

**THE EFFECT OF LEADERSHIP STYLE, JOB DESCRIPTION
TOWARD CAREER DEVELOPMENT AND ITS IMPACT ON THE
PERFORMANCE OF EMPLOYEES
(STUDIES ON: DIRAÇÃO NACIONAL AVIAÇÃO CIVIL
MINISTERIO INFRAESTRUTURA)**

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ABSTRACT

The research aimed to recognize the effect of leadership style and job description toward career development both simultaneously and partially, and to determine the effect of leadership style, job description and career development toward employees' performance both simultaneously and partially. The research also aimed to identify the indirect effects of leadership style and job description toward employees' performance through career development.

The population was 132 people, while the sample was 57 people. The applied data collection method was the distribution of questionnaire. The type of data was primary data taken directly from respondents. The applied data analysis method was the Path analysis.

The research results showed that the leadership variable (X1) had a negative influence on the performance; job description variable (X2) had a positive effect on performance; career development variable (X3) had a negative impact on performance. Leadership variable had a positive influence on career development. Job description variable (X2) had a positive influence on career development. Thus, the biggest influence was indirect influence of leadership style on employees' performance through career development. Thus, the biggest influence was the indirect effect of job description towards employees' performance through career development.

Keywords: Leadership, descriptions, career, employee, performance

INTRODUCTION

The role of the leader of an organization is very dominant in determining the success of an organization, and the ability to lead an organization is determined by the ability of leader to manage the mindset that serves as a symbol of moral unity they lead, where leader express work ethic, values and job descriptions that exist in organization.

Submission of the mission, how to communicate and persuasion with the language and sentences easily understood by the employees they lead, will cause a deep impression on subordinates to the organization. Submission of a mission by the leader through actions that do will greatly affect the performance of the employees they lead because they understand and animates what he will do as well as describe the form of work to achieve organizational objectives as set out. Conditions such as these will lead to motivation and spirit (inspiring) to work optimally because they lead employees understand what is desired by the leader and what the goals of the organization.

Economic globalization and economic growth is the case today, demanding the mobility of people and goods very quickly. Air transport is one means of traffic movement which is fast, safe, convenient and integrated. Airports serve as the departing and landing aircraft, the ups and downs of passengers and goods (cargos). Airport role as a gate of a chain of air transport, are required for a management of goods and people are safe, effective, and efficient in accordance with international best practice standards.

Timor Leste as an independent and sovereign State must be able to operate their own facilities with regard to the existing flight or which will be held. After the restoration of independence on May 20, 2002, the Government of Timor-Leste has had to operate airport Timor-Leste. Although with limited human resources, responsibilities and workload can be performed by Direcção Nacional da Aviação Civil of Timor-Leste.

Attempts were made apparently not able to provide adequate contributions to employee performance. The fact that the case is influenced by various factors, among others, due to the leadership style that is not persuasive and job descriptions are poorly understood by employees and the low impetus to develop a career, so it does not support the achievement of good performance for employees in carrying out the task. Empirically test needs to be done to validate these assumptions on "The Effect of Leadership Style, Job Description toward Career Development and Its Impact on Employees Performance".

Formulation of the Problem

Formulation of the problem that can be put forward to test the assumptions on the scope of leadership style, job descriptions for career development and performance of employees, among others:

1. Is there a significant influence of leadership style toward career development in Direcção da Aviação Civil de Timor-Leste?
2. Is there a significant influence of job description toward career development in Direcção da Aviação Civil de Timor-Leste.
3. Is there a significant influence of leadership style toward employee performance of Direcção da Aviação Civil de Timor-Leste?
4. Is there a significant influence of job description toward employee performance of Direcção da Aviação Civil de Timor-Leste?
5. Is there a significant influence of career development toward employee performance of Direcção da Aviação Civil de Timor-Leste?

6. Is there any influence of leadership style toward employee performance through career development in Direcção da Aviação Civil de Timor-Leste?
7. Is there any influence of job description toward employee performance through career development in Direcção da Aviação Civil de Timor-Leste?

