



**LEADERSHIP AND JOB SATISFACTION AFFECTS THE
PERFORMANCE OF LABOR OFFICE'S EMPLOYEES OF LUMAJANG
DISTRICT OFFICE USING WORK DISCIPLINE AS INTERVENING
VARIABLE**

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ABSTRACT

This article Entitled Leadership and Job Satisfaction Affects the Performance of Labor Office's Employees of Lumajang District Office using Work Discipline As Intervening Variable. This study analyzes the magitude of leadership influence, job satisfaction on the performance of personnel of the education department office in Lumajang, both directly and indirectly using discipline of work as intervening variable. The location of this research is the Employment Field of Lumajang District Education Office. This research includes explanatory research, where the independent variable used X1 is leadership and X2 is job satisfaction, while the dependent variables are Y1 that is work discipline and Y2 is performance. Population in this research are all employees of Department of Education Office of Lumajang Education Department as many as 103 employees, with the sample of 50 employees. To analyze the data, the researcher uses SPSS (Statistical Product and Service Solution) with linier path analysis and multiple regression method. Based on the results of the data, it is known that leadership, job satisfaction have positive and significant effect to work discipline, leadership, job satisfaction has a positive and significant effect on employee performance and work discipline has a positive and significant effect on employee performance. The implication of this research is that leadership has a significant influence on the work discipline, so to be able to improve the productivity of employees' performance in the field of education department's workforce the leadership and job satisfaction must be improved also.

Key Words: Leadership, Job Satisfaction, Work Discipline, Employees' Performance

1. Introduction

Human resources (HR) is a strategic element in determining whether or not a healthy organization. Development of human resources (HR) is planned and sustainable is an absolute necessity of the organization. Performance of employees will be seen from how employees

perform their main tasks. Wibowo (2007: 2), states "Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and economic contribution. Performance is an implementation of the plan that has been prepared. Implementation of performance is done by human resources who have the ability, competence, motivation and interests.

An employee in doing his job well is often determined by an assessment of his performance. Assessment is not only done to help oversee the organization's resources but also to measure the efficiency level of existing resource use and identify what needs improvement. Assessment of performance as well as important factors to improve employee performance and satisfaction, the parts that show the ability of employees who are less identified can be identified so that the strategy can be determined in improving its performance.

On the other hand, the behavior of a leader in this case the leader in moving and empowering will also affect the performance of employees. Wursanto (2005: 200) states that leader behavior has a significant impact on attitudes, behavior and performance of subordinates. The effectiveness of a leader will be greatly influenced by the characteristics of his subordinates. Reliable leadership is needed by the organization for the achievement of goals, because leadership is a process in influencing the activities of a person or group in an effort to achieve goals. So success in achieving group goals (organization) is very dependent on the role of leader. The more clever the leader performs its role, of course the faster the organization's goals can be achieved.

Observations of researchers on the object of research that is on the performance of employees of the Department of Education Office of Lumajang District has shown an increase. This is caused by several factors, among others, according to researcher observation that is the factor of leadership, job satisfaction and employee discipline. Leadership factor is the improvement of quality shown by the leadership ability in leading the employees in improving the quality of learning. Job satisfaction factor shows improvement with more cooperation between employee and leader. Discipline factor is an increase caused by presence of attendance list of fingerprint scans.

Job satisfaction is the employee's emotional feeling for the work achieved or the employee's subjective judgment of all policies he perceives. Employees who feel satisfied in work will be more active in working and trying their best to defend it, otherwise disgruntled employees tend to have low job satisfaction and work out what they are and have a desire to leave the organization where they work. Employees of the Lumajang District Education Service Office who are satisfied, they will do their best to produce well and will not want to leave the job, whereas if job satisfaction is not met will cause disappointment, not enthusiasm to work and performance will decrease, Look at the existence of these employees then the need to pay attention to employee motivation to create a working atmosphere that encourages employees to work optimally. Job satisfaction is also important for performance improvement efforts. Some indicators of job satisfaction include satisfaction with salary, promotion, supervision, co-workers and the work itself.

II. Theoretical Framework and Hypotheses is Development

2.1 Performance

The term performance comes from the word job performance or actual performance (performance or achievement actually achieved by someone). According to Bernandin and Russell (Faustino, 2003: 135) performance is the record of outcomes produced during a specified time period (outcome records generated from the function of a particular job or activity over a given period of time).

