

EFFECT OF LEADERSHIP STYLE, COMMUNICATION AND MOTIVATION ON EMPLOYEES' PERFORMANCE (A CASE STUDY IN PT SADEWA KARYA, SOUTH TANGERANG, BANTEN, INDONESIA)

Umi Rusilowati^{1*} and Muhammad Ramdhan²

Abstract: *This study aims to determine: the influence of leadership style on employees' performance, influence of communication on employees' performance, and effect of motivation on employees' performance, as well as to determine the simultaneous influence of leadership style, communication, and motivation on employees' performance.*

This study was conducted on workers of PT. Sadewa Karya. The study used a quantitative approach and a descriptive survey technique. Data collection instrument used was a questionnaire using a Likert scale with a sample of respondents as many as 125 workers out of 180 workers as population. Data were analyzed using regression linear with the assistance of SPSS version 17 for Windows.

The results of this study indicate that: (1) the results of hypothesis testing showed leadership style variable t-value of 0.317 with 0.752 significance level. The significance level is greater than 0.05, which means that the hypothesis in this study accepts H₀ and rejects H_a meaning that the first hypothesis "leadership style does not have a positive influence on employees' performance" was rejected. Result of communication hypothesis testing showed t value of 4.452 with 0.000 significance level. The significance level of less than 0.05, which means that the hypothesis in this study reject H₀ and accept H_a meaning that the second hypothesis "communication has a positive effect on employee performance" is accepted. The result of hypothesis testing of motivation showed t value of 0.061 with a significance level of 0.952. The significance level greater than 0.05, meaning that the hypothesis in this study receives H₀ and rejects H_a. It can be concluded that the third hypothesis "motivation does not have a positive influence on employee performance" was rejected. The calculation of statistics shows the value of F count as much as 6.712. Using the 0.05 significance level it proves that style of leadership, communication and motivation variables affect significantly on employees' performance.

Keywords: *leadership style, communication, motivation and performance.*

^{1&2} Pamulang University

* E-mail: umi_rusilowati@yahoo.com

BACKGROUND OF THE PROBLEM

The truth is that human resources is a central factor in an organization, regardless of the form and purpose, the organization made based on various visions for the benefit of man and in the execution of its mission is managed and administered by humans. Accordingly, man is a strategic factor in all activities of the organizational institution.

A number of parties are still questioned the Indonesian government's readiness to face the ASEAN Economic Community (AEC) in 2015. The reason is, if Indonesia is not ready, then it will just be a slave market and other ASEAN countries. Government readiness is certainly very necessary not only to protect domestic products but also in terms of human resources.

Ironically, Indonesia, which has a wealth of natural resources is greater than other ASEAN countries, it turns its HDI is still far below Singapore (0.89) and Brunei (0.85) which is able to perform very advanced in countries with HDI group very high human development category. Malaysia is also quite far above Indonesia with a HDI of 0.76 and classified in the category of high human development countries. This condition is clearly alarming because human capital is owned by Indonesia just a little over East Timor, Cambodia and Myanmar. That is, in terms of human capital in the face of MEA 2015, Indonesia is still less strong with Singapore, Brunei, Malaysia, Thailand and the Philippines.

PT. Sadewa Karya is a company engaged in the field of services, including architectural services, contractors and interior. The company was founded in 2001 in South Tangerang, Banten. Company employees are required to create a high performance for the company's development. Companies must be able to build and improve performance in their environment. The company's success is influenced by several factors, one important factor is human resources, since human resources are the perpetrators of the overall level of planning until the evaluation is able to utilize those resources that are owned by other companies.

The employee's performance is affected by various factors including the factor of their own abilities, motivation, communication, support received, physical work environment, compensation or incentives, a comfortable workplace, career development, the implementation of occupational health and safety, the relationship between superiors and subordinates (leadership), as well as employee relations with other employees.

Good leadership and smooth communication and high motivation are important factors that encourage good performance. Quality, discipline and creativity is the main asset that should be owned by the employees in demonstrating performance.

In a company the meaning of communication plays a very important role. The importance of communication within the company is that in doing the work among fellow employees require effective communication in order to understand the messages about a job, a message about the work to be disseminated then surely such information would have to walk to follow a path from the leadership to its employees or vice versa and also among employees, communication that occurs in an organization will also affect the activities of the organization, such as work efficiency, employee satisfaction and others.

It also should be done at PT. Sadewa Karya, the communication that occurs on its employees to be effective where the message flow between employees is acceptable in order to affect the activities of the organization, such as work efficiency, employee satisfaction and others, but in running effective communication within the organization at PT. Sadewa Karya allegedly sometimes encountered obstacles, such as differences in the information receiving messages, less the equalization of meaning, lacking the interactive relationship is based on the alleged constraints.

Problem Formulation

1. How much does leadership style affect employee performance?
2. How much does communication affect on employee performance?
3. How much does motivation affect on employee performance?
4. How much do leadership styles, communication and motivation affect the performance of employees simultaneously?

Objectives of the Study

1. To know how much the effect of leadership style on employee performance is.
2. To know how much the effect of communication on employee performance is.
3. To know how much the effect of motivation on employee performance is.
4. To know how much the effect of style of leadership, communication and motivation on employee performance simultaneously is.

BENEFITS RESEARCH

Theoretical Benefits

In order to know more about the factors that influence employee performance improvement and whether the theory is still relevant to the present day, and to know how far the relationship between theory and existing conditions in the field.

Practical Benefits

1. As a matter of evaluation for the management of PT. Sadewa Karya especially regarding leadership style, communication, motivation and performance of employees at PT. Sadewa Karya.
2. As a reference for the management of PT. Sadewa Karya in determining and formulating company policy, especially regarding leadership style, communication and motivation on the performance of employees at PT. Sadewa Karya as an empirical study materials and as a reference in the development of human resources management, especially management for academics from the field of human resources in particular and the field of management in general who want to discover and develop research related to leadership style, communication and motivation on performance of employees

Theoretical Study

Mary Parker Follett, One of the behavioral school of management thinkers, in Ismail Solihin (2009: 3), affirm that basically management is “the art of getting things done through people”

An expert on the theory of management, Peter Drucker in Ismail Solihin (2009: 3), adding that the important task of a manager is to set the direction of the company’s goals, provide leadership to achieve these goals and make decisions about how to use the organization’s resources to achieve the objectives that have been set.

