

Factors affecting employee performance of PT. Kiyokuni Indonesia

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Abstract

Purpose – This study aims to examine, analyze and explain the influence of leadership style, motivation and discipline to employee performance simultaneously and partially at PT. Kiyokuni Indonesia.

Design/methodology/approach – The primary data used in this study come from questionnaire on respondents' motivation, discipline, leadership style and employee performance. From 451 people as the population, 82 respondents who met the criteria as a sample were chosen by using the Slovin formula. The analytical method used is multiple linear regression analysis using SPSS Version 22.

Findings – The results of this study indicate that there is a positive and significant influence simultaneously between leadership style, employee motivation and discipline on employee performance. The results also show that there is a positive and significant influence partially between leadership style, employee motivation and discipline on employee performance. Discipline is the variable of the most powerful influence on employee performance, so it needs special attention.

Originality/value – The respondents of this research work for a company which generates products through the work of hands (manual work) and aims to promote the products in the international market.

Keywords Leadership style, Motivation, Employee performance, Discipline

Paper type Research paper

Introduction

PT. Kiyokuni Indonesia is a foreign investment company (Japan) initially engaged in the process of press machines and manufacture of dies. Along with the development of a request from one of its customers, namely, PT. Indonesia Epson Industry, starting in 2004, PT. Kiyokuni Indonesia started to manufacture and assembly of Epson printer products exported all over the world. Printer assembly is done manually (labor intensive) so as to absorb a lot of labor. These conditions create emerging issues related to human resources that are associated with employment such as motivation, leadership and discipline that have an impact on employee performance and ultimately affect the company's performance.

The company's performance in the past two years showed a tendency to decline. Some indicators related to the performance of companies such as production, rejected number of products and overtime costs to be incurred have increased, making a negative impact on corporate profits. The company's overall performance data from 2012 to 2014 can be seen in [Table I](#) as follows.

[Table I](#) shows the decrease in production in 2013 and 2014. In addition to decreasing rate of production, an increase in overtime costs was also very high, leading to the decrease on



company's overall performance. This was followed by the decreasing level of discipline by employees as shown in [Table II](#).

Looking at the facts, the objectives of this research can be formulated as follows:

- to analyze and explain leadership style significantly affecting the performance of employees of PT. Kiyokuni Indonesia;
- to analyze and explain motivation significantly affecting the performance of employees of PT. Kiyokuni Indonesia;
- to analyze and explain discipline significantly affecting the performance of employees of PT. Kiyokuni Indonesia; and
- to analyze and explain leadership style, motivation and discipline simultaneously and significantly affecting the performance of employees of PT. Kiyokuni Indonesia.

Literature review

Leadership style

Leadership style is a set of the features of a leader to influence subordinates so that organizational goals can be achieved ([Rivai, 2011](#)). To be a good leader, a leader should be able to choose what kind of leadership style is suitable to be applied in the company to motivate employees as well as to discipline employees in the company.

Dimensions of leadership style in this study are challenge the process, inspiring, work together, to be a model of solution and motivating as the five categories of basic habit of leader behavior ([Hamzah, 2008](#)) deemed relevant to the situation experienced by PT. Kiyokuni Indonesia as to find out to do with the condition of discipline and employee performance.

Motivation

Robbins (2005) defines motivation as a desire to do something by high level of effort for the organization's goals, conditioned by the effort to satisfy individual requirement. In essence, employees are motivated to perform their duties depending on the strength of the motives that influence them. Employees are humans that have plenty of inner needs. These needs

Performance indicators	Unit	2012	2013	2014
Production number	Pcs	191,912,372	144,592,301	139,215,655
Rejected number	Pcs	1,492,408	1,056,148	1,130,073
Percentage of rejected number	(%)	0.78	0.73	0.81
Overtime costs	Rp	9,592,791,248	6,017,359,522	12,841,806,622

Source: Data by PT. Kiyokuni Indonesia (2014)

Table I.
Indicators of
company's
performance of PT.
Kiyokuni Indonesia

Discipline Indicators	Unit	2012	2013	2014
Absent	Times	348	430	1,010
Early leaving	Times	250	271	309
Coming late	Times	94	150	209

Source: Data by PT. Kiyokuni Indonesia (2014)

Table II.
Indicators of
employee's discipline
of PT. Kiyokuni
indonesia

evoke the underlying motives of individual activity. However, employees will act or behave in certain ways that lead toward meeting the needs of employees based on the more influential motives at the time.

