

EFFECT OF SPIRITUAL LEADERSHIP, MOTIVATION TO ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE ON PT. TIGA PERMATA TARSIS

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ABSTRACT

In all activities of the company, human resources play a very dominant role, where the success or failure of the company in achieving the goals depends on the ability of human resources or employees in carrying out the tasks assigned. Leadership is a contextual variable that plays a central role in determining the performance of human resources in the organization. This study aims to examine the influence of spiritual leadership on organizational commitment and employee performance; to examine the effect of motivation on organizational commitment and employee performance; to examine the effect of organizational commitment on employee performance.

Types of research include causal research. The variables used are spiritual leadership and motivation as independent variable while organizational commitment and employee performance as dependent variable. The sample used in this research is 63 employees of the company. Data Analysis Technique used is Partial Least Square.

The results in this study indicate that spiritual leadership influences the organization's commitment to PT. Tiga Permata Tarsis; Spiritual leadership affects employee performance at PT. Tiga Permata Tarsis; Motivation affects organizational commitment at PT. Tiga Permata Tarsis; Motivation effect on employee performance at PT. Tiga Permata Tarsis; Organizational commitment affect the performance of employees at PT. Tiga Permata Tarsis.

Key Words: Spiritual Leadership, Motivation, Organizational Commitment, Employee Performance

INTRODUCTION

Human resources are a very important factor in achieving company goals. Quality human resources are human resources capable of showing work behavior that leads to the achievement of corporate intent and goals that can be demonstrated through high performance. Increased employee performance is not an easy thing because the performance has diverse concepts and can be analyzed from various perspectives and influenced by various factors, including the ability of the employee itself and the existence of encouragement or motivation from outside, especially leaders..

Leadership is a variable that plays a central role in determining the performance of human resources. According to Daft (2011) leadership is the relationship of influence between leaders and followers that aims to achieve real change and obtain results in accordance with common goals. Yulk (2015) says that leadership is the ability of individuals to influence, motivate and make others able to contribute to the effectiveness and success of the organization. One of the leadership needed in an organization is spiritual leadership. The model of spiritual leadership is

supported because many modern management and leadership experts are beginning to recognize the importance of spiritual values to accompany business activities, including honesty, enthusiasm or optimism, wisdom, and courage in making decisions and acting. (Muslich, 2014) Fry and Nisiewicz (2013) argue that spiritual leadership is a leadership that uses the values, attitudes and behaviors necessary to motivate oneself and others intrinsically, so that each has a feeling of spiritual survival through membership and calling.

According to Fry and Cohen in Afsar et al (2015) spiritual leadership can lead to high commitment from employees of employees. Commitment is an attitude that reflects employee loyalty, in which employees express their concern for organizational success and ongoing progress. (Noor, 2012)

In addition to spiritual leadership, employee performance improvement can also be supported with high motivation. Fry et al in Rahmawaty (2016) states that spiritual leadership is a value, attitude and behavior of leaders needed in an effort to motivate themselves and others through calling (feeling of meaning) and membership (feelings of respect and understanding) so as to establish a sense of well-being spiritual.

PT. Tiga Permata Tarsis is a fabrication company in Makasar that produces civilian needs such as concrete tile, paving block, brick, and kanstein. Some employee related issues include the not optimal use of working hours, employee performance that has not reached the target company so that there is a decrease in concrete production during the month of June to August 2015, interesting to investigate. Based on the description of the above background, then this research is done by tujun to know the influence of spiritual leadership, and motivation to organizational commitment and employee performance at PT. Tiga Permata Tarsis.

LITERATURE REVIEW

Previous research

Based on previous research Asmaningrum (2011) concluded that there is a significant influence of the application of spiritual leadership to organizational commitment to nurses in hospitals. Islam Surabaya. Mansor et al. (2013) examines the relationship between spiritual leadership and employee organizational commitment to oil and gas industry companies in Malaysia. It was concluded that spiritual leadership had a significant effect on employees' organizational commitment.

Research Rizal et al. (2014) entitled "Effects of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City)" with a sample of 126 employees of the Kendari Revenue Office Apparatus Office concluded that compensation had a significant effect on motivation and commitment organization, but has no significant effect on employee performance. Commitment and motivation have a significant effect on employee performance, and significant influence from organizational commitment to employee performance. In addition, the study found that compensation can not directly improve employee performance, but can increase motivation and strengthen organizational commitment.