Planning, which is a process of developing corporate objectives and to select a set of actions (strategies) to achieve these goals.

Organizing, a process in which employees and workers are connected together to achieve corporate goals.

Completion of staff, which is a process to ensure that the appropriate personnel can be selected, developed and rewarded for achieving their goals.

Lead, which is a process to motivate individuals or groups within an employment relationship activity (task-related activities) so that they can work freely (voluntarily) and harmony in achieving corporate objectives.

Control, which is a process to ensure the efficient performance in achieving corporate goals.

Human resource management (HRM) is a strategic area of the organization. HRM should be viewed as an extension of the traditional view to manage people effectively and to do that requires knowledge of human behavior and the ability to manage it.

According to Simamora in Edy Sutrisno (2009: 5), HRM is the utilization, development, assessment, provision of fringe benefits, and management of individual members of the organization or group of workers. Meanwhile, according to Dessler in Edy Sutrisno (2009: 6), HRM can be defined as a matter of policy and practice needed someone to run the aspect of "people" or human resources from a position of management, including recruitment, screening, return, and assessment.

Each organization, including a corporation, establishes specific goals they want to achieve in managing its resources, including resources appropriately manusia. Tujuan HRM is very difficult to formulate because of its varied and depend on the phasing in developments in the respective organization. Difficulties faced by HRM in the future will not necessarily be the same again with the conditions of the past. The difficulty is how to create an organization that is increasingly diverse and demanding management more efficient, effective, and productive.

According Maasaki in Edy Sutrisno (2009: 11), the term quality of human resources is the level of expertise and commitment which can be demonstrated by human resources. The level compared to the level required from time to time by the organization that has the human resources. Companies without employees is like a man without blood, it illustrates the importance of employees in a company even though many business owners are not aware about it. Not a few owners of a company that treats its employees with inhuman so fatal to the survival of the company itself in the long term.

There are many different views on the definition of leadership, among others Robbins (2003: 314), provides definitions of leadership as the ability to influence a group toward the achievement of goals. Sources of influence may be formal, as given in managerial positions within the organization. Situational Leadership Hersey and Blanchard model emphasizes the relationship between the follower or followers and the level of maturity or level of maturity. Leaders must properly consider or intuitively know the level of maturity of followers and then use the appropriate leadership style to that level. Leadership style used depends on the level of preparedness or readiness followers. Most models assume leadership that leaders treat all workers or less the same way. Leader-member exchange model is based on the assumption that leaders develop unique relationships one by one with each direct subordinate. This kind of relationship experts called vertical Dyad behavior. Dyad vertical forming is a process that occurs naturally, as a result of business leaders delegate and assign job role.

Path-goal theory is based on the idea of expectancy theory of motivation to improve efforts that will improve the performance and expectations of increased yields. Because the leader behaviors expected to be accepted when workers looked at as a source of satisfaction or set a path to satisfaction in the future.

Leadership theory gives a set of rules to consider the shape and number of participatory decision-making in different situations.

Build Wilson (2012: 340) states that there are elements within the leadership, among others: A collection of people, power, influence, value.

The third element of leadership is the ability of a leader in the use of various forms of power it has to influence the members of the organization that will carry out their duties. This element is needed on how the expertise of leaders to influence the members of the organization. Despite the fact that on this element emphasizes the followers, also takes inspiration from the leadership.

According to Malay Hasibuan (2006: 169), there are several types of leadership, among which are: the charismatic type, paternalistic and maternalistis type, militaristic type, paternalistic and maternalistic type, autocratic type, the type of *laissez faire*, the type of popularity, administrative and democratic type.

According to Colquitt, Lepine, and Wesson in Wake Wilson (2012: 422), the communication is the process of defining the meaning and the meaning of information transferred from the sender to the receiver. Most of the work done in a team solved interdependent, mutually dependent and involves communication among members. Therefore the effectiveness of communication plays a crucial role in determining whether there is a profit or loss in the communication process.

A similar opinion was expressed by McShane and Von Glinov in Wake Wilson (2012: 423), the communication suggests the process with and understand the meaning of information transmitted between two or more people. Kreitner and Kinicki in Wake Wilson (2012: 423), defines the communication is the exchange of information between sender and receiver, and draw conclusions as perceptions about the meaning of something between the individual involved.

Robbins and Judge (2007: 376), defines the communication within the organization has four functions, namely: Control, motivation, emotion and information.

Four communication function is just as important, no one exceeds the other. To perform effectively, the group needs to maintain some control over members, stimulate members to perform, allow the expression of emotion, and make a selection decision. Almost every communication interaction that occurs within a group or organization to do one or more of these functions.

Similar definitions expressed by Wilson Wake (2012: 361), he said that there are four communication functions within the organization, namely: Oversight functions, as motivation, emotion and information disclosure.

Wursanto (2009: 34), in communication, there are five elements or components, wherein the fifth component of the communications is a unified whole and round, if one component is not there then the communication will not be able to happen. So each component berhubungan erat each other, there is a dependency, in the sense that the success of a communication is determined by all of these components. The five components are:

1. Sender of news or communicators
2. The form of news or message
3. *Receivers*: The communicant should be received. The receiver's response to the news that the news should be interpreted, the news received as intended by the sender of the message.
4. News delivery procedures. News delivery procedures concerning the means used to post news.

Moderate means necessary in the communication process depends on the nature of the news to be delivered. Reaction or response Communication is very important in the organization, because it involves the delivery of messages between individuals and groups about the work of the organization. Errors in the delivery of messages can lead to errors in carrying out the work, so it is not the achievement of organizational goals.

The communication process proposed Colquitt, Lepine, and Wesson in Wibowo (2013: 244), is basically the same. The difference is only in the beginning sender information and eventually the receiver to produce understanding.