Purposes of Research

1. To examine the significant influence of leadership style toward career development in Direcção da Aviação Civil de Timor-Leste.
2. To examine the significant influence of job description toward career development in Direcção da Aviação Civil de Timor-Leste.
3. To examine the significant influence of leadership style toward employee performance of Direcção da Aviação Civil de Timor-Leste.
4. To examine the significant influence of job description toward employee performance of Direcção da Aviação Civil de Timor-Leste.
5. To examine the significant influence of career development toward employee performance of Direcção da Aviação Civil de Timor-Leste.
6. To examine the influence of leadership style toward employee performance through career development in Direcção da Aviação Civil de Timor-Leste.
7. To examine the influence of job description toward employee performance through career development in Direcção da Aviação Civil de Timor-Leste.

LITERATURE REVIEW

Leadership Style

Leadership is a trait of a person's activity that can affect, direct and guide as well as arrange others to achieve goals.

Dubrin in Ridwan (2005:3), suggests that leadership is an effort to influence a lot of people through communication to achieve the goal, the way it affects people with instructions or commands, actions that cause others to act or respond and lead to positive changes, an important dynamic force that motivates and coordinate the organization in order to achieve the goal, the ability to create confidence and support among subordinates so that organizational goals can be achieved.

Leadership behavior can be realized in the style to lead subordinates. These leader activities can be how leaders develop the organization programs, enforce the disciplines in accordance with the rules that have been made, attention to his subordinates to improve their welfare, and how the leader communicate with their subordinates. Thus it can be said that the style of leadership is the ability to influence an individual or group that leads through a process to achieve organizational goals.

According to Kelly in Soebagio (2001:44), the general behavior pattern of leadership styles can be divided as follows: (1)Authoritarian leadership style; (2)Democratic leadership style; and, (3)Laissez-faire leadership style. The authoritarian leadership style is entirely accountable to the leader, the accountability in democratic leadership style is in the hands of all members of the group, while accountability in the laissez-faire leadership style is dispensed to each member as an individual separate. Authoritarian and democratic leadership style has a clear line of leadership, while at laissez-faire style of leadership are not clear, so it tends to lead to total freedom.

Leadership style is a way in which the leaders in influencing employees to achieve the goal with indication: (1)The division of duties/job; (2)ways of decision-making; (3)reward and punishment; and, (4)creating relationships between employees.

Job Description

The clarity of the job description of an employee may also affect the career development and performance of employees. Before analyzing the type of employee management as to what is needed, the management needs to look at what is required by each job in the organization through a detailed job description (Sunyoto, 2012).

Hasibuan (2006) suggests that job description is a written information which describes the duties and responsibilities, conditions of employment, employment relationships, and other aspects of employment in a particular position in the organization. Job descriptions should be clear and have a perceptions that easily to understand, as well as outlining the following things:

- a. Identification of the job or position, that gives the name of the post, as head of the division of administration, finance head of the division, and others.
- b. Relations of duties and responsibilities, which details the duties and responsibilities described separately markedly so clearly known. The formulation of the relationship should show the relationship between officials with others, both inside and outside the organization.
- c. Standards authority and workers, that is the authorities and accomplishments must be achieved by each official should be clear.
- d. Terms of employment must be clearly defined, such as tools, machinery and raw materials that will be used for to do the work.
- e. Summary of job or position, should spell out a common form of work with only lists the functions and its main activity.
- f. An explanation of the positions below and above, which should be explained where the office of the clerk and was promoted to the post where the officer will be promoted.

Description of the tasks of an organization is very important for the performance appraisal of the employees. Therefore, the job description should be prepared as well as possible and clearly, so that the executor is also clearly implement, and assessors are also evident in the assessment.

Career Development

Human resource management of organization with a knowledge and forward-looking is prosecute for a clear career path. Employees also need to understand clearly where they want at a later time. Correspondence between employee career planning to career opportunities given organization can also be a motivator, so that they will compete to improve its performance.

