priority and be well accepted by the employees because motivation can be given to every employee in different forms.

Considering working culture is essential for an organization or a company because it is related to the company's life. Internal culture is concerned with philosophy, ideology, values, perceptions, belief, expectation, attitude and norms which are collectively and internally shared in a certain territory of a certain community. Specifically, culture in an organization will be determined by the condition of teamwork, leaders, and characteristic of an organization as well as the running process of administration. Why internal culture is important is because it relates to habits done in organization's hierarchy which represent norms of behavior believed by the members of the organization. Productive culture is a culture which can turn an organization into a powerful one and can accommodate the company's goals.

One of the important elements in company's management system, besides achievement motivation for employees, is leadership. Some research's result shows that characteristic leadership is needed to develop the durable competitiveness of a company. Leadership is a process in which someone can be a

leader through the continuous activities of promoting his/her followers to achieve the organization or company's goals.

PROBLEM STATEMENT

The dissatisfaction of employees in some aspects of human resource's management and the indiscipline of employees cause the degradation of working performance so that it can reduce the employees' achievement motivation to fulfill the intrinsic need of employees, such as the need of personal development, developing achievement, personal expression as well as internal culture and characteristic leadership, another important factor to promote company's continuous competitiveness. Characteristic leadership is a leadership which can encourage employees to be more committed to working. Magdalena and Eleonora (2011) in every company leadership has a very important role in achieving performance. Suggests that a good leadership is part of a working performance. Based on the above-mentioned concern, this research proposes the following statement of the problem: Do achievement motivation, characteristic leadership, internal culture, and working satisfaction give effect towards the working performance of the employees.

This study aimed to analyze and examine the effect of achievement motivation, characteristic leadership, internal culture, and working satisfaction towards the working performance of the employees of the Corporate in Indonesia.

CONCEPTUAL FRAME OF RESEARCH

Based on the review of the above literature, the model development of this research is as follows

HYPOTHESIS

From the above explanation and theoretical conceptual frame, it can be formulated a hypothesis as follows:

- H1 : Achievement motivation has significant effect towards employee's working satisfaction
- H2 : Characteristic Leadership has significant effect towards employee's working satisfaction

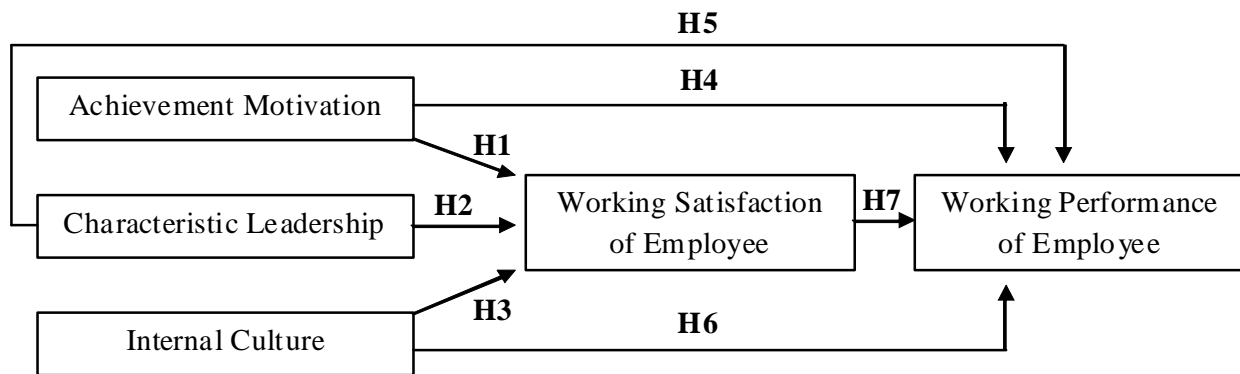


Figure 1. Conceptual Frame of Research

- H3 : Internal Culture has significant effect towards employee's working satisfaction
- H4 : Achievement motivation has significant effect towards employee's working performance
- H5 : Characteristic Leadership has significant effect towards employee's working performance
- H6 : Internal Culture has significant effect towards employee's working performance
- H7 : Working Satisfaction has significant effect towards employee's working performance

RESEARCH DESIGN

This study is an explanatory research which is done to prove the causal relationship between the free variable (exogenous variable), i.e. achievement motivation variable, characteristic leadership variable, and internal culture variable; endogenous variable, i.e. working performance variable and working satisfaction as mediation variable (Yasa, 2016) It is also a correlational research, which is a research trying to find out whether there is correlation between two or more variables and to what extent the correlation is and how the tendency of the correlation is.