According to Moenir (2006: 128), communication is the motive power arising from within oneself that encourages people to do something. Motifs can arise from within because there are basic human needs that are universal, but they can also be stimulated from the outside can be shaped. Stimulus of physical and non-physical is called motivation.

FRAMEWORK OF THE STUDY

The Influence of Leadership Style on Employee Performance

Leadership styles can affect the performance of employees, if the leadership style was well received so that employees will be motivated to improve its performance in PT. Sadewa Karya.

The Influence of Communication on Employee Performance

Communication can affect employee performance, because with good communication to employees, then it will improve employee performance.

The Influence of Motivation on Employee Performance

Motivation can affect the performance of employees, due to the high motivation of an employee will give the totality of the ability he has for the company.

Influence of leadership style, communication and motivation on employee performance simultaneously.

The third factor is a factor that is integral to the performance of employees that are expected to achieve the company's goal of course, supported by the quality of human resources who have a good morale. Based on the framework of thinking, it can be described the scope of the research study on the analysis of the influence of the style of leadership, communication and motivation on employee performance of PT. Sadewa Karya.

A place of the research

This study will be carried out in a company engaged in the field of contractors, namely PT. Sadewa Karya.

Execution time

The research was conducted from May 2014 until July 2014.

Relationship between variables

In this study, there are 3 independent variables (X) and one dependent variable (Y).

The independent variable

The independent variable is the variable that affects other variables investigated. Independent variable in this study is the style of leadership, communication and motivation.

The dependent variable

The dependent variable is a symptom or a variable element which is influenced by other variables. The dependent variable in this study is the performance of employees.

Population

Sugiyono (2003: 57), defines the population "is a generalization region consisting of the objects or subjects that have a certain quantity and characteristics defined by the researchers to be studied and then drawn conclusions. Population is workers who work in PT. Sadewa Karya totaling 180 people.

Samples

The sample is a fraction of the number and characteristics possessed by this population, if large populations and researchers may not learn all that there is in the population, for example due to lack of funds, manpower and time, the researchers can use the sample taken from the population, Sugiyono (2003: 58).In this case, the researchers conducted the study with carasimple sampling random sampling (simple random sampling) where samples were randomly selected from the amount that has been determined determination of the number of samples, researchers used a calculation of Slovin formula.

In determining the number of samples to be selected, the author uses an error level of 5%, as in every study may not 100% percent true, the smaller the error tolerance, the more accurately describe the sample population. Then the samples to be used in this study as many as 125 people/respondents.

Collecting data instrument is questionnaire, which includes

1. Leadership Style,
2. Communication,
3. Motivation and
4. the employee's performance.

Before the questionnaire was made in advance made grating for each variable. Of the four variables created with the grading scale of 1 to 5 answers and instruments were developed based on existing indicators using a Likert scale.

This analysis method is a method of analysis carried out on data obtained from the answers to the questionnaire used to analyze the data in the form of numbers. Data in the study has a very important position. This is because the data is a depiction of the studied variables and functions as a means of proving the hypothesis. The validity of the data will determine whether or not the data quality. It depends on the instrument used, which meets the principle of validity and reliability.

To analyze the data using a statistical test partial correlation and multiple linear regression. Analisis partial correlation and multiple regression is an analysis of the relationship between a dependent variable with two or more independent variables. To determine the interpretation of the correlation coefficient is found based on the Sugiyono (2003: 216). Before testing the hypothesis, first performed regression testing requirements are:

Multi-collinearity symptoms wich can be seen from the value of tolerance and the value of Varian Inflation Factor (VIF). When the VIF value smaller than 10 and the tolerance value above 0.1 or 10% it can be concluded that the regression model is free from multi-collinearity, Ghozali (2005: 145).

To detect the presence or absence of heteroscedasticity we can use the graphical method of scatterplot generated from the output of SPSS version 17. If the image shows that the dots spread randomly and spread both above and below the number 0 on the Y axis, then it can be concluded not occur for heteroscedasticity in the regression model, Ghozali (2005: 150).

Test normality of the data in this study also seen by looking at the points on Normal P-Plot of Regression Standardized Residual of the dependent variable with the criteria if the data spread around a diagonal line, the regression model to meet the assumption of normality. If the data are spread far from the diagonal line and or did not follow a diagonal line, the regression model did not meet the assumption of normality.

The Hypothesis tested is

H0: The sample comes from a population that is normally distributed

H1: The sample does not come from a population that is normally distributed

Steps must be taken to analyze the hypothesis, include:

Partial correlation test was used to test the first hypothesis and second hypothesis. Partial correlation technique used is the Pearson correlation. The purpose of this correlation testing is to determine the relationship between independent variables with the dependent.

According Sugiyono (2003: 182), the formula used to determine the magnitude of the relationship or correlation between variables X1 and Y, as well as X2 and Y, this is by using the following formula:

Multiple correlation test to use to test the third hypothesis and the technique is the Pearson correlation, the purpose of this test is to see whether there is a correlation means that if three independent variables together correlated with the dependent variable.

Multiple correlation test is a tool to measure the degree of relationship or association between the independent variables on the dependent variable simultaneously

Calculation of the coefficient of determination is intended to analyze how much (expressed in percentage) contribution of independent variables on the dependent. Based on the analysis of the correlation coefficient calculation formula used in the calculation of analytical determination, Sudjana (1997: 246).

The *t* statistical test basically shows how much influence one explanatory variable/independent individually in explaining variations in the dependent variable, Ghozali (2005: 75).

RESULTS AND DISCUSSION

PT. Sadewa Karya is a company engaged in consulting services architecture, interior, lighting and contractors. The company was formed in early 2001. Earlier the company was formed from some of the architects who originally worked on each company engaged in different architectural consultant, then agreed to form an architectural consultant. Initially the company is only working on planning and building scope of architecture, interior, and lighting in small-scale projects such as residences. Nevertheless with the development for the opportunity given by the client, the company opened the enforcement division, the division has undertaken the physical development on the designs done by PT. Sadewa Karya. Until now, PT. Sadewa Karya, specifically only handles residential development project of individual work (personal). They have worked on several homes that are outside Jakarta area such as Semarang, Medan and Bandung. They will expand into the area of eastern Indonesia.