Spiritual leadership

Spiritual leadership is one style of leadership that becomes an alternative to the classical leadership pattern. According to Fry in Rahayu (2016), spiritual leadership consists of the values, attitudes and behaviors necessary to motivate oneself intrinsically and meet the basic needs of spiritual well-being through calling and membership that positively affect the well-being of employees , sustainability and corporate social responsibility.

Spiritual leadership is a leadership that relies more on spiritual intelligence in leading, spiritual leadership is also interpreted as a leadership that greatly maintains the value of spiritual values (Surbakti 2012). The importance of conscience is applied in leadership management because the conscience guides the wise and wise leader in carrying out his leadership (Surbakti, 2012). Keep in mind to achieve goals, both individual and organizational management processes are not only dominated by rational or intellectual considerations but also considerations of conscience. Conscience always leads our actions directed to do good, therefore if lead with conscience can

be sure actions or actions that harm other humans such as cheating, corruption, can be spared. (Surbakti 2012)

According to Dennis in Mira and Margaretha (2012) the indicators of spiritual leadership include: 1). Love, measures the leader's ability to give employees a sense of love; 2). Empowerment, measures the leader's ability to empower employees; 3). Vision, measuring leaders capable of bringing forward vision to the company; 4). Humility, measuring leaders capable of leading humbly; 5). Trust, measuring leaders are able to give trust to subordinates.

Motivation

According Sunyoto (2012), motivation is an incentive that can move the desire (want) someone, where the desire has a motive to achieve certain goals to be achieved. Meanwhile, according to Mangkunegara (2013), motivation is a stimulated requirement oriented to individual goals in achieving satisfaction. It can be concluded that the motive is an impulse in the needs of employees who need to be met so that employees can adjust to the environment, while the work motivation is the condition which motivates employees to achieve their goals. Motivation is the driving force of people to work, including communicating within the organization. There are three approaches to motivation from an organizational communication perspective: needs, perceptions and expectations. (Pace and Faules, 2006)

Sources of motivation according to Sukanto Reksohadiprodjo and T. Hani Handoko (1997), namely: 1). Internal motivation is the motivation that arises from the wants and needs of within a person. This motivation is a force that will affect the mind of the individual, which can then lead to behavior; 2). External Motivation is motivation that comes from outside the individual controlled by the manager, which includes salary, working conditions and working relationships.

Organizational Commitment

According to Mowday, Porters and Steers (1992) organizational commitment is a strong belief in organizational values and goals, a willingness to make extra efforts in order to remain a member or part of the organization. Commitment is a measure of the power of employee identification to engage in organizational goals and values. (Mc Neese-Smith, et al., 1996)

Van Scooter (2000) in Kristiwardhana (2011) states that workers with high commitment will be more work oriented. Even mentioned also that workers who have a high commitment to the organization will tend to happy to help, and can work together. Mowday, Porter & Steers (1992) stated that commitment consists of three factors: 1). Affective Commitment is a strong desire to remain a member of the organization; 2). Continuance Commitment is the willingness to strive for the organization; and 3). Normative Commitment is strong belief and acceptance of organizational values and goals. Ganesan and Weitz (1996) in Fuad Mas'ud (2004) identifies organizational commitment as: 1). Feelings of being part of the organization; 2). The pride of the organization; 3). Concern for the organization; 4). A strong desire to work for the organization; 5). Strong trust in organizational values; and 6). A great will to strive for the organization.

Employee performance

Performance is the work achieved by a person or group of persons within an organization, in accordance with their respective powers and responsibilities in an effort to achieve the objectives of the organization in a legal, unlawful, and moral and ethical manner. (Prawirosentono S, 1999)

Employee performance is the result of work during a certain period of time as measured by the quality and quantity of output produced. Indicators to measure employee performance according to Fuad Mas'ud (2004) include: 1). Quantity of work, ie the extent to which employees complete the appropriate workload determined; 2). Quality of work, ie measure the quality of work produced by employees; and 3). Creativity, which measures the level of creativity of employees in completing their work.