Motivation is an impulse from within or internal tension, something which causes, channels and is the background underlying the behavior of a person. People in a particular activity not only differ in their ability, but also differ in their willingness to finish the activity. Besides, the motivation is not the only thing that can affect the level of employee performance. There are several factors involved, namely, the level of understanding of one's ability and level of employees needed to achieve excellence. Motivation, ability and understanding to support each other; if one of these factors is low, the achievement levels tend to decline, although other factors are high.

Discipline

Discipline is a form of obedience to rules, both written and unwritten. Work discipline is always expected to be a feature of human resource in the organization because this makes organization run well and could achieve the goal well. According to [Rivai and Sagala \(2009\)](#), work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as effort to raise awareness and willingness of a person to comply with all rules and norms.

Indicators that affect a person's level of discipline in an organization include goal and capabilities. Goal is a job charged to employees in accordance with the ability employees concerned. Then, exemplary leaders act as a role model for their subordinates. Remuneration is payment for employees on the basis of work completed. Punitive sanctions should be educational and become a motivational tool to maintain discipline in the company. Then, firmness is when leaders reprimand and punish employees as to realize a good discipline within the company.

The authors use the dimensions related to the situation of discipline in PT. Kiyokuni Indonesia including punctuality, utilization of facilities, job responsibilities and obedience which will be described in the questionnaire so as to describe the level of discipline of employees.

Performance

Performance is the overall outcome or success of a person during certain periods of duty compared to the standard of the work, the targets or criteria that have been determined in advance and have been agreed ([Rivai, 2004](#)). Rivai further states that performance does not stand alone but is related to job satisfaction and compensation, influenced by the skills, abilities and individual traits. In other words, employee performance is determined by the ability, desire and environment. Employee performance is influenced by various characteristics of each individual. In the development of a competitive and globalized era, companies certainly require employees who are high achievers.

Objective performance assessments will give the right feedback to behavioral change toward increased productivity and expected performance. Assessment of performance in various forms such as key performance indicators or key performance index is basically an objective and systematic process to collect, analyze and use the information to determine the efficiency and effectiveness of employees' duties and achievement of targets. Performance assessment is based on understanding of knowledge, skill, expertise and behavior necessary to do a good job and a more extensive analysis of the attributes and behavior of individuals.

Based on the points of variable assessment of such performance, the indicators used by the authors as a measure of performance variables in this study are the following elements

of work assessment: impact on work improvement, employee development, employee satisfaction, basis for compensation decisions and skill in communicating which will be described in the questionnaire as to describe the situation in PT. Kiyokuni Indonesia.

Research framework

The research framework for this study is shown in Figure 1.

Research hypothesis

Based on the framework, the authors attempted to make a hypothesis as a temporary answer to the problems that existed in PT. Kiyokuni to be empirically tested as below:

- H1. There is a significant positive effect of leadership style on employee performance.
- H2. There is a significant positive effect of motivation on employee performance.
- H3. There is a significant positive effect of discipline on employee performance.
- H4. There is a significant positive effect between leadership style, motivation and discipline on employee performance simultaneously.

Research method

Research design

This research is based on a survey employing questionnaire on respondents' perceptions. The questionnaire is designed by using Likert scale. Likert Scale is used to measure attitudes, opinions and perceptions of a person or a group of people on a social phenomenon. In this study, social phenomenon raised is at PT. Kiyokuni designated as research variables.

Population and sample

The population in this study is employees at PT. Kiyokuni Indonesia who are members of trade unions [(system performance measurement interface (SPMI)] and permanent employees. Total population in accordance with defined characteristics, permanent employees and union members was 451 employees. In this study, the sampling technique used is Slovin formula as follows:

$$n = \frac{N}{(N \cdot d2) + 1} = \frac{451}{(451 \times 0.12) + 1} = 81.85 = 82 \text{ respondents}$$

in which: n = total number of sample, N = total number of population, 451 people, d2 = margin of error, 10 per cent.

Then the number of samples was 82 respondents. The samples were selected from the population by using a convenience sampling which, in general term, covers variation of

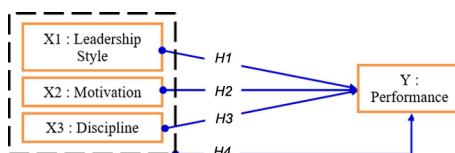


Figure 1.
Research framework

respondent selection procedures. This study uses data obtained from the respondents in which respondents will provide a written response to the statements given.

Data collection technique

Data collection techniques include interviews, questionnaire, observation and a combination of all the three. This study uses a combination of data collection techniques, namely, questionnaire, in the form of closed questionnaire in which answers have been provided by the researcher and the respondents simply have to choose the alternatives provided.