Respondents in this study all male totaled 125 (100.0%). The age of respondents is 11-20 years amounted to 25 (20.0%), 21-30 years amounted to 26 (20, 8%), 31-40 years amounted to 31 (24.8%), amounted 41-50 years amounted to 28 (22.4%), and those aged over 50 years amounted to 15 (12%) and respondents in this study with the title conductor amounted to 58 (46.4%), the post of foreman amounted to 15 (12.0%), and artisan positions numbered 52 (41.6%). Senior high school educated respondents as many as 82 people (65.6%), the junior high school as many as 27 people (21.6%), high school educated many as 6 people (4.8%), and never take the path of formal education as much as 10 people (8.0%)

Based on the test results of an instrument given to 125 respondents by the number of statement 11 (eleven) statements submitted, all of them declared valid/invalid. It can be seen from the data processing scores of 11 (eleven) a statement of such instruments has *r* count > *r* tabel at the 5% significance level of 0.176.

Table 1
Validity of Instrument of Leadership Style Variable

<i>Number of Items</i>	1	2	3	4	5	6	7	8	9	10	11
<i>R count</i>	0,698	0,769	0,689	0,703	0,667	0,654	0,702	0,653	0,731	0,69	0,612
<i>R table</i>	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176
<i>Explanation</i>	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

Source: SPSS output

In table 1 above it can be seen that the correlation between each of the indicators against a total score of 11 (eleven) point declaration given a significant result and

shows that r count $>$ r table. It can be concluded that all items declared invalid statement. Based on the test results of an instrument given to 125 respondents by the number of questions 11 (eleven) statements submitted, all of them declared valid. It can be seen from the data processing scores of 11 (eleven) a statement of such instruments has r count $>$ r table at the 5% significance level of 0.176.

Table 2
Validity of Instrument of Communication Variable

Number of Items	1	2	3	4	5	6	7	8	9	10	11
R count	0,694	0,763	0,685	0,588	0,561	0,763	0,571	0,446	0,773	0,46	0,611
R table	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176	0,176
Explanation	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

Source: SPSS output

In table 2 above can be seen that the correlation between each of the indicators against a total score of 11 (eleven) point declaration given a significant result and shows that r count $>$ r table. It can be concluded that all items declared valid statement. Based on the test results of an instrument given to 125 respondents by the number of questions 11 (eleven) statements submitted, all of them declared to be valid. It can be seen from the data processing scores of 11 (eleven) a statement of such instruments has r hitung $>$ r tabel at the 5% significance level of 0.176.

Table 3
Validity of Instrument of Motivation Variable

Number of Items	1	2	3	4	5	6	7	8	9	10	11
R count	0,64	0,6	0,63	0,69	0,58	0,67	0,72	0,66	0,6	0,77	0,69
R table	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18
Explanation	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

Source: SPSS output

In table 3 above can be seen that the correlation between each of the indicators against a total score of 11 (eleven) point declaration given a significant result and shows that r count $>$ r table. It can be concluded that all items are valid. Based on the test results of an instrument given to 125 respondents by the number of grains of statement 11 (eleven) statements submitted, all of them declared valid/invalid. It can be seen from the data processing scores of 11 (eleven) a statement of such instruments has r count $>$ r table at the 5% significance level of 0.176.

Table 4
Validity of Instrument of Performanc Variable

Number of Items	1	2	3	4	5	6	7	8	9	10	11
R count	0,73	0,74	0,77	0,54	0,54	0,79	0,4	0,61	0,75	0,42	0,62
R table	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18	0,18
Explanation	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid	Valid

Source: SPSS output

In table 4 above can be seen that the correlation between each of the indicators against a total score of 11 (eleven) point declaration given a significant result and shows that r count $>$ r table. It can be concluded that all items are valid.

To test the reliability of Leadership Style variable (X1), researchers used a formula of Cronchbach's Alpha in SPSS version 17. Reliability test results Leadership Style variable (X1) can be seen as follows: Based on the reliability test for Leadership Style variable (X1), obtained r Alpha by 0.889 of 11 (eleven) point statement filed with the number of respondents 125 respondents drawn using a random sample. The results obtained from the calculation results r Alpha $>$ r table at the 5% significance level of 0.176. So it can be concluded, from 11 (eleven) point are reliable. The reliability is very strong so that the variable is fit for use as a measuring tool. Based on the reliability test for variable Communications (X2), obtained r Alpha by 0.847 of 11 (eleven) point statement filed with the number of respondents 125 respondents drawn using a random sample. The results obtained from the calculation results r Alpha $>$ r table at 5% significance level of 0.176. So it can be concluded, from 11 (eleven) questions are all reliable and the interpretation is very strong so that the variable is fit for use as a measuring tool.

To test the reliability of motivation variable (X3), researchers used a formula Alpha Cronchbanch in SPSS version 17. Reliability test results motivation variable (X3) can be seen in as follows: Based on the reliability test for motivation variable (X3), acquired Alpha amounting to 0.866 of 11 (eleven) point statement filed with the number of respondents 125 respondents drawn using a random sample. The results obtained from the calculation results r Alpha $>$ r table at the 5% significance level of 0.176. So it can be concluded, from 11 (eleven) point declaration filed all reliable interpretation Very Strong so that the variable is fit for use as a measuring tool.

Based on reliability testing for performance variable (Y), obtained r Alpha by 0.852 of 11 (eleven) point statement filed with the number of respondents 125 respondents drawn using a random sample. The results obtained from the calculation results r Alpha $>$ r table at the 5% significance level of 0.176. So it can be concluded, from 11 (eleven) questions are all reliable and the interpretation is very strong so that the variable is fit for use as a measuring tool.

To test multi-collinearity aiming to find the perfect relationship between the independent variables in the regression model. Multi-collinearity symptom can be seen from the value of tolerance and the value of Variance Inflation Factor (VIF). When the VIF value smaller than 10 and the tolerance value above 0.1 or 10% it can be concluded that the regression model did not happen multi-collinearity, Ghozali (2005: 145) that VIF all independent variables in this study is less than 10, while the value of tolerance of all independent variables more than 10%, which means that does not happen the correlation between the independent variable whose value is more than 90%, thus it can be concluded that there are no symptoms of multicollinearity between independent variables in the regression model.