Spiritual Leadership and Organizational Commitment

Fry and Cohen (2008) who argued that Spiritual Leadership can help the development of positive human values and spiritual circumstances that lead to the achievement of organizational

commitment. The existence of spiritual leadership becomes very important because a low commitment can bring negative impact on the company such as decreasing productivity, quality of work, satisfaction, ignoring the rules, absenteeism and turn over employees.

H1 : Spiritual leadership has an effect on organizational commitment

Spiritual Leadership and Employee Performance

According to Farida and Wasitowati (2012), effective spiritual leadership encourages positive attitudes from members of the organization so that performance gets better. The impact of spiritual leadership on the performance of employees occurs through a process of formation of attitudes within each employee. Prior to behavior, spiritual leadership plays an active role in moving individuals to behave in the same direction as achieving organizational goals through vision, hope / faith, and altruistic love. Spiritual values in the future will have a positive impact on the performance of group members. (Michael Armstrong, 2013)

H2 : Spiritual leadership has an effect on employee performance

Motivation and Organizational Commitment

Motivation is a need oriented to the individual goal in achieving satisfaction. The existence of work motivation can motivate employees to be able to achieve the goal (Mangkunegara 2013). Meanwhile, according to Ganesan and Weitz (1996) in Fuad Mas'ud (2004), organizational commitment is characterized by one of them is a feeling to be part of the organization and the desire a strong one to work. From these two meanings can be interpreted that the existence of strong motivation will encourage positive attitude from member of organization to commit to reach its goal. Adequate salaries, cooperative working atmosphere and harmonious relationships among employees (members of the organization) will have a positive impact on commitment to work well and have a sense of belonging to the organization.

H3 : Motivation has an effect on organizational commitment

Motivation and Employee Performance

According to Mangkunegara (2013), motivation is a stimulated need that is oriented towards the individual goal in achieving satisfaction. The existence of work motivation can motivate employees to be able to achieve goals. Meanwhile, the commitment within the organization will make the worker give the best to the organization where he works. According to Rivai and Sagala (2010) the stronger motivation that employees have, the employee performance will be higher.

H4 : Motivation has an effect on employee performance

Organizational Commitment and Employee Performance

According to Noor (2012), organizational commitment is a reflection of employee loyalty to the organization and the ongoing process, where employees express their concern for organizational success and sustainable progress. Van Scooter (2000) in Kristiwardhana (2011) states that workers with high commitment will be more oriented work. In addition, workers with high commitment will have attitudes that are manifested by happy behavior to help, and can work together, thus supporting the performance of members of the organization. Based on this understanding it can be concluded that the existence of high commitment of employees will ultimately affect employee performance.

H5 : Organizational commitment has an effect on employee performance

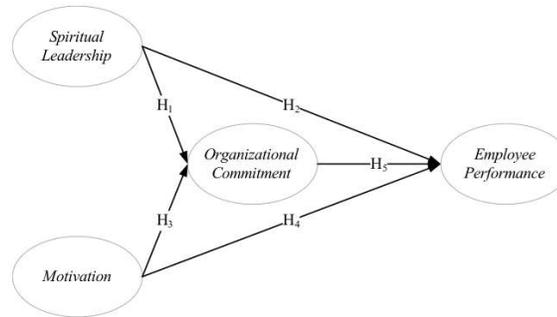


Figure 1. Hypothesis Analysis Model

RESEARCH METHODS

This research is a causal research with quantitative approach with the aim to find and describe the relationship and influence of research variables to be drawn conclusion. (Maholtra, 2005)

Samples were taken using purposive sampling technique. According Sugiyono (2012) purposive sampling is a technique of determining the sample with certain considerations. By using Slovin formula for the sample calculation, the number of samples is 63 employees PT. Tiga Permata Tarsis, with the criteria of sampling are: 1). Working for at least 1 year; 2). Permanent employees; 3). Not in leave position more than 1 week.

