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### The Mediating Effect of Work Enthusiasm on Non Financial Compensation and Style of Leadership Implementation to Employee's Performance in PT. Instrucom, Riau, Indonesia

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**Abstract:** This research is aimed to test the mediating effect of work enthusiasm on non financial compensation and leadership style implementation to employee's performance. This research is conducted in PT Instrucom Duri, a construction company; with its partner is PT.CP. Target population in this research is all employees of PT Instrucom, in the numbers of 305 persons. By considering on the efficiency reason, the samples that measured are 250 samples. Analytical equipment in this research is using a quantitatively approach, which is a inferential statistic analysis and method that applied is Structural Equation Modeling (SEM) with variant base known as WarpPLS.0 method. Based on the result of the analysis, it discovered that there is a significant effect between a non financial compensation variable and leadership style toward work enthusiasm and the role of work enthusiasm variable as a mediaton in relationship between non financial compensation effect and leadership style toward employee's performance. Work enthusiasm variable as a partial mediation of non financial compensation effect and leadership style toward employee's performance.

**Keywords:** Work Enthusiasm, Non Financial Compensation, Leadership Style, Employee's Performance

#### 1. INTRODUCTION

According to Nur Mianto and Siswanto (2006) employee's performance is a universal concept that constitutes operational effectivity of an organization, part of the organization and its employees based on the previously determined standard and criteria. An organization basically is operated by human. Then, the real performance is a human behavior in playing its role in an organization in accordance with previously determined standard and criteria, to produce output as it desired. Meanwhile, according to Mahmudi (2005) a performance is

influenced by five factors, i.e. personal, leadership, team, system factor, and contextual (situasional). Moreover, according to Bernadin and Russel (in Ruky 2002) a performance was comprehended as records of outcomes that obtained from a certain work's function or activities during a certain period. A performance is also a reflection of outcomes of a person or a group of persons.

To realize a good performance, a role of a leader is also necessary to organize and to direct his employee's to reach the goals of a company. Leadership factor as a factor that affects the employee's performance is comprehended as a process of a leader to create a vision and interaction of influencing each other to realize a vision. (Wirawan 2014). In a business organization, a leader is required to be consistent with the organizational goal in directing his employees. So, a leader shall be recognized if he has a capability in affecting and directing his employees along with utilizing resources optimally into organizational goal.

Meanwhile, factors in giving compensation to employee's are status, recognition, and level of necessities fulfillment enjoyed by the employee's and their families. Because the compensation is important for the employee's (Hasibuan 2005) according to Matthis and Jackson (2005) compensation is an important factor on how and why people work for an organization. In several types of compensation, those compensations are aimed to hire, to keep, and to give reward on each performance of individuals in the organization. Simamora (2006) proposed a non financial compensation as a career and social reward, that consist of satisfactions obtained from their job or their psycological environment. Compensation, according to Mondy I and Noe (2006) is comprehended as all recompenses that given to the employee's as a reward for their services. Compensation given to the employee's is consist of two types: financial and non financial compensation. (Mondy 2005) financial compensation is divided into a direct and indirect compensation. A non financial compensation is a satisfaction obtained from the job itself or from a physical or psycological environment of their work place.

PT Instrucom has a vision to be the best company in the business of maintenance service, construction and general supplier by focus on quality and punctuality. Company's vision can be optimally achieved if supported by performance of resources in the company. In mid 2015, PT Instrucom has altered its style of leadership. This due to a charismatic leadership that was regarded by most of its employee's had less impact on employee's and organization's performance. Therefore, this research is an inquiry on what type of leadership that can affect the employee's work enthusiasm to reach an optimum performance.

A non financial compensation given by PT Instrucom to its employee's in the form of training programs that regarded as still minimum, is training that correlated with basic mandatory. The minimum of appointment and delegation to its employees as a non financial compensation is still need more attention. This research is aimed to test the mediating effect of work enthusiasm on non financial compensation and leadership style implementation to employee's performance. Originality of this research is not never been no previous studies that examined the effect of mediation Work Enthusiasm on the influence of the Non Financial Compensation and Leadership Style to Employee's Performance, and there are no similar studies that examine the model which was appointed at the same location (in PT Instrucom). It became the location of originality in this study. Previous research, namely Slamet Riyadi (2011) has tested the effect of Leadership Style on Employee's Performance, other studies are Afoeti (2006) have tested the effect of the Non Financial Compensation against the Employee's Performance. So there has been no previous studies that examined the effect of mediation Enthusiasm Work on Non-Financial Compensation influence and Leadership Style to Employee's Performance.