Heteroscedasticity test aims to test whether a regression model of the residual variance occurs inequality, from one observation to another observation. If the variance of the residuals of an observation to observation of others remain, then called homoskedastisitas and if different variances, called heteroscedasticity.

To detect the presence or absence of heteroscedasticity can use the graphical method Scatterplot generated from the output of SPSS version 17, if the image shows that the dots spread randomly and spread both above and below the number 0 on the Y axis, then it can be concluded not occur for heteroscedasticity in the regression model, Ghozali (2005: 150).

Normality test aims to test whether the regression model, the independent variables and the dependent variable, both normally distributed or not. In this research test for normality using the Kolmogorov-Smirnov calculation criteria if the test results greater than 0.05 means the normal distribution of data. Test normality of the data in this study also seen by looking at the points on Normal P-Plot of Regression Standardized Residual from dependent variable with the criteria if the data spread around a diagonal line, the regression model to meet the assumption of normality. If the data are spread far from the diagonal line and or did not follow a diagonal line, the regression model did not meet the assumption of normality. The following test results for normality using the Kolmogorov-Smirnovdengan using SPSS version 17:

Table 5
Test of Data Normality

<i>One-Sample Kolmogorov-Smirnov Test</i>					
	<i>Leadership style</i>	<i>Communication</i>	<i>Motivation</i>	<i>Performance</i>	
N	125	125	125	125	
Normal Parameters ^{a,b}	Mean	41.84	41.97	42.04	42.85
	Std. Deviation	4.855	5.008	5.180	4.960

Cont. table 5

One-Sample Kolmogorov-Smirnov Test

	<i>Leadership style</i>	<i>Communication</i>	<i>Motivation</i>	<i>Performance</i>	
Most Extreme Differences	Absolute	.106	.088	.089	.093
	Positive	.106	.088	.089	.093
	Negative	-.106	-.078	-.071	-.068
Kolmogorov-Smirnov Z	1.190	.989	.999	1.041	
Asymp. Sig. (2-tailed)	.118	.282	.271	.229	

a. Test distribution is Normal.
 b. Calculated from data.

Source: SPSS output

Based on the above calculation, the value Asymp.Sig. (2-tailed) as follows:

1. **Leadership style:** It appears that the significant column Asymp. Sig. (2-tailed) was 0.118 > 0.05 therefore Ho accepted meaning normally distributed population.
2. **Communication:** It appears that the significant column Asymp. Sig. (2-tailed) was 0.282 > 0.05 therefore Ho accepted meaning normally distributed population.
3. **Motivation:** It appears that the significant column Asymp. Sig. (2-tailed) was 0.271 > 0.05 therefore Ho accepted meaning normally distributed population.
4. **Performance:** It appears that the significant column Asymp. Sig. (2-tailed) was 0.229 > 0.05 therefore Ho accepted meaning normally distributed population.

With samples for each variable were 125 respondents found that the 0.05 level of significance Asymp. Sig value. (2-tailed) analysis of the calculation results of each variable value > 0.05 so the hypothesis is accepted, so we concluded that the data on each variable have normal distribution at 0.05 level of significance.

Good regression model is eligible classical assumptions, among others all the data show normal distribution, the model should be free of symptoms multikolinieritas and free from heteroscedasticity. From the previous analysis has proven that the model equations proposed in this study meets the requirements of the classical assumption that the model equations in this study was considered good.

Regression analysis was used to test hypotheses about the effect of partially independent variables on the dependent variable. Based on estimates of regression with SPSS 17 result as the following table

Table 6
Regression Estimation

<i>Coefficients^a</i>							
<i>Model</i>	<i>Unstandardized Coefficients</i>	<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>	<i>Collinearity Statistics</i>		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		<i>Tolerance</i>	<i>VIF</i>	
1	(Constant)	26.057	6.015	4.332	.000		
	Gaya kepemimpinan	.028	.087	.027	.317	.752	.967 1.034
	Komunikasi	.377	.085	.381	4.452	.000	.967 1.034
	Motivasi	.005	.082	.005	.061	.952	.977 1.034

a. Dependent Variable: kinerja

Sumber : Lampiran output SPSS

Based on the table above the regression equation is:

$$Y = 0,027 X1 + 0,381 X2 + 0,005 X3$$

Where:

Y = Employees' performance

X1 = Leadership style

X2 = Communication

X3 = Motivation

From these equations can be explained that:

Variables of Leadership Style, Communication and Motivation has a positive direction coefficient on employee performance. Coefficient of leadership style gives a value of 0.027, which means that if the leadership style better, assuming other variables remain the employee's performance will increase.

Coefficient of communication gives a value of 0.381, which means that if the communication is getting better, assuming other variables remain the employee's performance will increase.

The motivation coefficient value of 0.005, which means that if the higher work motivation, assuming other variables remain the employee's performance will increase.

Simultan Testing of Regression Analysis

Testing the influence of independent variables simultaneously on the dependent variable is done by using the F test showed statistical calculation result calculated F value = 6.712. With significance of 0,000. This means that the hypothesis that

Table 7
Result of Simultan Testing

ANOVA ^b						
<i>Model</i>	<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>	
1	Regression	435.164	3	145.055	6.712	.000a
	Residual	2614.948	121	21.611		
	Total	3050.112	124			

a. Predictors: (Constant), motivasi, komunikasi, gaya kepemimpinan

b. Dependent Variable: kinerja
Sumber : Lampiran output SPSS

simultaneous variable style of leadership, communication and motivation have significant influence on employee performance.