2.2 Leadership

Leadership can be defined as a personality that brings the desire of a group to imitate it or follow it, or to exert a certain influence as an authority that makes the group of people to do the deeds desired (Karyadi, 2002: 12). The opinion that the desire to follow the leader is not merely coming from the leadership, but also from subordinates, because the personality of the leader is worthy of being imitated.

According to Ambar (2004: 79) leadership is the ability to use various forms of power to influence follower behavior in a number of ways. Meanwhile, according to John Adair (2000: 17) (in Widyarini, 2013: 21) leadership is the process of influencing or giving examples by leaders to followers in an effort to achieve organizational goals, while Kartono (2005: 57) defines leadership is an activity affecting people to want to work together to achieve the desired goals.

2.3 Job Satisfaction

Job satisfaction is an important thing that everyone has in working. With a high level of job satisfaction they will work in earnest so that the goals of the organization can be achieved well. Job satisfaction is an emotional attitude that is fun and loves her job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, out of work and in and out of work combination. (Hasibuan, 2001: 202). While Wexley and Yukl (2003: 68) interpret job satisfaction as "the way an employee feels about his or her job". It means that job satisfaction is the way employees feel themselves or their work. It can be concluded that job satisfaction is a feeling that supports or does not support in an employee related to the job or condition itself

2.4 Work Discipline

Discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Discipline is a form of employee self-control and regular execution and shows the level of seriousness of work teams within an organization. Disciplinary action requires punishment for employees who fail to meet the established standards. Effective disciplinary action centers on the misbehavior of employees, not employees themselves as individuals. Correct disciplinary action is improperly destructive for employees and organizations. Thus, disciplinary action should not be applied haphazardly (Simamora, 2004: 89).

According to Malayu SP. Hasibuan (2005: 58), the indicators that affect disciplinary stability are:

1. Goals and abilities

The goals to be achieved must be clear and ideally defined and challenging enough for one's ability.

2. Leader's example

Leader must realize that his behavior will be emulated and imitated his subordinates. This requires the leadership to have good discipline so that the subordinates have a good discipline as well.

3. Replies

Repayment (salary and welfare) influence the discipline of a person because the reward will give satisfaction and a person's love of pekerjaannya.

4. Justice

Justice is used as the basis of policy in the provision of reward (recognition) or punishment will stimulate the creation of good discipline of a person as well. So, justice must be applied properly.

5. Waskat

Waskat is a concrete and effective action to prevent / know mistakes, correct errors, maintain discipline, improve work performance, activate the role of superiors and subordinates, digging effective working systems, and create the best internal control systems in support of the realization of corporate goals, Employees and society.

6. Legal sanctions

Penalty sanctions should be reasonable for every level that is disciplined, educational and a motivational tool for maintaining discipline.

7. Assertiveness

An unassailable leader crack down on or punish an employee who violates the rules should not make any rules or regulations.

8. Humanitarian relations

Relationships that are vertical or horizontal consisting of direct single relationship, direct group relationship and cross relationship should be harmonious.

2.6 Relationship between Variables

2.6.1 Leadership Relationship with Work Discipline

Discipline is a thing that becomes a benchmark to determine whether the role of leadership as a whole has been implemented properly or not. The success or failure of an organization is determined by many things, one of which is the leadership built within the organization. Work discipline of employees in the organization is a function of human resource management because with conditions that are full of discipline, employees can be expected to be a solid basic milestone in an organization to achieve goals. Factors that affect employee discipline are due to lack of supervision by the leadership, making all disciplinary issues so sustainable. In the implementation of the most appropriate supervisory employees are direct supervisors, at any level he is and this continued in stages until the leadership and leadership will be responsible in the implementation of supervision, it fosters moral discipline can directly know the ability of employee work and an objective assessment of employees.

2.6.2 Relationship of Job Satisfaction with Work Discipline

The attributes of satisfied worker behavior are those who have high motivation to work, they prefer to do their job, while the characteristics of the less satisfied workers are those who are lazy to leave for work and are lazy with work and dissatisfied. Behavior of lazy employees will certainly cause problems for companies in the form of high attendance, otherwise the behavior of satisfied employees will be more profitable for the company.