Data analysis method

There is a five-step analysis conducted in this research, namely, descriptive statistics, quality test instrument (validity and reliability testing), classic assumption test (multicollinearity, heteroscedasticity test, normality test, linearity), data analysis (multiple regression analysis, *F*-test, *t*-test, R^2 test) and the correlation between dimensions. Overall, data processing and analysis is conducted with the help of SPSS (Statistical Product for Service Solution) version 22.0.

Results and discussion

Descriptive statistics

The questionnaires are distributed to 82 respondents, comprising 93 questions or statements that represent the four variables being studied. The variables are 19 questions for leadership style (X1), 24 questions for motivation (X2), 16 questions for discipline (X3) and 34 questions for the last variable employee performance (Y). Data analysis on these variables was done by using interval approach or weight descriptively tested and produced a description of the research data of the four variables in the average score or Means (\bar{x}), median (Me), mode (Mo), standard deviation (s), variance (s²), as well as the range, minimum, maximum, sum and others.

Validity of instrument

Validity test is used to measure the validity of a questionnaire. The test is conducted by using Pearson correlation, i.e. by calculating the correlation between the values obtained from the questions made. A model is categorized as valid if *r*-count is bigger than *r*-table and the value of *r* is positive. In this study, the correlation coefficient calculation is performed with SPSS software version 22.

Based on the results of the analysis, all the questions or statements of independent and dependent variables are valid because they have *r*-count value (Corrected Item Total Correlation) greater than the value of *r*-table (0.1829) using the value of *df* of *N*-2 and the level of significance used, so that it can be concluded that the indicators in this study can be considered valid and used as a measurement variable.

Reliability of instrument

The technique used to measure the reliability is Cronbach Alpha observation by comparing the value of alpha with the standard value (Ghozali, 2013), with the following results (Table III).

Multicollinearity

Multicollinearity test is carried out by comparing tolerance value and variance inflation factor (VIF) with the required value. Typical values used to indicate the presence of

multicollinearity is tolerance value ≤ 0.10 , or equal to the value of $VIF \geq 10$ (Ghozali, 2013) (Table IV).

Heteroscedasticity test

Heteroscedasticity test aims to test whether inequality of residual variance occurs in the regression model from one observation to another observation. It is good if heteroscedasticity does not happen by seeing a graph of the plot between the predicted value of the dependent variable that is ZPRED with residual SRESID (Ghozali, 2013).

Figure 2 shows the scatterplot diagram where points do not form a particular pattern, but they spread above and below the number 0 on the Y axis. Thus, it can be concluded that there is no heteroscedasticity in regression model in this study.

Normality test

Normality test aims at testing whether a regression model of independent and dependent variables has a normal distribution with Normal Probability Plot (P-Plot). If the distribution of the residual data is normal, then the line that represents the actual data will follow a diagonal line so it can be said that the regression model meet the assumptions of normality (Ghozali, 2013).

In Figure 3, it can be concluded that the graph has normal probability plots as dots spread around the diagonal line and distribution follows the direction of the diagonal line. This means that the regression model is fit, as it meets the assumptions of normality.

Multiple regression analysis

Multiple linear regression analysis is used to predict the situation (increase and decrease) of dependent variables when two or more independent variables as predictive factors are manipulated (increase and decrease in value) (Sugiyono, 2008) (Table V):

Variable	Cronbach's Alpha	Status
Leadership Style (X_1)	0.886	Reliable
Motivation (X_2)	0.807	Reliable
Discipline (X_3)	0.908	Reliable
Performance (Y)	0.916	Reliable

Source: Data output SPSS version 22 (2015)

Table III.
Reliability testing

Variable	Tolerance	Collinearity statistics		Note
		Note	VIF	
Leadership Style (X_1)	0.755	≥ 0.10	1.324	≤ 10
Motivation (X_2)	0.578	≥ 0.10	1.729	≤ 10
Discipline (X_3)	0.497	≥ 0.10	2.013	≤ 10