POPULATION AND SAMPLE

The Population is a group of individual or the research object which has determined qualities or characteristics and be differentiative from other groups or objects of research. Based on the quality and characteristic, the population can be perceived as a group of individual or the object of observation which minimally has one equality of characteristic (Cooper and Emory, 1995). Therefore, from this population, it is taken the sample which is expected

to represent the population. The sample is a part of the population which has the same (common) characteristic.

The population of the research is 281 employees of PT. Pura Barutama. The sampling method used in the research is stratified random sampling (Nur Indriantoro, 1999). This type of sampling method is a method of determining sample/respondent randomly in which information is received by using certain balancing strata in accordance with the aims or problems of the research which is meant to elevate the level of the representativeness of the sample. The sample is 105 employees

OPERATIONAL DEFINITION OF VARIABLE

Achievement motivation is a condition which is effective to motivate, direct and maintain behavior related to working environment (Mangkunegara, 2005). The variable of achievement motivation is operationally measured by using 3 (three) indicators, those are needed for achievement, psychological need, and safety need.

Characteristic leadership is a process of influencing someone else towards the organization goal based on someone's character (Tika, 2006: 63). The variable of characteristic leadership operationally measured by 4 (four) indicators, adopted from theory of situational leadership as suggested by Robbins (1996), those are, 1) Telling (the ability to telling organizational members about what they must do), 2.) Selling (the ability to selling ideas to the members), 3.) Participating (the ability to participating with the members), and 4.) Delegating (the ability to delegating toward the members).

Internal Culture is a pattern of basic assumption which is created, found and developed by certain group as learning process of solving problem of external adaptation and internal integration officially and well done and therefore it is taught/inherited to new members as an appropriate way to understand, think, and feel anything related to the problem (Tika, 2006).

Employee's working satisfaction is a general attitude (behavior) of an individual toward his/her job (Robbins, 2001). This variable of employee's working satisfaction is operationally measured by 4 (four) indicators adopted from two-factor theory (Mangkunegara, 2005), those are (1) compensation, (2) working condition, (3) administration system and corporate responsibility, and (4) opportunity to develop.

Working performance is a work result which can be quantitatively and qualitatively achieved by an employee in performing a task in accordance with the responsibility given to him/her (Koesmono, 2005).

TYPE AND SOURCE OF DATA

Type of research data is related to data source and selection method which is used to get the research data. Determining method of data collection is influenced by the type and source of the data needed for the research. Research data is basically classified into three types, i.e. subject data, physical data, and documentary data (Nur Indriantoro, 1999). The data used in this research is subject data, which are in form of opinion, attitude, experience or characteristics of someone or a group of people who serve as the research subject (respondent). Meanwhile, the primary data source, i.e. research data which are directly obtained from the data source specifically collected and are directly related to the researched problem by giving the questionnaire to the respondents, i.e., in this case, the employees of PT. Pura Barutama.

DATA ANALYSIS

A research covers data analysis and its interpretation which aims to answer the researcher's questions to reveal certain social phenomena. Data analysis is a process of simplifying data into the more readable and interpretable ones. The selected method of data

analysis should be compatible with the pattern and variables of the research.

The model being used in this research is causality model or effect relationship. To examine the proposed hypothesis in the research, the technique of analysis used in the research is SEM or Structural Equation Modelling which is operated by the program of AMOS. The research modeling by using SEM will enable a researcher to answer the research questions dimensionally (i.e. measuring what indicators of a concept are) and regressively (i.e. measuring the effect or level of correlation of the factors which is dimensionally identified).

Analysis of Full Structural Equation Model

After the evaluation of the assumptions of SEM is done, the further analysis is the evaluation of the compatibility of the proposed model in the research by various criteria of goodness of fit which has been previously explained. To find out the level of adequate compatibility, the structural equation model in the research has been revised once. The revision is done because in the compatibility examination of the first model which is in accordance with its criteria of goodness of fit is considered to be not yet adequate. The revision is done after the text output is analyzed on an item of modification indices which shows the correlation between variables in the research. The correlation between variables will be shown by the decrease of Chi-Square value and the model fit is still below 0,90 (Hair et. al. 1998), but it is indicated that it gives influence of getting a good fitness model. Next, the researcher correlates the endogenous variable error of characteristic leadership with the endogenous variable error of working satisfaction (this justification can be seen in Hair et. al. 1998, Chapter 11). The result of model revision brings about a good level of model compatibility. Table 1 shows the stages of the model revision with the value of each goodness of fit index.