2.6.3 Leadership Relationship with Employee Performance

One's leadership will color the work patterns and how to accommodate all the functions that exist in support of the realization of organizational goals. Leadership can also be interpreted a way by a leader to influence the behavior of subordinates, to want to work together and work productively to achieve the goals of the organization (Hasibuan, 2001: 167). Leadership is very pemnting in running the organization. A leader in any strata has a distinctive cirri in leadership or leadership style. Appropriate leadership model is expected all components, all elements and strengths can be accommodated to the maximum and can produce optimal results that will ultimately improve employee performance.

2.6.4 Relationship of Job Satisfaction with Employee Performance

Gibson (2009: 67) argues that job satisfaction is a person's attitude towards their work, which stems from the aspect of work, namely wages, promotion opportunities and work environment factors such as provider style, policies and procedures, working conditions. There are three views about the relationship satisfaction with achievement (satisfaction and job performance), namely:

1. Satisfaction leads to achievement
2. Achievement leads to satisfaction
3. There is an element of reward, but there is no strong relationship

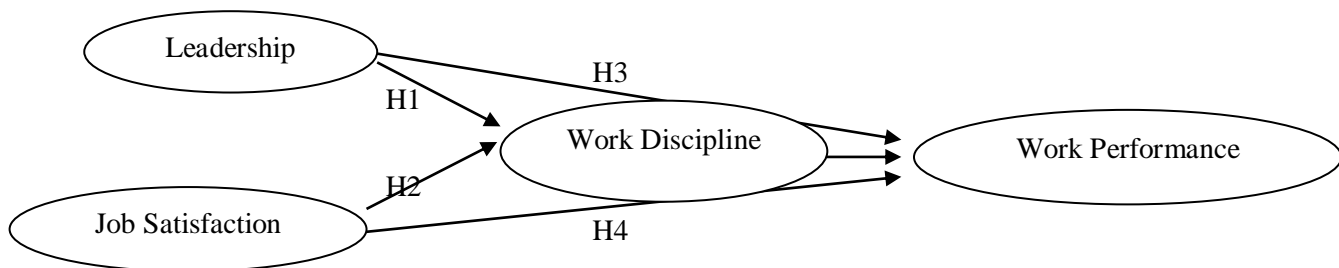
The relationship between job satisfaction and job performance / work performance shows that job satisfaction raises job performance, because satisfied employees become more productive, more productive employees are satisfied and their achievement increases. So it can be explained that employee job satisfaction will encourage employees to achieve high performance. According Siagian (2004: 126), job satisfaction is the general attitude of a person to his work. It means in general can be formulated that someone who has a sense of satisfaction with his work will have a positive attitude towards the organization where he works.

2.6.5 Relationship of Work Discipline with Performance

If the discipline of high employee work, then the organization will get many advantages and means if the discipline of work decreases, then the organization will get many losses. This has an impact on public services. The higher the discipline of employees, the higher the achievement of work that can be achieved. In general, good discipline when employees come to the office or company company regularly and on time. They use ingredients and equipment with care. They produce a satisfactory amount and quality of work and follow the work that is determined by the company and finish very well (Hasibuan, 2005: 190).

2.7 Conceptual Framework

Understanding of the influence of these variables, in this study determined the dependent variable is performance, independent variable consisting of leadership and job satisfaction with intervening intervening work variables, to prove the relationship of the influence of these variables are described in the form of conceptual framework as follows:



2.8 Research Hypothesis

Based on the researchers from Synergy (2008), Indriastuti (2008), that leadership has a greater influence on employee work discipline. Thus the hypothesis in this study are as follows:

H1: Leadership has a significant effect on work discipline of personnel employee of District Education Office of Lumajang District.

H2: Job satisfaction has a significant effect on the work discipline of the employee of the Department of Education Office of Lumajang.