The coefficient of determination is a quantity that indicates the amount of variation of the dependent variable that can be explained by variable independently. In other words, the coefficient of determination is used to measure how far the independent variables in explaining the dependent variable. The coefficient of determination is determined by the value of *R* square as can be seen in the following table:

Effect of Leadership Style (X1) on Employee Performance (Y)

Table 8
Result of Leadership Style (X1) on Employee Performance (Y) Relationship Test

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.027a	.001	-.007	4.978

a. Predictors: (Constant), gaya kepemimpinan

Results from the value of *R*² (*R* Square) of 0001 included in the very weak category. This shows that 00.1% of leadership styles have a positive influence on employee performance while the remaining 99.9% influenced by other factors that are not examined in this study.

Effect of Communication (X2) on Employee Performance (Y)

Table 9
Result of Communication (X2) on Employee Performance (Y) Relationship Test

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.377a	.142	.135	4.613

a. Predictors: (Constant), komunikasi

Results from the value of R^2 (R Square) of 0142 included in the very weak category. This shows that 14.2% of communication has a positive influence on employee performance while the remaining 85.8% influenced by other factors not examined in this study.

Effect of Motivation (X3) on Employee Performance (Y)

Table 10
Result of Motivation (X3) on Employee Performance (Y) Relationship Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.036a	.001	-.007	4.977

a. Predictors: (Constant), motivasi

Results from the value of R^2 (R Square) of 0001 included in the very weak category. This shows that 0.01% of motivation to have a positive influence on employee performance while the remaining 99.9% influenced by other factors not examined in this study.

Effect of Leadership Style (X1), Communication (X2), Motivation (X3) on Employee Performance (Y)

Table 11
Result of Leadership Style (X1), Communication (X2), Motivation (X3) on Employee Performance (Y) Relationship Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378a	.143	.121	4.649

a. Predictors: (Constant), komunikasi, motivasi, gaya kepemimpinan

Results from the value of R^2 (R Square) of 0143 included in the very weak category weak. This shows that 14.3% of leadership styles, communication and motivation simultaneously have positive effect on employee performance while the remaining 85.7% influenced by other factors that are not examined in this study.

Table 12
Regression test of Leadership Style (X1) on Employee Performance (Y)

Coefficients ^a						
Model	Unstandardized Coefficients	Standardized Coefficients	T			
	B	Std. Error	Beta	Sig.		
1	(Constant)	43.994	3.878	11.344	.000	
	Gaya kepemimpinan	.027	.092	.027	.767	

a. Dependent Variable: kinerja

Based on the table above, the regression equation is as follows:

$$Y = a + bx_1$$

$$Y = 43.994 + -0.027x_1$$

Because the regression coefficient is negative, that is -0.027. This means that the higher the leadership style is there is no effect on the performance.

Table 13
Regression test of Communication (X2) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	T			
	B	Std. Error	Beta	Sig.		
1	(Constant)	27.188	3.496	7.777	.000	
	Komunikasi	.373	.083	.377	4.511	.000

a. Dependent Variable: kinerja

Based on the table above, the regression equation is as follows:

$$Y = a + bx_2$$

$$Y = 27.188 + 0.373x_2$$

Because the value of the regression coefficient of leadership style is positive, namely 0.373, the higher the value of leadership, the higher the value of performance. It means that there is influence between communication variables (X2) on employee performance (Y).

Table 14
Regression test of Motivation (X3) on Employee Performance (Y)

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	T			
	B	Std. Error	Beta	Sig.		
1	(Constant)	41.410	3.654	11.331	.000	
	Motivasi	.034	.086	.036	.396	.693

a. Dependent Variable: kinerja

Based on the table above, the regression equation is as follows:

$$Y = a + bx_3$$

$$Y = 41.410 + 0.034x_3$$

Because the value of a positive leadership style regression coefficient as much as 0.034. It means that the higher the value of motivation, the higher the performance value. It means that there is influence between motivation variable (X3) on employee performance (Y).

The t test showing testing the hypothesis partially

Hypothesis 1, 2 and 3 in this study are confirmed using partial test. Tests conducted using significance level (p-value), if the significance level resulting from the calculation below 0.05 then the hypothesis is accepted, whereas if the level of significance results count is greater than 0.05 then the hypothesis is rejected.

Table 15
Result of t Test Parsially

<i>Independent Variables</i>	<i>t count</i>	<i>Significance</i>
Leadership style (X1)	0.297	.752
Communication (X2)	4.511	.000
Motivation (X3)	0.396	.952

Formulation of hypotheses

Ho: $\beta_i = 0$ there is no positive influence of leadership style with employee performance.

Ha: $\beta_i > 0$ there is positive influence between leadership style with employee performance.

From the table above shows that the hypothesis testing results demonstrate leadership style *t* value of 0.297 with 0.752 significance level. The significance level greater than 0.05. It can be concluded that the first hypothesis Ha "Leadership Style has positive influence on employee performance" is rejected.

Formulation of hypotheses

Ho: $\beta_i = 0$ there is no positive influence between communication with the employee's performance.

Ha: $\beta_i > 0$ there is positive influence between communication with the employee's performance.

From the table above shows that the communication hypothesis testing results show *t* value amounted to 4,511 with significance level of 0.000. The significance level of less than 0.05. It can be concluded that the second hypothesis Ha "Communication has positive influence on employee performance" is accepted.

Formulation of hypotheses

Ho: $\beta_i = 0$ there is no positive influence between motivation and performance of employees.

Ha: $\beta_i > 0$ there is positive influence between motivation and performance of employees.

From the table above shows that the motivation hypothesis testing results show t value of 0.396 with a significance level of 0.952. The significance level is greater than 0.05. It can be concluded that the third hypothesis Ha "Motivation has a positive influence on employee performance" is rejected.

Assessment leadership style is based on indicators that have been set.

Each of these sub-indicators consists of several statements that describe the leadership style, which is described as follows:

Telling

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, leadership style defines the roles required to do the job and tell followers what, where, how, and when to perform tasks generally are good enough, that most respondents get clear direction in work and leaders considered obvious in the results of work to generate.

Selling

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, providing leadership style to followers with structured instruction, but also supportive generally been good enough, that most respondents get clear instruction in the works and are considered clear leaders in providing clear instruction in the job.

Participating

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, leaders and followers share in decisions about how best to resolve the generally high quality of work is good enough, the majority of respondents have completed a quality job.