For the criteria evaluation of *goodness of fit index*, table 2 presents the comparison of criteria of *goodness of fit index*.

From table 2, it can be seen that all the models show their compatibility at the good level. Therefore, it can be stated that the examination (test) of the

Table 1. Stage of Model Revision

| Model | Goodness of Fit Index | | | | | | |
|----------|-----------------------|-------|---------|-------|-------|-------|-------|
| | Chi-Square | Prob. | CMIN/DF | GFI | AGFI | TLI | RMSEA |
| Initial | 197.376 | 0.003 | 1.361 | 0.836 | 0.785 | 0.923 | 0.059 |
| Revision | 94.434 | 0.995 | 0.710 | 0.917 | 0.882 | 1.062 | 0.000 |

Table 2. Criteria Evaluation of Goodness of Fit

| Criteria | Critical Value | Research Model | Model Evaluation |
|-----------------------|----------------------|----------------|------------------|
| χ^2 (Chi-Square) | Expected to be small | 94.434 | |
| Probability | ≥ 0.05 | 0.995 | Good |
| RMSEA | ≥ 0.08 | 0.000 | Good |
| GFI | ≥ 0.90 | 0.917 | Good |
| AGFI | ≥ 0.90 | 0.882 | Good Enough |
| CMIN/DF | ≥ 2.00 | 0.710 | GOOD |
| TLI | ≥ 0.95 | 1.062 | Good |

Source: Table XI and SEM in Research Management (Ferdinand, 2000)

research model proves a good confirmation on the causality correlation between variables.

HYPOTHESIS TESTING

The proposed hypothesis testing is done by analyzing regression weights on each exogenous construct towards its endogenous construct by seeing the value of C.R identical with t-test in the result of processing with a critical value of $\pm 1,96$ at the significance level of 0,05 (5%). Table 3 presents the value of regression coefficient and the t-test.

Table 3. Regression Weights

| | | | Estimate | S.E. | C.R. | P | Label |
|--------------|------|---------------------------|----------|-------|-------|-------|--------|
| Satisfaction | <--- | Internal Culture | 0.029 | 0.064 | 0.450 | 0.653 | par_13 |
| Satisfaction | <--- | Characteristic Leadership | 0.078 | 0.080 | 0.974 | 0.330 | par_16 |
| Satisfaction | <--- | Achievement Motivation | 0.148 | 0.061 | 2.435 | 0.015 | par_17 |
| Kinerja | <--- | Satisfaction | 0.445 | 0.174 | 2.558 | 0.011 | par_12 |
| Kinerja | <--- | Internal Culture | 0.213 | 0.079 | 2.706 | 0.007 | par_14 |
| Kinerja | <--- | Characteristic Leadership | 0.405 | 0.110 | 3.694 | *** | par_18 |
| Kinerja | <--- | Achievement Motivation | 0.285 | 0.075 | 3.790 | *** | par_21 |

ANALYSIS

Table 4 shows the magnitude of the direct effect between independent variables and the dependent variable based on the results of the analysis with the estimated values of the parameters of the direct effect.

Referring to the test result of the last stage towards the whole models, it can be written the equation of mathematic model in form of Structural Equation Model (SEM) as follows:

$$Y_1 = 0.148 X_1 + 0.078 X_2 + 0.029 X_3 + \zeta_1 \quad R^2 = 0.100 (1)$$

Table 4. The Estimation Result of the Parameter of Direct Effect between Variables Based on SEM Model

| No. | Influencing Variables | Influenced Variables | Value of Estimation | T-Test /C.R | P (2 tail) |
|-----|-------------------------------------|------------------------------|---------------------|-------------|------------|
| 1 | Achievement Motivation (X_1) | Satisfaction (Y_1) | 0.148 | 2.435 | 0.015 |
| | | Working Performace (Y_2) | 0.285 | 3.790 | 0.000 |
| 2 | Characteristic Leadership (X_2) | Satisfaction (Y_1) | 0.078 | 0.974 | 0.330 |
| | | Working Performace (Y_2) | 0.445 | 3.694 | 0.000 |
| 3 | Internal Culture (X_3) | Satisfaction (Y_1) | 0.029 | 0.450 | 0.653 |
| | | Working Performace (Y_2) | 0.213 | 2.706 | 0.007 |
| 4 | Satisfaction (Y_1) | Working Performace (Y_2) | 0.445 | 2.558 | 0.011 |

$$Y_2 = 0.285 X_1 + 0.445 X_2 + 0.213 X_3 + 0.445 Y_1 + \epsilon$$

$$R^2 = 0.5901 \quad (2)$$

The value of squared multiple correlations in statistics is known as R^2 , can be explained as follows:

- 1) The value of squared multiple correlations in the first equation is 0.100. The value indicates that 10% of the variation of the value of working satisfaction is determined by the value variation of achievement motivation, characteristic leadership and internal culture.
- 2) The value of squared multiple correlations in the second equation is 0.591. The value indicates that 59.1% of the variation of the value of working performance is determined by the value variation of achievement motivation, characteristic leadership, internal culture and working satisfaction.

Based on the used research model, this effect analysis shows that there are two variables which do not give influence (effect) to each other, i.e. internal

culture towards satisfaction and characteristic leadership towards satisfaction. The direct and indirect effect can be seen in the following table.

Discussion of Hypothesis Testing Result

The research model brings about seven hypothesis testing in which there are two alternative hypotheses that are not accepted, i.e. hypothesis H2 and H3, while the alternative hypothesis of H1, H4, H5, H6, and H7 is accepted. The following is the discussion of the result of hypothesis testing and the effect (influence) analysis.

The result of recapitulation of the indirect effect is shown in the following table.

DISCUSSION

The Effect of Achievement Motivation towards the Employee's Working Satisfaction

The research result proves that achievement motivation gives positive and significant effect towards

Table 5. Result of Hypothesis Testing (Direct Effect)

| | Hypothesis | Conclusion |
|----|--|------------|
| H1 | Achievement motivation has significant effect towards employee's working satisfaction. | accepted |
| H2 | Characteristic leadership has significant effect towards employee's working satisfaction | rejected |
| H3 | Internal culture has significant effect towards employee's working satisfaction | rejected |
| H4 | Achievement motivation has significant effect towards employee's working performance | accepted |
| H5 | Characteristic leadership has significant effect towards employee's working performance | accepted |
| H6 | Internal culture has significant effect towards employee's working performance | accepted |
| H7 | Working satisfaction has significant effect towards employee's working performance | accepted |

Table 6. Direct and Indirect Effect

| Direct Effect | | | | | |
|-----------------|------------------------|---------------------------|------------------|--------------|-------------|
| | Achievement Motivation | Characteristic Leadership | Internal Culture | Satisfaction | Performance |
| Satisfaction | 0.029 | 0.078 | 0.148 | 0.000 | 0.000 |
| Performance | 0.213 | 0.405 | 0.285 | 0.445 | 0.000 |
| Indirect Effect | | | | | |
| | Achievement Motivation | Characteristic Leadership | Internal Culture | Satisfaction | Performance |
| Satisfaction | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Performance | 0.013 | 0.035 | 0.066 | 0.000 | 0.000 |

Table 7. Result of Hypothesis Testing (Indirect Effect)

| | Hypothesis | Conclusion |
|---|---|-------------------|
| a | Internal culture gives positive and significant effect towards the working performance through working satisfaction | Not significant |
| b | Characteristic leadership gives positive and significant effect towards the working performance through working satisfaction | Not significant |
| c | Internal culture gives positive and significant effect towards the working performance of division through working satisfaction | Not significant |

the employee's working satisfaction, which means achievement motivation is really needed by an employee to reach a high working satisfaction though working satisfaction, itself, is characteristically very relative or it is different from each other among the employees. However, it is found that all of the respondents stated that during working in their company they say that they feel satisfied on the achievement motivation is given by the company's management to them.

The Effect of Characteristic Leadership towards the Employee's Working Satisfaction

The research result reveals that characteristic leadership gives negative and significant effect towards the employee's working satisfaction, which means that the performance of the managerial activities of characteristic leadership has not always necessarily given positive impact towards the organization. It is because the more performance of the managerial activities of leadership is done, the more decrease on corporate working performance is found from time to time. The implementation of characteristic leadership activities which is more towards pressing employees may drive an employee to reach work satisfaction, but it does not always necessarily give positive effect towards the development of the subordinates' personality to sincerely work to reach the organizational goals.