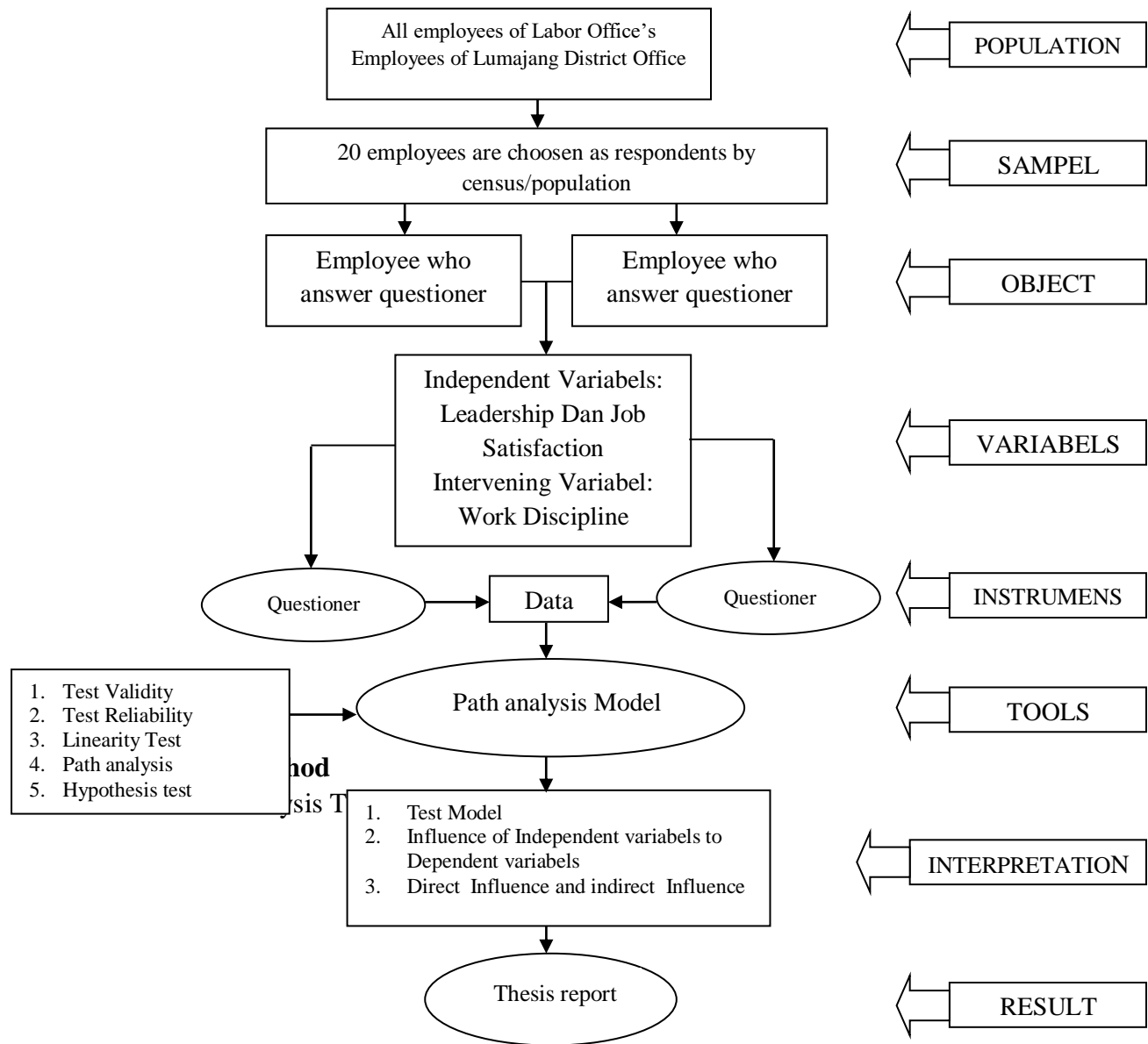
H3: Leadership has a significant effect on the performance of the staff of the District Education Office of Lumajang.

H4: Job Satisfaction has a significant effect on the performance of the staff of the District Education Office of Lumajang.

H5: Work discipline has a significant effect on the performance of the staff of the District Education Office of Lumajang.

III. RESEARCH METHODS

Based on the research objectives, the research includes explanatory research, which will explain the causal relationship between the independent variable or independent variables include Leadership and Job Satisfaction with intervening variables Work discipline and dependent variable Performance of the employee's Office of Manpower Education District Lumajang. Independent variables in this research are leadership (X1), job satisfaction (X2), dependent variable is performance (Y) and work discipline (X3) as intervening variable. The objective is to test the hypothesis about the influence between research variables of Leadership and Job Satisfaction through Work Discipline and Employee Performance of Department of Education Office of Lumajang. Data and information needed in the can from the Document and the response in the Field of Manpower of Lumajang District Education Office. The research process is formal and structured based on textual and empirical studies and is assumed to approximate the actual conditions. The sample used in the research is 50 employees of the District Education Office of Lumajang. Data analysis techniques using quantitative techniques. In this study was analyzed with SPSS software.