In the early stages of the test instrument that includes test the validity and reliability of the questionnaire. Validity test is done by calculating Pearson correlation with fault tolerance level of 0,05. The indicator in the questionnaire is considered valid if the sig value. pearson each indicator <0.05. Furthermore, reliability test is done by obtaining the expected value of cronbach alpha > 0.6 in order to be reliable. (Ghozali, 2011)

The analysis used is Partial Least Square (PLS) using SmartPLS 2.0 software. PLS as a prediction model does not assume a particular distribution to estimate parameters and predict causality relationships. According to Ghozali (2011) evaluation of PLS model is done with outer model evaluation and inner model. Outer model shows the specification of the relationship between the variables with the indicator. For variables with reflective measurement, outer model evaluation using convergence validity criteria ie outer loading > 0.7; AVE > 0.5; discriminant validity through cross loading, and composite reliability > 0.7. While for variable with formative measurement, outer model evaluation using T-Statistic value criteria at outer weight above 1,96. Inner model also called inner relation shows specification of relationship between variables that is between independent variable with dependent variable. Inner model evaluation is done with R-Square value, predictive relevance Q-Square, and T-Statistic value for hypothesis testing.

RESULTS AND DISCUSSION

Evaluation of the reflective model outer generated with SmartPLS 2.0, it was found that outer loading variables Work Motivation, Organizational Commitment and Employee Performance as follows:

Table 1. Outer Reflective Model

Variable	Indicator	Outer Loading	Critical Value	T Statistics	AVE	Composite Reliability
Motivation	X2.1	0.794	> 0.7	11.816	0.745	0.897
	X2.2	0.897		59.238		
	X2.3	0.894		45.437		
Employee Performance	Y1	0.878	> 0.7	42.505	0.818	0.931
	Y2	0.945		110.988		
	Y3	0.890		56.494		
Organizational Commitment	Z1	0.909	> 0.7	56.670	0.805	0.961
	Z2	0.920		67.808		
	Z3	0.904		57.454		
	Z4	0.859		39.081		
	Z5	0.879		40.735		
	Z6	0.910		66.885		

Based on table 1 it can be seen that each indicator of Work Motivation, Organizational Commitment and Employee Performance has outer loading values > 0.7, t-statistics > 1.96, and AVE > 0.5 so it can be concluded that each indicators have good measurement capabilities. The composite reliability value > 0.7 also indicates that the measurement reliability requirement has been met.

Discriminant validity is done by using crossload value. An indicator is said to meet the discriminant validity if the value of cross loading indicator to the variable is the largest when compared to other variables. Discriminant validity is only performed on indicators with reflective measurements. From the analysis results obtained that the value of loading work motivation variables are between 0.794-0.897; organizational commitment 0.859-0.920; employee performance of 0.878-0.945 where the values are greatest when compared to loading on other variables within the model.

Evaluation of outer formative model on spiritual leadership variable, obtained the value of T-statistics on outer weight as follows:

Table 2. Outer Formative Model

Indicator	T Statistics	Critical Value
<i>Empowerment</i>	3.535	1.96
<i>Humility</i>	2.604	1.96
<i>Love</i>	2.009	1.96
<i>Trust</i>	3.313	1.96
<i>Vision</i>	5.397	1.96

Based on Table 2 above it can be seen that the value of T-Statistic indicators on spiritual leadership variables (Empowerment, Humality, Love, Trust, and Vision) respectively above 1.96, from this result it can be concluded that the measurement of each indicator formative variable spiritual leadership has fulfilled the expected validity.

The inner model evaluation explains how the relationship between the variables studied. This evaluation is done by interpreting R-Square value, predictive relevance Q-Square, and T-Statistic score for hypothesis testing.

Table 3. R-Square and Q-Square

Variable	R-Square	Q-Square
Organizational Commitment	0.795	0.959
Employee performance	0.798	

The R-Square value of organizational commitment variable of 0.795 means that spiritual leadership and work motivation can influence organizational commitment of 79.5%. With the same interpretation, the R-Square value on the employee performance variable of 0.798 indicates that spiritual leadership, work motivation, and organizational commitment can affect 79.8% of employee performance.

In PLS model, prediction ability is known from Q-Square value. The model is said to have predicted relevance if the Q-Square value generated is above zero. The higher the Q-Square value (close to 1), the better the model's ability to predict relationships between variables. Q-Square of 0.959, meaning that the magnitude of the research data that can be explained by the structural model is 95.9%. Based on these results, the structural model of the research can be said to have excellent predictive relevance.

The research hypothesis can be accepted if the value of T-Statistic influence between variables greater than t-statistic is 1.96.