Someone in his/her job that hope to achieve a career is a necessity, but how that requirement was met, then a career should be planned as a model in Figure 1.

According to Saydam (2000:554), an employee's career development needs to be done as an employee working in a company does not just want to get what belongs to this day, but also expect a change, a progress, an opportunity given to him to advance to the next level that higher and better. Career development will have great benefits both for the employee and for the company, which include:

- a. Encourage employees to develop themselves and their abilities.
- b. Adding to the sense of high concern to the company.
- c. Prevent unrest among the employees that have received less attention.
- d. Reduce employee who left the company.
- e. Filling of vacancies available, as a result, there are employees who transfer or promotion.
- f. Optimizing the use of knowledge, abilities and skills of employees, in accordance with the respective potentials.

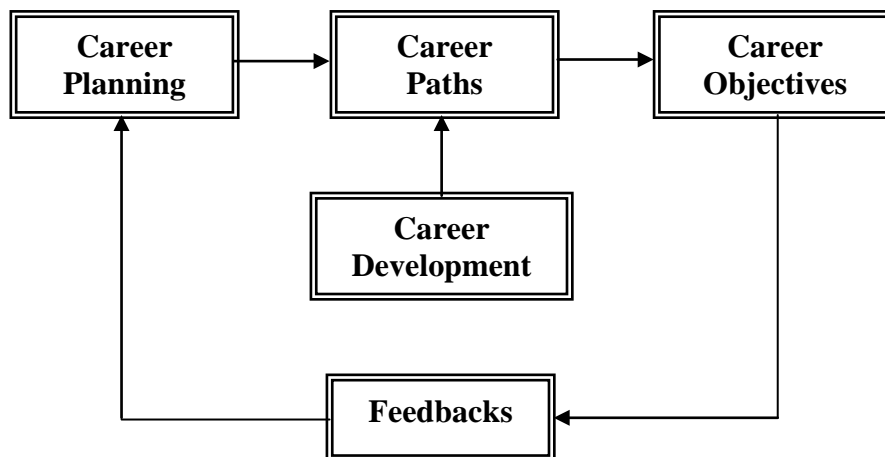


Figure 1. The Framework of Career Planning and Development

Source : Handoko (2001)

According Moekidjat (in Saydam, 2000:557), the factors that drive a person to have the opportunity in career development, among others:

- a. To improve the managerial capacity to assume greater responsibility;
- b. To increase the range of technical capabilities in more depth;
- c. The desire to obtain the guarantee and stability in the job;
- d. The desire to do something bigger in his/her work life;
- e. The desire to work more independently, thus more opportunity to develop their potential.

Employee Performance

Every organization hopes that its members show optimal performance in supporting the achievement of the goals set earlier. Problems related to performance should receive attention by management if the expected goals are required to be achieved.

Fremon, Kast and Rosenzweigh cited by Yasin (1992:412) suggests that the performance is the work process of an individual to achieve the relevant objectives. This definition identify the performance is measure by the process of work, meaning that performance is not only judged by the results achieved, but also the performance seen from the working procedure if it is already in accordance with applicable guidelines or not.

Snell and Wexley in Timpe, translated by Cikmat (1992:329-330), says that there are three elements as determinants of performance, namely: level of skill, level of effort, and nature of external circumstances. The skill level is the raw material that brought by an employee to the workplace, such as: knowledge, skills, interpersonal abilities, and technical abilities.

Conceptual Framework

Frame of mind is a model of a conceptual framework with a temporary explanation on the symptoms that became the subject matter. The framework between variables in this study can be illustrated in Figure 2.