The Effect of Internal Culture towards the Employee's Working Satisfaction

The research result proves that internal culture gives positive and significant effect towards the employee's working satisfaction, which means internal culture is a concept that can be used as media to measure the compatibility of organization's goals, strategy and task organization as well as the resulting

impact because without a valid and reliable measurement of the critical aspect of organizational culture, the statement about the cultural impact toward the employee's working satisfaction and the corporate working performance will continuously be based on speculation, personal observation, personal observation, and case study (Brahmasari, 2004).

The research result supports the research done by Koesmono (2005) who explains that organizational culture gives effect towards working satisfaction as shown by the path coefficient = 2.078 and $p(0.000) < \alpha(0.05)$ which means internal culture positively and linearly gives effect towards the working satisfaction.

The Effect of Achievement Motivation towards the Employee's Working Performance

The research result proves that achievement motivation gives positive and significant effect towards the employee's working performance. It means that achievement motivation gives positive and significant effect towards the work satisfaction which in turn influences the employee's working performance. It can happen this way because the employees feel satisfied with being fulfilled their need by the management so that they can work optimally. The fact that the employees do not yet work optimally is caused by the superior, for example, related to overtime work: an employee who has been satisfied to the management of the fulfilled need will feel that he/she has to work professionally, which means that if there is a certain duty attached to him/her which is not yet completed up to the end of the working time and he/she can do it on that day, he/she intends to finish the duty with dedication and loyalty for the work without considering working overtime. However, the management determines that based on the provisions the employee is not allowed to do that, as a consequence, the duty will be done by the employee on the

next day. It is one of the considerations and reasons to say that achievement motivation gives significant effect towards the working experience and working performance of employees.

The Effect of Characteristic Leadership towards the Employee's Working Performance

The research result proves that characteristic leadership gives positive and significant effect towards the employee's working performance. It means that a characteristic leadership is an effort to persuade people through the process of communication to reach the organizational goal which is expected to trigger positive change, i.e. in form of dynamic activities which can coordinate organization in order to reach the goal. If is applied in accordance with the corridor developed by both parties according to their own job.

The Effect of Internal Culture towards the Employee's Working Performance

The research result shows that internal culture has a positive and significant effect towards the employee's working performance. It means that internal culture is as result of the typical interaction of internal behavior which influences groups of people in the organization's environment to form all subjective perception about the organization based on the factors of risk tolerance, team pressure, and people's support. All the perception will be a culture or organization's personality which is able to support and influence the employee's working satisfaction and organization's working performance as well as to give stronger effect towards the internal culture.

The Effect of Working Satisfaction towards the Employee's Working Performance

The research result explains that the employee's working satisfaction gives positive and significant effect towards the employee's working performance, which means that the high level of employee's working satisfaction will generally improve the working performance. The research result endorses the research done by Koesmono (2005), which can be concluded that working satisfaction gives effect significantly and positively towards the working performance.

CONCLUSION

Achievement motivation gives significant effect towards working satisfaction. It is accepted since the analysis shows that the C.R is 2.435, which exceeds the critical value of + 1.96 and significance level (0.015; $p < 0.05$), there is a strong direct effect (0.148). Meanwhile, it is not accepted that characteristic leadership gives effect towards working satisfaction because the C.R is 0.974, which does not exceed the critical value of + 1.96 and significance level (0.330; $p > 0.05$) and the direct effect is not strong enough (0.078). It is also rejected that internal culture has a positive effect towards working satisfaction since the C. R is 0.450, which does not exceed the critical value of + 1.96 and level of significance (0.653; $p > 0.05$), and the direct effect is not strong (0.029).

Achievement motivation gives positive effect towards working performance. It is accepted because the C.R is 3,790, which does not exceed the critical value of + 1.96 and significance level (0.000; $p < 0.05$), there is strong direct effect (0.013). It is also accepted that characteristic leadership gives effect towards working performance since the C.R is 3,694 which exceeds the critical value of + 1.96 and significance level (0.000; $p < 0.05$), there is a strong direct effect (0.445) while the indirect effect is not strong enough, i.e. 0.035. It is accepted that internal culture gives positive effect towards working performance because the C.R is 0.213 which exceeds the critical value of + 1.96 and significance level (0.007; $p < 0.05$), there is a strong direct effect (0.213), while the indirect effect is not strong, i.e. 0.066. Working satisfaction gives positive effect towards working performance; it is accepted because the C.R is 0.445 which exceeds the critical value of + 1.96 and significance level (0.011; $p < 0.05$).