Table 4. Coefficient and T Statistics

Hypothesis	Relationship	Coefficient	T Statistics	Conclusion
1	Spiritual Leadership -> Organizational Commitment	0.500	7.647	Accepted
2	Spiritual Leadership -> Employee Performance	0.229	1.980	Accepted
3	Motivation -> Organizational Commitment	0.458	7.075	Accepted
4	Motivation -> Employee Performance	0.411	4.239	Accepted
5	Organizational Commitment -> Employee Performance	0.319	2.512	Accepted
6	Spiritual Leadership -> Organizational Commitment -> Employee Performance	0.500x0.319 =0.160	>1.96	Accepted
7	Motivation -> Organizational Commitment -> Employee Performance	0.458x0.319 =0.146	>1.96	Accepted

The results of data analysis support every research hypothesis, where spiritual leadership influence to organizational commitment (H1) and performance (H2); work motivation influential to organizational commitment (H3) and performance (H4), and organizational commitment have an effect on to employee performance of PT. Tiga Permata Tarsis.

The coefficient estimates the indirect influence of spiritual leadership on employee performance through organizational commitment that is equal to 0.160 with a positive direction. The resulting t-statistics > 1.96 indicates that organizational commitment can mediate the influence of spiritual leadership on employee performance. These results support H6 research. By the same interpretation it is concluded that work motivation can mediate the influence of spiritual leadership on employee performance, so H7 is accepted.

Spiritual leadership affects organizational commitment at PT. Tiga Permata Tarsis. The results of this study are in line with the opinion of Fry and Cohen (2008) who argued that Spiritual Leadership will help the development of positive human values and spiritual circumstances that lead to the achievement of organizational commitment.

Spiritual leadership affects employee performance. The results of this study are in accordance with a study conducted by Rizal et al. (2014) which shows that there is a significant influence of spiritual leadership on employee performance. Tanuwijaya (2015) also concluded that spiritual leadership has a close relationship with performance, the better spiritual leadership in an organization, it can improve employee performance.

Motivation affects organizational commitment. The results of this study are in accordance with a study conducted by Rizal, et al., (2014) which shows that motivation affects organizational commitment. Tania and Sutanto (2013) also showed that work motivation has a positive and significant effect on organizational commitment of employees. This indicates that employee motivation will encourage employees to achieve company goals so as to generate organizational commitment.

Motivation affects organizational commitment. The results of this study in accordance with the opinion Rivai and Sagala (2010) which shows that the stronger employee motivation, the employee performance will be higher.

Spiritual leadership has a significant influence both directly on the performance of employees, as well as indirectly through organizational commitment and motivation, so it can be concluded that organizational commitment and motivation can mediate each influence of spiritual leadership on employee performance.

According Farida and Wasitowati (2012) the impact of spiritual leadership on employee performance does not occur directly to the performance of employees but through a process of formation of attitudes in employees. Prior to behaving, spiritual leadership plays an active role in moving individuals to behave in the same direction as achieving organizational goals through vision, hope / faith, and altruistic love.

Performance of members of the organization in a field of work is largely determined by motivation and also its commitment to the field it is engaged in. Motivation and commitment have a very close influence with performance, motivation and commitment are also factors that exist within a person who moves his behavior to meet certain goals, while performance is a combination of motivation, commitment and self-ability. The existence of high work motivation accompanied by organizational commitment from members of the organization, then the performance can be achieved maximum.

CONCLUSIONS AND SUGGESTION

Based on the result of the research, it can be concluded that spiritual leadership influence to organizational commitment and performance; work motivation influences organizational commitment and performance; and organizational commitment affect the performance of employees of PT. Tiga Permata Tarsis. In addition, it was also concluded that organizational commitment and motivation of each work can mediate the influence of spiritual leadership on employee performance.

Can be developed some suggestions for the parties concerned are: 1). PT. Tiga Permata Tarsis more attention to the level of spiritual leadership and employee motivation, so for the future can be useful for companies in advancing the company; 2). Further research is expected to be one of the reference sources to increase knowledge about employee performance.

Based on the results of the research as a whole, can be seen some shortcomings in this study, as follows: 1). Further research is suggested to further explore other variables that affect employee performance such as organizational culture. This is important because organizational culture and leadership are key components of the company's performance. In addition, organizational culture and leadership style have an effect on employee engagement; 2). At the time of study, language is a barrier between researchers and employees. This happens because the lack of domination of Indonesian language than the more dominant local language.

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