Source: Data output SPSS version 22

Table IV.
Results of
multicollinearity test

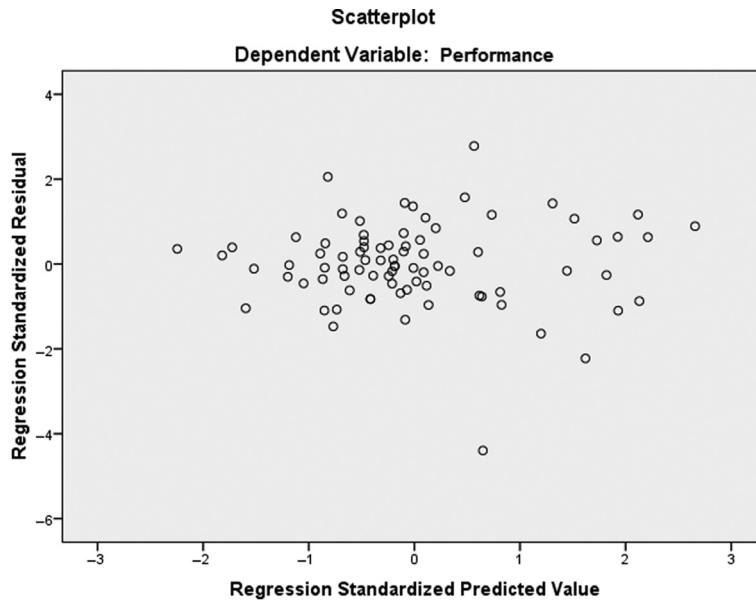


Figure 2.
Results of
heteroscedasticity
test

Source: Data output SPSS version 22 (2015)

$$Y = 1.082 + 0.146 \times X_1 + 0.218 \times X_2 + 0.354 \times X_3$$

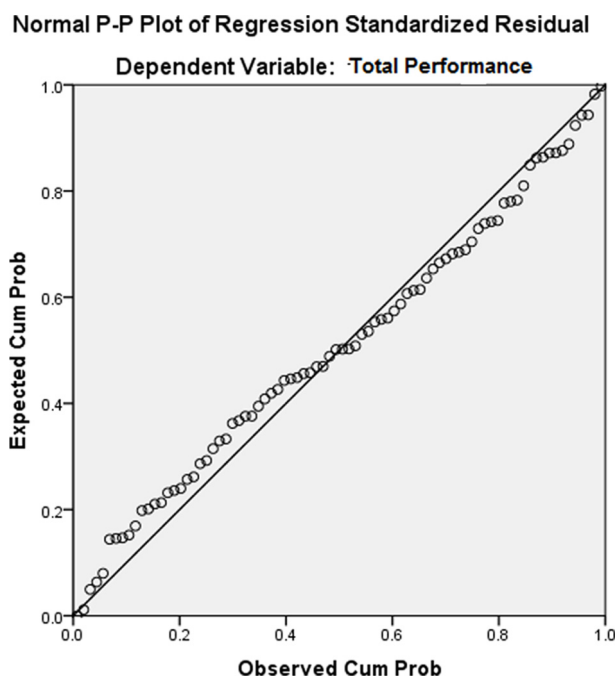
in which: Y = performance, Constant = 1.082, Regression coefficient = 0.146; 0.218; 0.354
 X_1 = Leadership style, X_2 = Motivation, X_3 = Discipline.

The following statements describe the equation:

- Constant positive value of 1.082, which means that if the variable of leadership style, motivation and discipline is zero, employee performance is still positive although it is still low.
- Regression coefficient of leadership style gives a value of 0.146, which means that if the leadership style is better, assuming other variables are constant, the performance of employees will be increased and vice versa.
- Regression coefficient of motivation gives a value of 0.218, which means that if motivation is higher, assuming other variables are constant, the performance of employees will be increased and the vice versa.
- Regression coefficient of discipline gives a value of 0.354, which means that if discipline is getting stronger, assuming other variables are constant, the performance of employees will be increased and vice versa.

F-simultaneous test

F-test is carried out by comparing the *F*-count and the *F*-table. In this study, the results of analysis of variance (ANOVA) test (*F* test) are as follows.



Source: Data output SPSS version 22 (2015)

Figure 3.
Results of normality
test

Model	Unstandardized coefficients		Standardized coefficients		
	B	Standard error	Beta	<i>t</i>	Significance
(Constant)	1.082	0.319	3.394	.001	
Total_Leadership Style	0.146	0.067	0.195	2.185	0.032
Total_Motivation	0.218	0.088	0.253	2.483	0.015
Total_Discipline	0.354	0.093	0.418	3.799	0.000

Source: Data output SPSS version 22 (2015)

Table V.
Results of multiple
regression analysis

F-table value obtained from the calculation of $df_1 = 4 - 1 = 3$ and $df_2 = 82 - 4 = 78$, with a significance level of 0.1, *F*-table = 2.17. From Table V of ANOVA test, we obtained *F*-count = 29.305, so *F*-table < *F*-count ($2.17 < 29.305$) meaning that H_0 is refused and H_a is accepted so it can be said there is significant effect simultaneously between the variable of leadership (X_1), motivation (X_2) and discipline (X_3) against performance (Y).