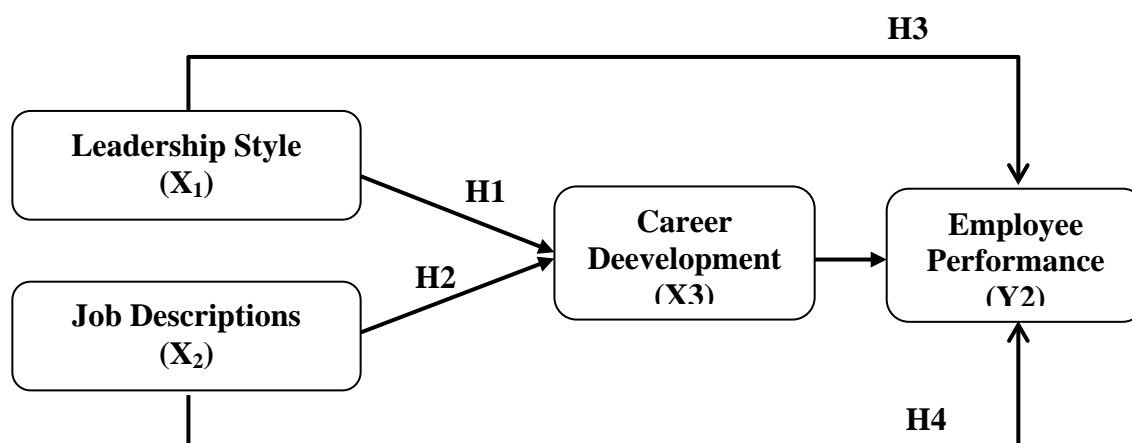


Figure 2. Conceptual Framework

Source : Yukl (1998), Handoko (2001), reproduced by researcher, 2014

Hypothesis

Based on the results of the study hypothesis can be formulated as follows:

1. There is a positive and significant influence of leadership style toward career development.
2. There is a positive and significant influence of job descriptions toward development career.
3. There is a positive and significant influence of leadership style toward employee performance.
4. There is a positive and significant influence of job descriptions toward employee performance.
5. There is a positive and significant influence of career development toward employee performance.
6. There is a positive influence of leadership style toward employee performance through career development.
7. There is a positive influence of job description toward employee performance through career development.

RESEARCH METHODS

Research Location

This research was conducted at the Presidente Nicolau Lobato Comoro International airport of Dili, Timor - Leste. Research object is the employees who work on job units at the airport and is divided into six job units (Secção). The job units, among others, are: Secção Administração, Secção Manutenção, Soccoros, Secção Operações, Secção ATS, and Secção Avsec.

Types of Research

This type of research is grouped into the form of associative research. According to Sugiyono (2011), Associative problem formulation is a formulation of research problems that are asking the relationship between two or more variables. There are three forms of relationships, namely: the relationship is symmetrical, causal, and interactive/ reciprocal/reciprocity. This study focus on the examination of causal relationships.

Types and Sources of Data

Types of Data

Qualitative data is data obtained through an integrated retrieval techniques, which formed figures obtained as the facts and characteristics concerning the object of research, which

includes information such as: (a) the general state of research sites; and, (b) structure of Direcção Nacional da Aviação Civil de Timor-Leste.

Data Sources

Sources of research data are:

1. Primary data, which was collected through observation, interviews, and questionnaires (Ferdinand, 2006). On the primary data collection, authors combine all three addressed to the respondent.
2. Secondary Data, refers to information gathered from sources that already exist outside of respondents (Sekaran, 2006), among others: journal articles, internet, government publications, as well as office documentation Direcção Nacional da Aviação Civil Timor-Leste, such as organizational profile and data staffing.

Methods of Data Collection

1. Questionnaire, the method of data collection by providing a list of questions about the variables being studied to the staff of the Direcção Nacional da Aviação Civil Timor-Leste with a total sample of 57 respondents of the total employees numbered 132 people.
2. Observation, which is a way to get information and data from the study site, through direct observation.
3. Interview, which is a technique by way of conduct question and answer directly to the leaders or other officials who have a duty to provide information in accordance with the problems examined.
4. Documentation, is seeking data on things or variables in the form of notes, transcripts books, newspapers, magazines, inscriptions, minutes, meeting, ledger, agendas and so on.