1. Test Validity
2. Test Reliability
3. Linearity Test Test

4. Path Analysis The structure structure of the equation can be arranged as follows:

To be able to know the regression equation can be done by making equation model using path regression analysis method as follows (Sarwono, 2006: 175):

$$Y1 = \beta 1X1 + \beta 2X2 + e1 \dots\dots\dots (1)$$

$$Y2 = \beta 1X1 + \beta 2X2 + \beta 3Y1 + e2 \dots\dots\dots (2)$$

Information:

- Y1 = Work Discipline
- Y2 = Performance
- X1 = Leadership
- X2 = Job Satisfaction

$B_1 \dots \beta_3$ = Regression coefficient

E_1, e_2 = error

To be able to make predictions by regression then the data of each variable must be available. Calculations will be effective by using computer tools (computer software) that can help the statistical processing of regression topics such as SPSS.

5. Test t with level of significant 0.05.
6. Test F
7. Coefficient of Determination (R^2). It is generally said that the magnitude of the multiple determination coefficient (R^2) is between 0 and 1 or $0 \leq R^2 \leq 1$.

IV. RESULTS

4.1 Path Analysis (Path Analysis)

Path coefficient shows the direct influence of each variable. The result of regression analysis used to calculate path analysis is summarized and presented in Table 4.

Table 4.1 Regression analysis results

Model Regresi	Beta	Correlation	T-count	Sig.
Leadership (X1) → Working Discipline (Y1)	0,417	0,552	3,114	0,003
Job Satisfaction (X2) → Work Discipline (Y1)	0,275	0,480	2,055	0,046
Leadership (X1) → Employee Performance (Y2)	0,273	0,659	2,611	0,012
Job Satisfaction (X2) → Employee Performance (Y2)	0,322	0,654	3,240	0,002
Work Discipline (Y1) → Employee Performance (Y2)	0,412	0,717	3,976	0,000

Based on Table 4.1 then will explain each result based on model in this research:

1. Effect of Leadership on Work Discipline
Result of data analysis of influence of leadership to work discipline obtained by path coefficient equal to 0,417 and t-count equal to 3,114 and significance value equal to 0,003. The significance value of 0.003 is smaller than α ($p < 0.05$). Thus shows that leadership has a significant effect on work discipline.
2. Effect of Job Satisfaction on Work Discipline
Result of data analysis of influence of job satisfaction to work discipline obtained by path coefficient equal to 0,275 and t-count equal to 2,055 and significance value equal to 0,046. The significance value of 0.046 is smaller than α ($p < 0.05$). Thus shows that job satisfaction has a significant effect on work discipline.
3. Effect of Leadership on Employee Performance
4. The results of data analysis of leadership influence on employee performance gained coefficient path of 0.273 and t-count of 2.611 and significance value of 0.012. The

significance value of 0.012 is smaller than α ($p < 0.05$). Thus shows that leadership has a significant effect on employee performance.

5. Effect of Job Satisfaction on Employee Performance
6. The result of data analysis of the effect of job satisfaction on employee performance obtained coefficient of 0.322 and t-count of 3.240 and significance value of 0.002. The significance value of 0.002 is smaller than α ($p < 0.05$). Thus shows that job satisfaction has a significant effect on employee performance.
7. Effect of Work Discipline on Employee Performance
8. The result of data analysis of the influence of work discipline on the performance of employees obtained by path coefficient of 0.412 and t-count of 3.976 and a significance value of 0.000. The significance value of 0.000 is smaller than α ($p < 0.05$). Thus shows that the discipline of work has a significant effect on employee performance.

Direct and Indirect Effects

This test to determine the influence of each independent variable (leadership and job satisfaction) to the dependent variable (employee performance) either directly or indirectly with work discipline variables as intermediate variables. The model of direct and indirect influence in this study is presented in Figure 4.2.