Delegating

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, leader gives little specific direction, or personal support to the followers generally been good enough, that most respondents had received specific direction by the leader.

Each of these sub-indicators consists of several statements that describe the communication, described as follows:

(a) Control

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, communication work as a control function generally is good enough, that most respondents understand the message delivered by the head of the project.

(b) Motivation

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, communication work as motivation generally is good enough, that most respondents feel motivated to work better.

(c) Emotional

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, communication gives a feeling of emotional expression and fulfillment of social needs generally are good enough, that most respondents did not feel awkward if you want to ask the head of the project work problems. respondents feel motivated to work better.

(d) Information

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, Communication also facilitate decision-making in general is good enough, that most respondents can easily ask for guidance and direction of the leadership when there are problems that arise on the job.

Assessment of motivation is based on indicators of the indicators that have been set. Each of these sub-indicators consists of several statements that describe the employee motivation, which is described as follows

Intrinsic Motivation

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, the motivation that comes from the work done, either because it is able to meet the needs or fun or allows to achieve a goal as well as provide certain positive expectations of the future are generally less well, that most respondents are not able to develop her potential by working here.

Extrinsic Motivation

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, the motivation that comes from outside the worker as an individual generally has been good enough, the majority of respondents earning more work here than work elsewhere.

The performance assessment is based on indicators of the indicators that have been set. Each of these sub-indicators consists of several statements that describe the performance of employees, which is described as follows:

(a) Quality

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, the quality of the work produced by workers generally are not satisfactory, that most respondents could not give good results in carrying out their work.

(b) Quantity

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, quantity produced workers generally unsatisfactory, that most respondents do not always finish the job with a lot of results.

(c) Punctuality

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, punctuality in completing the work is generally not good enough, that most respondents do not always finish the work on time.

(d) Effectiveness

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, effectiveness in completing the work is generally not good enough, that most respondents do not always work using the tools and how you can speed up the work.

(e) Independence

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, independence in work generally very not good enough, that most respondents do not work well if it is not supervised by the NII leaders of the project.

(f) Work Commitment

Based on the results of research using questionnaires given to the project workers of PT. Sadewa Karya, commitment to the job the employee is generally very good, that most respondents wanted to work until the project sele

Based on the test results statistically can be seen clearly that the partial (individual) there is only one independent variable which affects the dependent variable, namely the communication variables. Meanwhile, two other independent variables namely leadership style and motivation has no effect on the dependent variable. Results of this study are not consistent with the hypothesis proposed and the results of this study are also not in accordance with the results of previous studies.

Explanation of each variable effect is described as follows:

Influence of Leadership Style on Employee Performance

Results of testing the hypothesis (H1) have proven that there is a positive and significant influence of leadership style on employee performance. Through calculations that have been done obtained t value of 0.297 with a significance level results for 0.752 is greater than 0.05, so H_0 accepted and H_a rejected.

This test is statistically proven that the style of leadership does not have a positive influence on employee performance. It means that there is no influence between the variables of leadership style on employee performance in PT Sadewa Karya. Results of this study does not agree with a previous study by Rokhmaloka Habsoro (2011), which examines the influence of Leadership Styles and Motivation on Employee Performance with the results of the analysis that leadership style has a positive and significant influence on employee performance.

Influence Communication to Employee Performance

Results of testing the hypothesis (H2) have proved that there is a positive and significant impact on the performance of communication between employees. Through calculations that have been done obtained t value amounted to 4,511 with significance level of 0000 results is less than 0.05, which means that the hypothesis in this study receive H_a and reject H_0 .

This test is statistically proven that communication has positive influence on employee performance. It means that there is influence between communication variables on the performance of employees at PT Sadewa work. These results support previous research by Wahyuni Lili (2009) which states that there is a positive and significant impact on the performance of communication between employees.

Effect of Motivation on Employee Performance

Results of testing the hypothesis (H3) have proven that there is a positive and significant influence between motivation on employee performance. Through calculations that have been done obtained t value for 0.396 with a significance level results for 0.952 is greater than 0.05, which means that the hypothesis in this study and receive Horeject Ha.

In this test is statistically proven that motivation no positive effect on employee performance. It means that there is no influence between the variables of motivation on employee performance in PT Sadewa Karya. Hasil this study does not agree dengan hasil previous research done by Fahmi (2009), that is the positive influence between motivation on employee performance.

Influence of Leadership Style, Communication and Motivation on Employee Performance simultaneously

Results of testing the effect of independent variables together against the dependent variable is done by using F test Through the calculations that have been done in can be calculated F value of 6.712 > F table at 2.680 with a significance level of 0.000 is less than 0.05.

In this test is statistically proven that the style of leadership, communication and motivation simultaneously affect the performance of the employee significantly.

CONCLUSION

From primary data obtained from the questionnaires, the reliability testing done to determine that the respondent's answer to the consistent statements from time to time. And the validity of the testing performed to measure the validity of a questionnaire. Results of reliability and validity testing showed that all the statements in each variable is reliable and valid.

In the classical assumption that include multicollinearity test, heteroscedasticity test, and test for normality shows that the regression model did not find any correlation between independent variables and do not occur heteroskedastisitas and has a normal distribution.

From the discussions that have been described, it can be concluded as follows:

1. Results of hypothesis testing can not prove the influence of leadership style on employee performance. Tests proved that the leadership style does not have a positive influence on employee performance. Judging from the calculations have been done obtained coefficient value of 0.027 and t value of 0.297 with a significance level of 0.752 the result is greater than 0.05, which means that the hypothesis in this study and receive Ho

reject H_a . Results of this study does not agree with a previous study by Rokhmaloka Habsoro (2011), which examines the influence of Leadership Styles and Motivation on Employee Performance with the results of the analysis that leadership style has a positive and significant influence on employee performance.