Data Analysis Technique

The analytical technique used is the path analysis, developed by Sewal Wright in 1934, which is the development of and has a close correlation with multiple regression. Path analysis is an extension of multiple regression, and which enable the analysis of models of more complex (Streiner, 2005). Path analysis was used to test whether or not the influence between leadership style and job description simultaneously on the employee's performance, using the SPSS program ver. 17.0. In testing the hypothesis, researchers used simultaneous significance test (F-statistic test) and test individual parameters (t-statistical test).

RESULTS AND DISCUSSION

Respondents Description

Respondents in this study are the employees of Direcção Nacional da Aviação Civil Timor-Leste, as many as 57 respondents in detail described in Table 1.

Table 1. Description of Respondents

No	Description	Number (org)	Percentage (%)	
1	Sex	Male	48	84,21
		Female	9	15,79
2	Age	21 – 30 yrs	17	29,82
		31 – 40 yrs	25	43,86
		41 – 50 yrs	10	17,54
		> 51 yrs	5	8,77
3	Education Level	Graduate	16	28,07
		Diploma	6	10,53
		SMA	34	59,65
		SMP	1	1,75

Source : Primary Data, 2014.

Results

Regression Analysis

Statistical hypothesis testing is a proof to all that has been hypothesized based on theory in the research. The result of regression analysis can be outlined in Table 2.

The multiple linear regression model that was obtained from the regression analysis in Table 2, are as follows:

$$Y = 0,137X1 + 0,188X2 + 0,669X3$$

Based on the regression model, it is proved that the leadership (X1) variable has a regression coefficient of 0.137, means that the independent variable has a positive influence on employee performance, then the more the leader implement the appropriate leadership style to the existing conditions, the performance of employees will improve, *ceteris paribus*.

Table 2. Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	-.563	.487		-1.156	.253	-1.540	.414		
X1	.167	.099	.137	2.680	.010	-.032	.366	.869	1.150
X2	.195	.092	.188	2.119	.039	.010	.379	.735	1.360
X3	.740	.097	.669	7.638	.000	.546	.934	.757	1.322

a. Dependent variabel: Y

Source: Primary Data, 2014.

Job description (X2) variable has a regression coefficient of 0.188, it can be said that the second independent variable have a positive effect on performance, means that if the leader in delivering a description of the job became clear to the employee, the employee performance will be better, *ceteris paribus*.

Career development (X3) variable has a regression coefficient of 0.669, in which case it can be said that the third independent variable have a positive effect on performance, means that if the career development has always done, the performance of employees will improve, *ceteris paribus*.

Path Analysis

Regression analysis (Path Analysis Model) results, which described in Table 3, can be structured model of the path as follows:

$$X3 = 0,148X1 + 0,425X2$$

Table 3. Regression Analysis (Path Analysis Model) Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.908	.633		3.017	.004	.640	3.177
X1	.162	.138	.148	1.179	.244	-.114	.439
X2	.397	.117	.425	3.388	.001	.162	.632

a. Dependent variabel: X3

Source: Primary Data, 2014.

The analysis of the regression model demonstrated that the leadership style (X1) variable with a regression coefficient of 0.148, means that the first independent variable has a positive influence on career development. The better the relationship established between the leadership and employees, the higher the performance will improve. The more often the employees took formal and non-formal education, the performance of employees will increase, *ceteris paribus*.

Job description (X2) variable with a regression coefficient of 0.425, means that the second independent variable have a positive effect on performance, if the leadership increasingly clear in giving a description of the work to the employee, the employee's performance will be better, *ceteris paribus*.