## 2. THEORETICAL BACKGROUND

### 2.1. Employee's performance

According to Wirawan (2015) in general, performance dimension can be grouped into three types, i.e. (1) work outcomes (2) work behaviour (3) personal attitude that correlated with job. Employee's performance is a combination of work outcomes, work behaviour and personal attitude that has a correlation with a job. Work outcomes can be achieved through certain behaviour that compatible with a determined standard and not merely based on their heart felt. And so to achieve a certain outcome, certain behaviour is needed. However, an organizational activity should be measured and determined in its relationship with organizational achievement in the future that stated in a vision and mission of an organization. The success and failure of all organizational activity shall be influenced by the performance of the employees themselves.

Employee's performance, according to Bernadin and Russel (In Ruky, 2002) is comprehended as records of outcomes that obtained from certain work's functions or certain activities during a certain period. Performance is a reflection of outcome that achieved by a person or a group of persons.

### 2.2. Leadership style

Paul Hersey and K. Blanchard, (1982) defined that leadership style is pattern of behavior conducted by a person in a certain time in order to influence other person activity. According to Umar (2004) leadership style is a way or a technique of a person in implementing a leadership, and may also be defined as behavioral norms that is used by a person when he attempt to influence other person according to his perspective. In this case, an attempt to harmonize perception of a person who will influence and person whom will be influenced is very important. Leadership style is a pattern of behavior and preferred strategy that mostly applied by a leader, by unifying goal or target that has become a mutual commitment.

Robbins (2003) suggests 4 styles of leadership, i.e.

1. **Charismatic leadership.** Bernard M. Bass (1985) in Wirawan (2014) explained that power of a charismatic leadership and characteristic owned by a leader is depend on its followers, a situation that enable the growth of the charisma, a charismatic leadership comes up in a supporting situation, for instance, in the event of crisis and has a durability of charisma.
2. **Transactional leadership.** transactional leadership are leader, who guide and encourage their subordinates to the determined direction, by describing roles and tasks that required.
3. **Transformational leadership.** According to Bass in Wirawan (2014), transformational leadership is an effort of a leader to transform style of its followers from a lower hierarchy necessity to other higher necessity according to motivation theory of Abraham Maslow. A leader also transforms hopes of success from his followers along with its values and develops organizational culture to reach a goal that determined by the leader.
4. **Visionary leadership.** A visionary leadership is a skill to create and articulates a realistic, credible, and interesting vision about the organization future or organization unit that keeps on growing and increasing compared to recent situation. This vision, if selected and implemented properly has a great power to trigger an initial leap to the future by utilizing skills, talents and resources.

### **2.3. Non Financial Compensation**

A compensation is refer to all of recompenses that given to the employees as a reward for their services. Compensation is divided into two types, namely, financial and non financial compensation. (Mondy 2005) a non financial compensation is a satisfaction obtained by a person from the job itself or from physical or psychological environment in the workplace. A compensation that related with job, compensation related with work environment. According to Rivai (2005) a non financial compensation is recompenses from a company to its employee, not in the form of money but in the form of facility. Non financial compensation is consisting of position, promotion, achievement recognition, a new discovery, special achievement. According to Simamora (2001) a non financial compensation is a recompense from company not in the form of money, but in the form of recognition, a free facility reward, and work environment. Mahmudi (2005) defines a non financial compensation as anything that given by company which is in the forms of other than money. Opinion from Panggabean (2005) stated that non financial compensation may be in the form of job or job environment. from all of the experts definitions, a non financial compensation is something that received by the employees, not in the form of money but in the form of job, free facility, and a comfortable work environment, like a pleasant work mates.