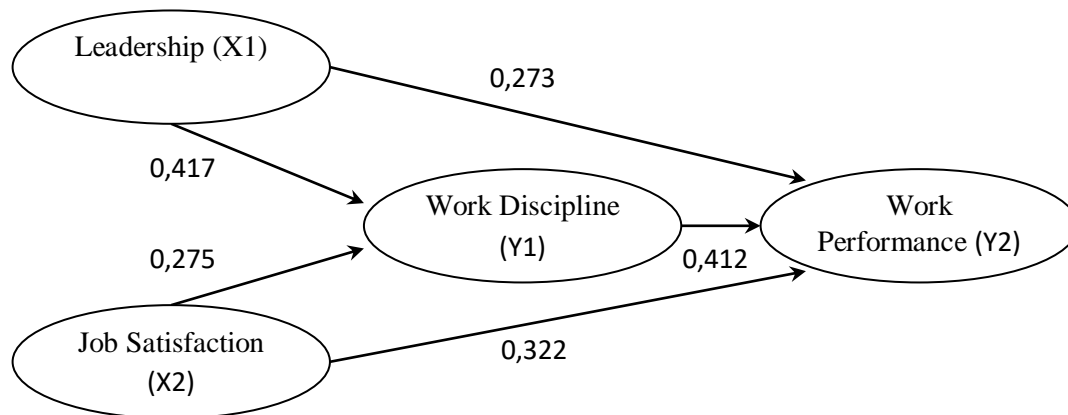


Figure 4.2 Model path analysis

The calculation of indirect influence of leadership variable (X1) and job satisfaction (X2) on employee performance variable (Y2) through work discipline variable (Y1) is as follows:

1. The influence of leadership variable (X1) on employee performance variable (Y2) through work discipline variables (Y1)

$$\begin{aligned}
 IEX1Y1Y2 &= DEX1Y1 \times DEY1Y2 \\
 &= 0.417 \times 0.412 \\
 &= 0.172
 \end{aligned}$$

2. Effect of job satisfaction variable (X2) on employee performance variable (Y2) through work discipline variable (Y1)

$$\begin{aligned}
 IEX2Y1Y2 &= DEX2Y1 \times DEY1Y2 \\
 &= 0.275 \times 0.412 \\
 &= 0.113
 \end{aligned}$$

Based on the above calculation results can then be known the direct and indirect influence of each independent variable (leadership and job satisfaction) on the performance presented in Table 4.2.

Table 4.2 Direct and indirect influence

Model	Influence		
	Direct	Indirect	Total
Leadership (X1) to work discipline (Y1)	0,417		0,417
Job satisfaction (X2) to work discipline (Y1)	0,275		0,275
Leadership (X1) on employee performance (Y2)			
Direct influence	0,273		
Indirect influence (through work discipline)		0,172	
Total Influence			0,445
Job satisfaction (X2) on employee performance (Y2)			
Direct influence	0,322		
Indirect influence (through work discipline)		0,113	
Total Influence			0,435

Based on the above table is known to test the direct effect for testing the coefficient of the path between the leadership of the discipline is the leadership variable (X1) has a positive effect directly on the work discipline (Y1) of 41.7%. While the direct influence test for the test of path coefficient between job satisfaction to work discipline is job satisfaction variable (X2) have a positive effect directly to work discipline (Y1) equal to 27,5%.

V. CONCLUSION, IMPLICATIONS AND LIMITATIONS

5.1 CONCLUSION

Based on the results of research and description of the influence of leadership and job satisfaction through work discipline on the performance of personnel employee Field Office of Education Lumajang, it can be concluded that: Leadership and job satisfaction have a positive and significant impact on work discipline. Leadership and job satisfaction have a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. The direct influence of leadership on the discipline of work is greater than the indirect influence of leadership on the discipline of work through the discipline of work. The direct effect of job satisfaction on work discipline is greater than the indirect effect of job satisfaction on work discipline through work discipline.

5.2 Implications

Based on the conclusion of the research results, it can be obtained the implications of this study. This study is in accordance with the theoretical and empirical foundation that states that leadership has a significant effect on the discipline of work. The final result of this research is to increase productivity of pegawai performance in the field of education department's workforce. This is in accordance with the concept of human resource development.

5.3. Limitations

This study discusses the magnitude of leadership influence, job satisfaction on the performance of personnel of the labor office's employees of Lumajang district, both directly and indirectly using discipline of work as intervening variable, besides, the authors ignore some other factors that affect work productivity with special concentration on the aspect of leadership influence and job satisfaction. There is still much that can be extracted from this study in terms of other aspects, hopefully this can be a reference for the next author to examine the productivity, leadership or job satisfaction with a more diverse variables.

Further research is suggested not only in one part only but in several different parts. The results of this study may be different if further research is done in several agencies with different sections or fields. Further research is expected to add other methods that can improve the quality of data research in addition to survey methods, such as interviews or observation.

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