Path Model can be illustrated in the diagram (Figure 3), as follows:

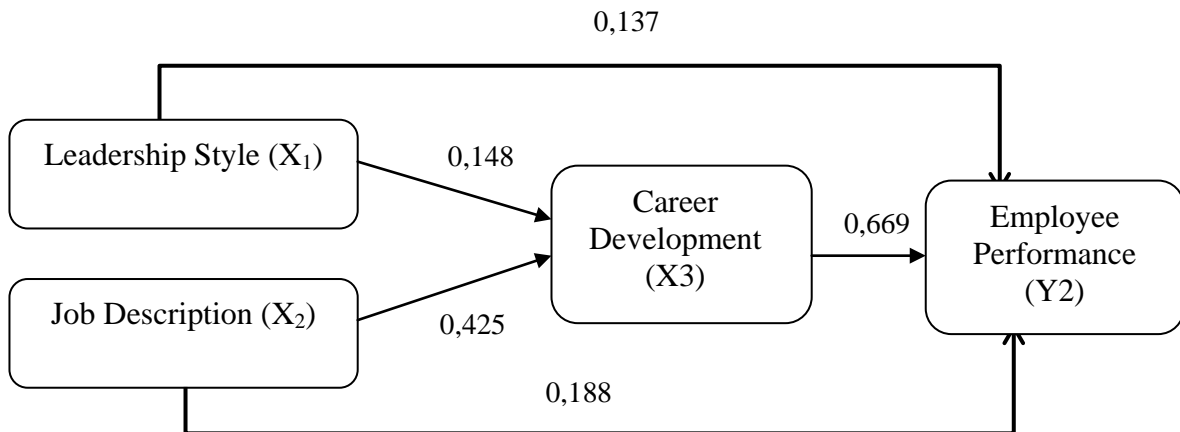


Figure 3. Path Analysis Results

Source: Primary Data, 2014

a. *The Effect of Leadership Style toward Employee Performance.*

Leadership style positively influence on employee performance. Based on test results of regression analysis are presented in the model (Figure 4.3) has been done, then we got the magnitude of the direct effect is 0.137. While the magnitude of the effect of indirectly through career development amounted to $0.148 \times 0.669 = 0.099$. Meanwhile, the total effect is obtained from the model is $0.137 + 0.099 = 0.236$. So it can be concluded that the biggest impact is the total effect of leadership style on employee performance that is equal to 0.236 or 23.6%.

b. *The Effect of Job Descriptions toward Employee Performance.*

In this section, it appears that job descriptions positively influence on employee performance. Based on the results of analytical testing (path) are presented in the model (Figure 4.3) has been done, then we got the magnitude of the direct effect is 0.188. While the magnitude of the effect of indirectly through career development amounted to $0.425 \times 0.669 = 0.284$. Meanwhile, the total effect of the job description kinrja employees through career development, derived from the model is $0.188 + 0.284 = 0.472$. So it can be concluded that the biggest impact is the effect of total job descriptions to employee performance that is equal to 0.472 or 47.2%.

The second statement of intent analysis of the effect (a) and (b) t is; the biggest influence on performance is the total effect of job description on employee performance.

Hypothesis Test Results

Referring to the results shown in Table 2 and Table 3, and based on the results of the calculation of the effect, it can be said that:

1. There is a positive and significant effect of leadership style toward career development.
2. There is a positive and significant effect of job descriptions toward career development.
3. There is a positive and significant effect of leadership style toward employee performance.
4. There is a positive and significant effect of job descriptions toward employee performance.
5. There is a positive and significant effect of career development toward employee performance.
6. There is a positive effect of leadership style toward employee performance through career development.
7. There is a positive effect of job descriptions toward employee performance through career development.

Discussion

a. *The Effect of Leadership Style toward Performance (X₁ with Y).*

Results of the analysis showed that partially, leadership style proved significantly influence employee performance, *ceteris paribus*. It means the good habits and behavior of leaders will have an impact on the performance to be good. If the pattern of leadership gone worse, conversely, it will decrease employee performance. In addition, leadership is the result of the interaction of habit characteristics that affect performance.

b. *The Effect of Job Description toward Performance (X₂ with Y).*

T-test results on job description obtained t of 2.122 with a significance t of 0.0093. Partially, due to the significant t-value is smaller than alpha (5%), it is concluded that job descriptions proved significantly influence performance, *ceteris paribus*. This means that the better the pattern of leader to describe the work will have an impact on improving performance; otherwise, the bad (not clear) job descriptions from leader will have an impact on the decline of performance. This is because many tasks that probably can not be solved optimally due to the lack of clarity of intent of work (tasks).