### **2.4. Work Enthusiasm**

Work enthusiasm is carrying out the work diligently, so the work may be accomplished faster and better. Alex.S Nitisemito (1996) a low work enthusiasm in an organization or a company is a symptom of instability of an organization or company. A more extreme form of the low work enthusiasm is production target are not achieved. Work absence and leaves is increasing, higher turnover, and employee's anxiety is rising, and it reflected in numerous employees' complaint. Hasibuan (2005) stated that work enthusiasm as an earnestness and eagerness of a person in accomplishing his job satisfactorily and disciplinary in order to reach a maximum job achievement. Indicators of the work enthusiasm are explained by Nitisemito as follows: low work productivity, a higher rate in work absence. A higher labour turnover, the increasing of the defect level. Spreading of anxieties, Labour demand that often occurred, strike.

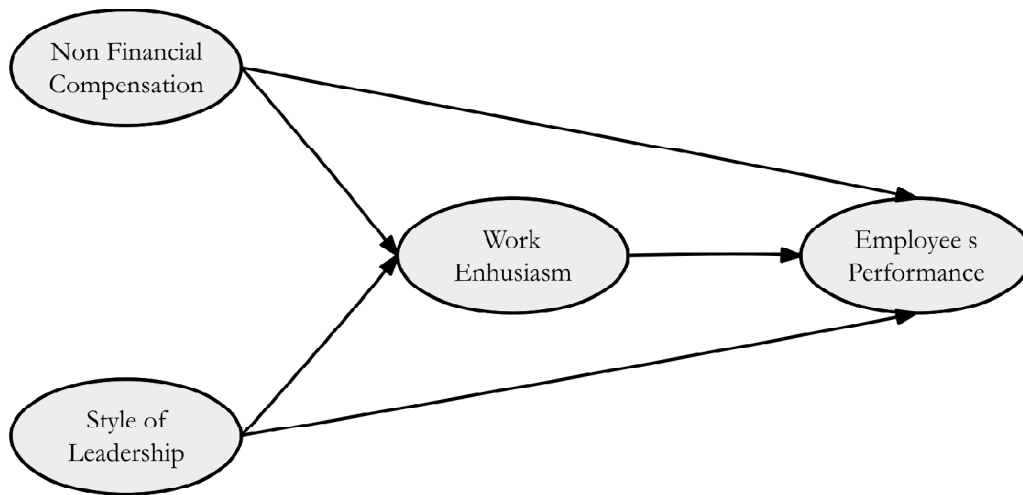
### **2.5. Previous Research**

Researchers have done previous research despite the unfavorable findings of this study are Hendriani, Efni & Restuti (2016); and Efni & Indarti (2016). This research is a compilation that based on reviews, analysis and combination of several variables that applied in the previous research. This research has a different location and population of the existing research and conducted in a construction company. This research use a main journal, i.e (1) Slamet Riyadi (2011) with financial, leadership style, motivation, and employees performance variables. Research instruments are SEM, PLS and research object is a manufacture company in East Java. (2) Afoeti (2006) with non financial compensation and employee's performance variables, with research instrument 360 and chi square is research object in Nigeria Company. (3) Sahlan Asnawi (2011) with work enthusiasm and leadership style variable with its research instrument is SGK.

## **3. MATERIAL AND METHOD**

This research is conducted in PT Instrucom Duri, a construction company; with its partner is PT.CP. Target population in this research in this research is all employees of PT Instrucom, in the numbers of 305

persons. By considering on the efficiency reason, the samples that measured are 250 samples. PT Intrucom has eight divisions, so, technique applied in sampling is Proportionate Stratified Random Sampling. (if member of population which each of its strata is proportional in its division.) Sampling conducted in a Proportionate Stratified Random Sampling. The technique is applied if the population has member/ component that have proportional strata. (Sugiyono 2013) to measure the variables, questionnaires are distributed to all respondents. There is a score for each answer. The scores obtained are using a Likert scale. Scores or point values that used are strongly agree (5) to strongly disagree (1). Analytical equipment in this research is using a quantitatively approach, which is a inferential statistic analysis and method that applied is Structural equation modeling SEM with variant base known as WarpPLS.0 method, with hypotetic as described in the conceptual diagram as follows:



**Figure 1: Conceptual Framework**

## 4. RESULT AND DISCUSSION

### 4.1. Goodness Of Fit

The model in this study is said to be fit if supported by empirical data. As it is known that the Goodness of Fit the structural model in the form of SEM-relevance predictive value ( $Q^2$ ) which is calculated based on the value of  $R^2$  each endogenous variable. Rated R for each dependent variable can be seen in Table 1.