RECOMMENDATION

Referring to the research result, it is found that most of the respondents do not want to move to other division, while a few of them state their eagerness to move to other division. It needs further consideration and attention to improve the working environment and organizational commitment. There needs to be the better arrangement of placing employees in the PT. Pura Barutama. The research result shows that there

are a few employees who feel they are not compatible in their current position. The placement of employee should be fitted with the talent, interest, and capability of the concerned employee. This needs to be overcome in order that every employee can work better and the organizational goals can be achieved.

SHORTCOMING OF THE RESEARCH

The research has a shortcoming, i.e. the sample of the research is taken from the employees PT. Pura Barutama so that it cannot be generalized for other company. If the research is done to other objects, it may have a different result.

FURTHER RESEARCH

The variable and model used in this study are still limited, further researches, therefore, can include other variables.

REFERENCE

- Brahmasari, Ida Ayu. 2004. Pengaruh Variabel Budaya Perusahaan terhadap Komitmen Karyawan dan Kinerja Perusahaan Kelompok Penerbitan Pers Jawa Pos, *Disertasi Universitas Airlangga*, Surabaya.
- Cooper, D.R., and C.W. Emory. 1995. *Business Research Methods*; Richard D. Irwin Inc.
- Effendi, Onong Uchjana. 1992. *Kepemimpinan dan Komunikasi*. Bandung: Mandar Maju.
- Ermayanti Dwi and Armanu. 2001. Pengaruh Faktor Motivasi terhadap Prestasi Kerja Karyawan pada Kantor Perum Perhutani Unit II Surabaya, *Jurnal Fakultas Ekonomi Universitas Brawijaya Malang*.
- Ferdinand, Augusty. 2002. *Structural Equation Modeling Dalam Penelitian Manajemen*. Semarang: BP UNDIP.
- Gibson, Ivancevich, Donnely, 1997. *Organizations (Terjemahan)*, Cetakan Keempat. Jakarta: Gelora Aksara Pratama.
- Hair, J.F.Jr., R.E. Anderson, R.L., Tatham dan W.C. Black. 1998. *Multivariate Data Analysis with Readings*, Eanglewoods Cliffs, NJ : Prentice Hall Inc.
- Koesmono, H. Teman. 2005. Pengaruh Budaya Organisasi terhadap Motivasi dan Kepuasan Kerja serta Kinerja Karyawan pada Sub Sektor Industri Pengolahan Kayu Ekspor di Jawa Timur, *Disertasi Universitas Airlangga*, Surabaya.
- Magdalena Iodarche and Eleonara Gabriela, 2011, Leadership Importance and role in the public sector-features in the contemporary context, *Journal of challengers of the knowledge society economy*, pp 1361-1369.
- Mangkunegara Anwar Prabu. 2005. *Manajemen Sumber Daya Manusia Perusahaan*, Cetakan Keenam. Bandung: Remaja Rosdakarya.
- Mangkunegara, A.P. 2001. *Manajemen Sumber Daya Manusia Perusahaan* (Cetakan Ketiga). Bandung: PT Remaja Rosdakarya Offset.
- Nur Indriantoro. 1999. *Metodologi Penelitian Bisnis, untuk Akuntansi dan Manajemen*. Yogyakarta: BPFE.
- Robbins, Stephen P. 1996. *Perilaku Organisasi, Konsep-Kontroversi-Aplikasi*, Edisi Bahasa Indonesia. Jakarta: Prenhalindo.
- Robbinss Stephen P. 2001. *Organizational Behavior (Terjemahan) Jilid 1*, Edisi Kedelapan. Jakarta: Bhuana Ilmu Populer.
- Tika H. Moh. Pabundu. 2006. *Budaya Organisasi dan Peningkatan Kinerja Perusahaan*, Cetakan Pertama. Jakarta: Bhumi Aksara.
- Yasa I Gede Adi. 2006. Pengaruh Karakteristik Manajemen Karier terhadap Komitmen Karyawan dan Dampaknya pada Prestasi Kerja Karyawan PT. Adi Bharata Asty Denpasar, *Tesis Universitas 17 Agustus Surabaya*.