In fact, job descriptions have a significant influence on the performance. This is caused by the leader's proximity, engagement, loyalty, and trust on employees.

c. *The Effect of Career Development toward Performance (X₃ with Y).*

Results of the t-test for career development obtained t of 2.669 with a significance t of 0.005. Partially, due to the significant t-value is smaller than 5%, it is concluded that career development proved significantly influence performance, *ceteris paribus*. This means that the better career development, it will have an impact on improving the performance; otherwise, the worse the career development will decrease the performance.

These results suggest a relationship of career development and leadership style, in the case of all leaders in Direcção da Aviação Civil de Timor-Leste, still needs to be improved, as this is a factor that can affect the performance to be better in the future.

d. ***The Influence of Leadership Style, Job Description, and Career Development toward Performance.***

The results showed F-value of 6.971, and F-significance $< 5\%$ ($0.000 < 0.05$). It shows that simultaneously, the independent variables consisting of leadership style, job descriptions and career development have a significant effect on performance. The r-square value of 0.406 showed that the performance was influenced by leadership style, job descriptions and career development, of 40.6%. While the remaining 59.4% showed that performance also influenced by other variables outside the three independent variables.

This means that when the leadership style, job descriptions and career development were improved together, then it will have an impact on improving performance. On the contrary, when the leadership style, job descriptions and career development were decreased together, it will result in decreased performance.

Furthermore, the results indicate that leadership has a higher beta value than other independent variables. Thus, leadership was identified to be the dominant variable influence on employee performance. Therefore, to improve the performance, the leadership style should be considered; but do not overlook the other variables that is existing job descriptions and employee career development in Direcção da Aviação Civil de Timor-Leste.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. There is a positive and significant effect of leadership style toward career development. Leaders can be an inspiration in the work and determine the direction and goals of the organization. Leaders are capable to show a capacity to provide space to his subordinates carefully and instill a strong sense of organization to his subordinates.
2. There is a positive and significant effect of job description toward career development. Job descriptions which are clear and easy to understand will benefits as a guide for employees to work more optimally in identifying the type of job. If the job is optimally done, it will show a professionalism of employees in completing the task. In turn, it will result in a fine for themselves a form of reward in achieving a better career.
3. There is a positive and significant effect of leadership style toward employee performance. Leader as one determinant of the direction and goals of the organization are expected to control these work behaviors and direct it on improving the productivity and performance of employees.
4. There is a positive and significant effect of job descriptions toward employee performance. Job descriptions which are clear and easy to understand will be a guide for employees to carry out its duties and responsibilities in the company.
5. There is a positive and significant effect of career development toward employee performance. A great career and continues to rise will be good for the organizational environment, and the more will be the trigger for the spirit of employees to optimally carry out their jobs.
6. There is a positive effect of leadership style toward employee performance through career development. Leadership style is become an important factor that affect work behavior such as satisfaction, performance and turnover to the employees. Leadership style directly affects the performance of employees through its deliberations and their beliefs in creating the attractive jobs and working environment, devolution of responsibility, and the proper

application of the rules. Therefore, the leader with the right leadership style will give space to develop a career for employees who will have an impact on the good performance.

7. There is a positive effect of job description toward employee performance through career development. Job descriptions that are clear and easy to understand will be a guide for employees to carry out its duties and responsibilities in the company. Great career and continues to rise will be good for the organizational environment, and the more will be the trigger for the spirit of employees to optimally carry out their jobs.

Suggestions and Implications

1. Leadership variable from the improvement point of the habit of doing the job. There are leaders who have taciturnity and do the job itself.
2. Job description variable to the work that had been developing well, then the management should maintain the cooperative relationship that has been fostered and continue to perform work on a job that requires a group of people. To improve performance, each leader must use the time effectively and efficiency.

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