**Table 1**  
**Goodnes of Fit**

<i>Variable</i>	<i>R-Square</i>
Work Enthusiasm	0.394
Performance	0.559
<i>Predictive-relevance (<math>Q^2</math>)</i>	0.733

Based on Table 1 it can be seen that the value of Predictive-relevance ( $Q^2$ ) of 0.733 or 73.3%. This means that the model can explain the phenomenon of employees at PT. Instrucom amounted to 73.3% while the remaining 26.7% is explained by other variables outside the model.

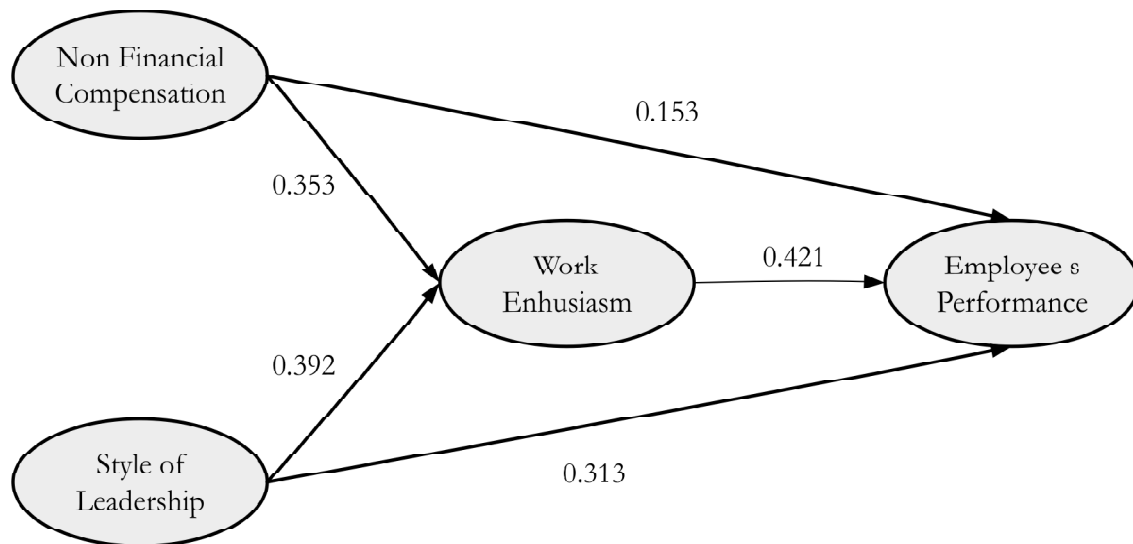
## 4.2. Hypothesis Testing

Structural model presents the relationship between the study variables coefficient structural model of stating the magnitude relationship between the variable to another variable. There is significant influence between variables one to another variable, if the value of P-value of  $<0.05$ . In the SEM are two influences that direct effect (direct effect), as well as the mediating effect (indirect effect). The results of the analysis are summarized in Table 2 for the direct influence and Table 3 for the indirect effect.

**Table 2**  
**Structural Model SEM Results: Direct Impact**

No	Relationship	Coefficient	P-value	Conclusion
1	Non financial compensation effect (X1) to Work enthusiasm (Y1)	0.352	$<0.001$	Significant
2	Leadership style (X2) to Work enthusiasm (Y1)	0.392	$<0.001$	Significant
3	Non financial compensation effect (X1) to employee's performance (Y2)	0.153	0.019	Significant
4	Leadership style (X2) to employee's performance (Y2)	0.313	$<0.001$	Significant
6	Work Enthusiasm (Y1) to employee's performance (Y2)	0.421	$<0.001$	Significant

Graphically presented as follows:



**Figure 2: Structural Model SEM Results**

Based on the table 2 and figure 2 a structural test model result can be presented as follows:

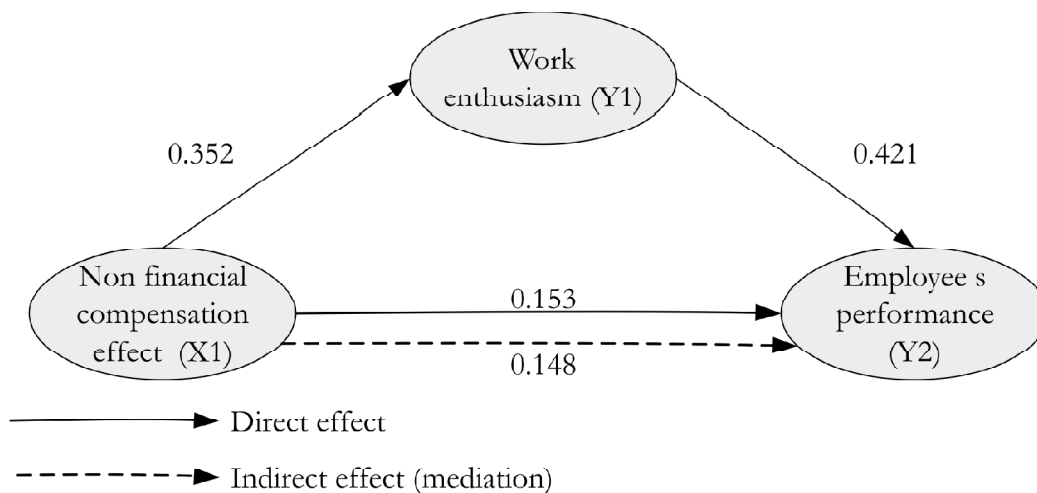
1. Non financial compensation effect (X1) to work enthusiasm (Y1) a structural coefficient is obtained in 0.352, and p value  $<0.001$ . Because of the P-value  $< 0.05$ , and coefficient with positive mark has indicated the significant and positive effect between non financial compensation (X1) to work enthusiasm (Y1) the more higher the compensation,(X1) the higher work enthusiasm.(Y1) .

2. The effect of leadership style (X2) and work enthusiasm (Y1) a structural coefficient obtained in 0.392, and P-value <0.001. Because of P-value < 0.05, and positive marked coefficient has indicated the significant and positive influence between leadership style(X1) and work enthusiasm,(Y1) the more higher the leadership style (X2), the higher work enthusiasm (Y1).
3. Effect of a non financial compensation (X1) to employee’s performance (Y1) a structural coefficient is obtained in 0.153, and P-value 0.19. Because P-value < 0.05, and positive marked coefficient has indicated a significant and positive effect between non financial compensation (X1) and employee’s performance (Y2) the higher non financial compensation (X1), the higher employee’s performance (Y2).
4. Effect of leadership style (X2) to employee’s performance (Y2) a structural coefficient is obtained in 0.313, and P-value <0.001. Because of P-value < 0.05, and positive marked coefficient has indicated a significant and positive effect between leadership style (X1) to employee’s performance (Y2). The more higher the leadership style, (X1) the higher employee’s performance. (Y2)
5. Effect of work enthusiasm (Y1) to employee’s performance (Y2), a structural coefficient that obtained is in 0.421 and P-Value <0.001. Because of P-value < 0.05, and positive marked coefficient has indicated a significant and positive effect between work enthusiasm (Y1) to employee’s performance (Y2) the more higher work enthusiasm,(Y1) the higher work performance (Y2).

Testing mediation obtained from several study directly influence the form of mediation. Here is presented the test results of mediation by using Sobel test:

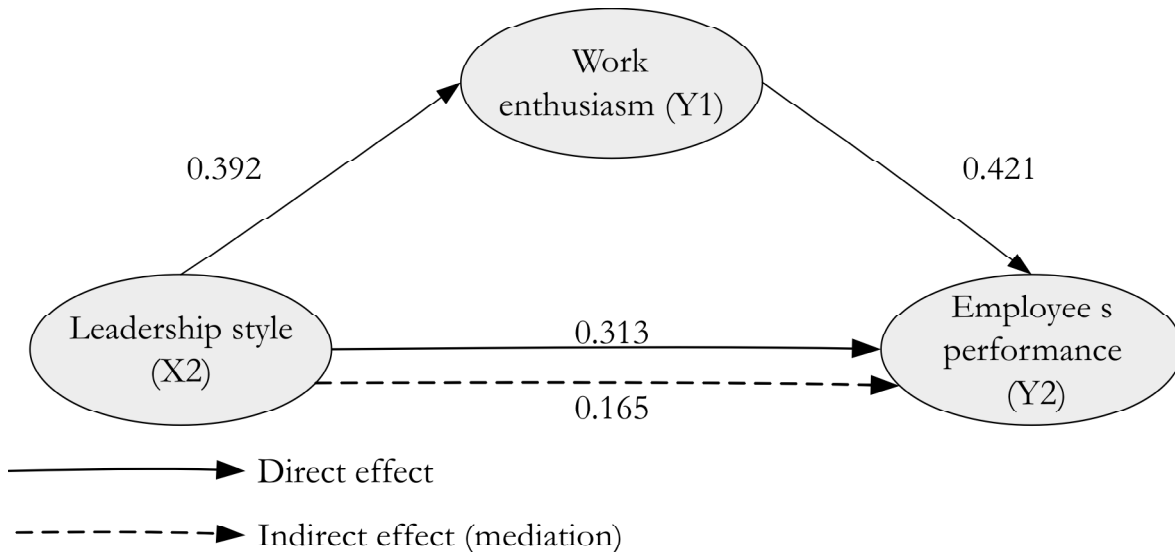
**Table 3**  
**Structural Model Mediation SEM Results**

Mediation	Relationship	Coefficient	CR	P-value
Y1	X1 to Y2	0.148	2.166	0.030
Y1	X2 to Y2	0.168	2.193	0.028



**Figure 3: Mediation Effect Work Enthusiasm in the non-financial Compensation Effect on Employee Performance**

Sobel test result in Table 3 Figure 3 shows that coefficient of indirect effect is 0.148 and CR value in amount of  $2.166 > 1.96$  and P-value in amount of  $0.030 < 0.05$ . Has indicated that work enthusiasm (Y1) has mediated the non financial compensation (Y2). Considering that positive marked coefficient indicated that the higher non financial compensation, the higher employee's performance. (Y2), if mediated with work enthusiasm (Y1) which is also grew higher. Therefore work enthusiasm (Y1) is a correlation mediating variable of the non financial compnensation to employee's performance. (Y2).



**Figure 4: Mediation Effect Work Enhusiasm in the effect of leadership style on employee performance**

Sobel test result in table 3 figure 4 showed that indirect effect coefficient is 0.165, and CR Value is  $2.166 > 1.96$  and P-value in  $0.030 < 0.05$  indicated that work enthusiasm (Y1) has mediated the effect of leadership style toward employee's performance (Y2) considering that positive marked coefficient indicating that the higher value of the leadership style the higher employee's performance (Y2), if mediated with work enthusiasm (Y1) which is also grew higher. Therefore, work enthusiasm (Y1) as a mediating variable of the relation between leadership style toward employee's performance (Y2).

### 4.3. Discussion

Result of this research shows that a non financial compensation has positive and significant effect to employee's performance. This research concluded that non financial compensation given by company to employee shall affect the employee's performance. Moreover, this result also confirming that the compensation that is given should be managed to be applied as a good system in the organization. According to Nitisemito, effect of the compensation toward the employee's is extremely huge. If the recompense from the company is conform to expectation and able to satisfy their necessities, the employee shall be motivated to their work and performance. On the other hand, if the company fails to give a proper compensation, then a frustration shall arise and employees shall hesitant to work with a maximum performance. (Edih Kahdar W, 2013).

The result of the research has shown that work enthusiasm has a significant and positive effect to the employees. If an employee has the work enthusiasm, it shall automatically impact to performance



improvement. (Nitisemito, 2005). The employee's in the PT Instrucom, basically has a high enthusiasm in performing their job, it proven with lack of reprimands during their job period. A high work enthusiasm shall lead the employees to work harder, so the job shall be accomplished faster and better, so the objectives of the company shall be realized.