2. Results of hypothesis testing can prove the influence of communication with the employee's performance. Tests prove that the communication has a positive influence on employee performance. Judging from the calculations have been done obtained coefficient value of 0.381 and t value of 4.511 with a significance value of 0.000 is smaller than 0.05, which means that the hypothesis in this study reject H_0 and accept H_a . The results support the research conducted by Wahyuni Lili (2009), that with good communication will improve performance employees are encouraged.
3. The results of hypothesis testing can not prove the influence of motivation on employee performance. Tests proved that motivation does not have a positive influence on employee performance seen from the calculations have been done obtained coefficient of 0.005 and t value 0.396 with a significance value of 0.952 is greater than 0.05, which means that the hypothesis in this study refused H_a and accept H_0 , Results of this study does not agree with the results of previous studies done by Fahmi (2009), which examines the effect Motivation on Employee Performance with analytical results that motivation has a positive and significant influence on employee performance.
4. Of the three independent variables tested only communication variables that positively affects the performance of employees of PT Sadewa work. However, through the results of calculations performed using the F test, in can be calculated F value of 6.712 > F table at 2.680 with a significance level of 0.000 count is less than 0.05, which means that this test is statistically proven that the leadership style, communication and motivation simultaneously affect the performance of the employee.

SUGGESTION

Based on the conclusions that have been described, the advice can be given in this study are:

For the Company

Should the leadership of the company in improving employee performance more attention to aspects of leadership styles and motivation of employees as seen from questionnaires filled out by employees of PT Sadewa Karyadata showed that aspect of leadership style and motivation less been of contributions to employee

performance. By fixing aspects of leadership style and motivation is expected to improve the performance of employees better so that corporate objective can be achieved.

For Further Research

R² Test results show there are still other variables that must be considered in this study. Further studies should add other variables that can affect the performance of employees, due to the better performance of employees it will affect both well for the company.

References

- Arikunto.(2002), *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta : Renika Cipta.
- Arikunto. (2006), *Prosedur Penelitian Suatu Pendekatan Praktik*. Edisirevisi-VI, Cetakan ke-13, Jakarta : Renika Cipta.
- Bangun, Wilson. (2012), *Manajemen Sumber Daya Manusia*. Erlangga. Jakarta.
- Effendi, Usman. Juhaya S. Praja. (1993), *Pengantar Psikologi*. Bandung : Angkasa.
- Ghozali, Imam. (2005), *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang : BP Universitas Diponegoro.
- Greenberg, dan Baron. (2003), *Perilaku Organisasi*. Jakarta : Prentice Hall.
- Hariandja, Marihot T.E. (2002), *Manajemen Sumber Daya Manusia*. Jakarta : Grasindo.
- Hasibuan, Malayu S.P., Drs., H. (2006), *Manajemen Sumber Daya Manusia, Edisi Revisi*. Jakarta : PT. BumiAksara.
- Istijanto. (2009), *Aplikasi Praktis Riset Pemasaran*. Jakarta : Gramedia Pustaka Utama.
- Kartini, Kartono. (2005), *Pemimpin dan Kepemimpinan*. Jakarta : PT. Raja Grafindo Persada.
- Kreitner dan Kinicki. (2010), *Perilaku Organisasi*. Salemba Empat. Jakarta.
- Kusnadi. (2003), *Masalah, Kerjasama, Konflik, dan Kinerja*. Tanada. Malang.
- Lijan, Poltak Sinambela. (2012), *Kinerja Pegawai Teori Pengukuran dan Implikasi*. Yogyakarta : Graha Ilmu.
- Mangkunegara, A.A. Anwar Prabu. (1995), *Manajemen Sumber Daya Manusia Dalam Perusahaan*. Bandung : Remaja Rosda Karya.
- Mangkunegara, A.A. Anwar Prabu. (2004), *Manajemen Sumber Daya Manusia Dalam Perusahaan*. Bandung : Remaja Rosda Karya.
- Mangkunegara, A.A. Anwar Prabu. (2005), *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosda Karya Bandung.
- Moenir. (2006), *Manajemen Pelayanan Umum di Indonesia*. Jakarta : Bumi Aksara.
- Nawawi, H. (1998), *Kepemimpinan Mengefektifkan Organisasi*. Yogyakarta : Gajah Mada University Press.
- Nawawi, H. (2003), *Administrasi dan Organisasi Bimbingan dan Penyuluhan*. Jakarta : Ghalia Indonesia.

- Newstrom. (2011), *Perilaku Dalam Organisasi*. Edisi Ketujuh. Alih Bahasa Agus Darma. Jakarta: Erlangga.
- Prawirosentono, Suyadi. (2008), *Kebijakan Kinerja Karyawan : Kiat Membangun Organisasi Kompetitif Menjelang Perdagangan Bebas Dunia*. Yogyakarta : BPFE.
- Rasyad, Aminuddun. (2002), *Teori Belajar Dan Pembelajaran*. Jakarta : UHAMKA.
- Rivai, Veithzal dan Ahmad Fawzi Mohd Basri. (2005), *Performance Appraisal*. Cetakan Pertama. PT. Raja Grafindo Persada. Jakarta.
- Rivai, Veithzal. (2004), *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Cetakan Pertama. PT. Raja Grafindo Persada. Jakarta.
- Robbins, Stephen P. (2003), *Perilaku Organisasi*. Jakarta : PT. Indeks Kelompok Gramedia.
- Robbins, Stephen P. (2007), *Perilaku Organisasi*. Salemba Empat. Jakarta.
- Robbins, Stephen P dan Judge. (2007), *Perilaku Organisasi*. Salemba Empat. Jakarta.
- Siagian, SP. (2003), *Manajemen Sumber Daya Manusia*. Gunung Mas. Jakarta.
- Solohin, Ismail. (2009), *Pengantar Manajemen*. Erlangga. Jakarta.
- Sugiyono. (2003), *Metode Penelitian Administrasi*. Bandung : Alfabeta.
- Suradinata, Emaya. (1996), *Manajemen Sumber Daya Manusia*. Jakarta.
- Sutrisno, Edy. (2009), *Manajemen Sumber Daya Manusia*. Kencana. Jakarta.
- Wibowo, (2013), *Perilaku Dalam Organisasi*. Edisi 1. PT. Raja Grafindo Persada. Jakarta.
- Wursanto. (2009), *Dasar-Dasar Ilmu Organisasi*. Yogyakarta : Andi.