Statement of the work absence has a low score. It signalized that fluctuation of employee's absence rate in the company need more attention to be reviewed. Because employee's absence shall impact to the unfinished tasks, loss of resources, and delay in accomplishing a certain project. The minimum rate of absence, can be investigated for its causes, to open the opportunity to enhance the passion, enthusiasm and responsibility to their job. so they can work with more confidence to produce an optimum output. But if the absence is in a large number, then, management may review the job, in order to get a pleasant work environment that shall affect to a spirit to work optimally.

This research is also shows that leadership applied in PT Intrucom, which is transactional leadership has a highest score that given by the respondent compared to scores of other indicators. The highest score is, a statement that the superiors carry out mission and strategy obediently in his leadership was an important attention of the respondent. A statement that a leader, in taking an action is based on reaction that showed by the employees has a second highest score. Both of the statement about a leadership is an indicator of a transactional leadership. A transformational style of leadership that became attention is a statement that a leader should be able to discover employee's creativity and understanding the hopes of the employee's in their career. The employee's of PT Instrucom has also give attention to visionary style of leadership, that in performing the job, has referring to company's vision, has a highest score compared to other indicator. But, employee's did not feel the existence of charismatic leadership, which showed in a lower score compared to other existing leadership style.

This result has shown that non financial compensation has a positively and significantly effect to work enthusiasm. Every company's policy that always consider on the expectation received by employee's from their job shall impact to the work enthusiastism. Company has open an opportunity for the employee's to develop themselves, it indicated that PT Instrucom has given a non financial compensation that expected by the employee's. This impact to the situation where the employee's working in a full responsibility to master their job. An opportunity for the employees to develop themselves is perceived and regarded by the employee's that they have authority in their job.

This research's result shows that these leadership style of transactional, transformational, charismatic and visioner, has a positive and significant effect to work enthusiasm. This implies that a situasional leadership style has been developed and not only managing tasks and structure, but more emphasizing on enthusiasm (spirit) (Hack Hawley, 1993). Other than that, it is in line with Gorda (2004) that stated, one of several factors that affecting work enthusiasm in the company is leadership factor. This result is also in line with Putra (2014) that stated, leadership style can affect the work enthusiasm of the employee's.

Based on the result of the analysis, it discovered that there is a significant effect between a non financial compensation variable and leadership style toward work enthusiasm and the role of work enthusiasm variable as a variable that mediating non financial compensation effect and leadership style toward employee's performance. Work enthusiasm variable as a partial mediation of non financial compensation effect and leadership style toward employee's performance. Therefore, for the researchers who wish to continue this

research are expected to include some variables or try to change variables into more recent variables. the researchers, are suggested to try a different data analysis technique in testing variables, to find a different result and further analysis.

## **5. CONCLUSION AND RECOMMENDATION**

Based on the result of the analysis, the conclusion for this as follow: There is a significant effect between a non financial compensation variable and leadership style toward work enthusiasm and the role of work enthusiasm variable as a mediator in relationship between non financial compensation effect and leadership style toward employee's performance. Work enthusiasm variable as a partial mediation of non financial compensation effect and leadership style toward employee's performance.

The recommendation for this study are: (1) Compensation nonfinancial has been granted to employees has been high so that employees are required to improve performance. Dimensions of the employee's performance should be improved is the quality that is the completion of tasks with due diligence and responsible. Aspects of time that the completion of work in accordance with the targeted time and accomplishing work faster than others have done. The cost aspect is to maximize technology in carrying out the work. Interpersonal aspects that increase self-esteem, keeping the company's good name. And HSE aspects are always behaves work safely. (2) The high enthusiasm of employees have a positive effect on employee performance. However, the high enthusiasm to be improved, especially the aspect of absenteeism, turnover, and peace work. With improved employee enthusiasm expected performance from the aspect of quality, time and resource use is also increasing. (3) Application of leadership style as a briefing expected to trigger more terayomi employees in the work so that the employee's performance is optimal. The transactional leadership style with the aspect of time in decision making can be made to leaders so that employees are able to follow the decision of the leadership without a long wait. (4) Higher non-financial compensation granted to employees not maximal effect on employee enthusiasm. Attention to the self-esteem of employees and engage employees can be a concern to improve enthusiasm. (5) Application of leadership style to the employee does not have much effect on enthusiasm. Application of leadership styles in PT. Instrucom will further improve employee enthusiasm with a close relationship, creating an atmosphere and harmonious working climate.

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