T-partial test

T-test shows to what extent independent variables individually affect in explaining the variation of the dependent variable at the 0.05 significance level or by comparing the value of *t*-table (1.99085) with *t*-count:

Decision:

- In Table VI, significance value of variable X1 = 0.032 > 0.05, so Ho is rejected, which means that the independent variable is partially positive and significant on variable Y. The higher the X1, the higher the Y and the vice versa.
- In Table VI, significance value of variable X2 = 0.015 > 0.05, so Ho is rejected, which means that the independent variable is partially positive and significant on variable Y. The higher the X2, the higher the Y and vice versa.
- In Table VI, significance value of variable X3 = 0.000 > 0.05, so Ho is rejected, which means that the independent variable is partially positive and significant on variable Y. The higher the X3, the higher the Y and vice versa.

Coefficient of determination

R² value is said to be strong when in explaining the variation of the independent variables on the dependent variable the value is between 0 (zero) and 1 (one).

According to Table VI, it can be seen that the coefficient of determination (R²) of 0.530, meaning 53.0 per cent of dependent variable of employee performance can be said to be getting stronger by the independent variable of leadership style, motivation and discipline. While the remaining 0.47 or 47.0 per cent (1 to 0.53) is explained by other causes that are not included in this research model.

Test on correlation between dimensions

Correlation between dimensions is a test done to see the level of the strength of relationship between two variables or dimensions indicated by the Pearson Correlation (R), in which conclusions of value are generally divided into the following (Table VII).

The result of the correlation between dimension of leadership style (X1) and employee performance (Y) produce the lowest value on the relationship of dimension of cooperation (X1.3) to the dimension of communication skills (Y5) that is equal to 0.107, which means the level of relationship between the two dimensions is considered very weak. The greatest value is in correlation dimension of collaboration (X1.3) to the dimension of employee satisfaction (Y3) that is equal to 0.544, which means the level of relationship between the two dimensions is considered strong by the standard value of Pearson correlation (R) (Table VIII).

The result of the correlation between dimension of motivation (X2) and employee performance (Y) produce the lowest value on the relationship of dimension of awards or appreciation (X2.2) to the dimension of compensation (Y4) that is equal to 0.137, which

Model	Sum of squares	ANOVA ^a		F	Significance
		Df	Mean square		
1					
Regression	3.633	3	1.211	29.305	0.000 ^b
Residual	3.223	78	0.041		
Total	6.856	81			

Table VI.
F-Simultaneous test
results

Notes: ^aDependent variable: Kinerja (Y); ^bPredictors: (Constant), Discipline (X3), Leadership Style (X1), Motivation (X2)
Source: Data output SPSS version 22

means the level of relationship between the two dimensions is considered very weak. The greatest value is in correlation dimension of employee development (X2). to the dimension of improvement (Y1) that is equal to 0.593, which means the level of relationship between the two dimensions is considered strong by the standard value of Pearson correlation (R) (Table IX).

The result of the correlation between dimension of discipline (X3) and employee performance (Y) produce the lowest value on the relationship of dimension of responsibility (X3.3) to the dimension of employee development (Y2) that is equal to 0.232, which means the level of relationship between the two dimensions is considered very weak. The greatest value is in correlation dimension of responsibility (X3.3) to the dimension of improvement (Y1) that is equal to 0.602, which means the level of relationship between the two dimensions is considered strong by the standard value of Pearson correlation (R).

Discussion

The effect of leadership on employee performance

H1 testing results prove leadership style affects employee performance, *t-values* obtained was 2.185 with a significance level of $0.032 < 0.05$, which means to accept H_a and reject H_o . It has been statistically proven that leadership style individually or partially has positive and significant effect on employee performance – if leadership is strong, in directing and leading employees, thus performance in carrying out the obligations and duties will also be good, and vice versa.

The results of this study are consistent with research by Riyadi (2012), Susanty and Baskoro (2013), Permana (2013), Santoso (2013), Pratama (2014) and Kaiman (2013) which state the leadership style has significant positive effect on employee performance because the significance level of leadership style is smaller than 0.05.

Independent variable	Dependent variable Dimension	Performance (Y)				
		Y1	Y2	Y3	Y4	Y5
Leadership (X1)	X ₁ 1	0.254	0.434	0.451	0.367	0.235
	X ₁ 2	0.229	0.433	0.348	0.185	0.167
	X ₁ 3	0.207	0.318	0.544	0.284	0.107
	X ₁ 4	0.224	0.468	0.435	0.199	0.225
	X ₁ 5	0.305	0.425	0.515	0.319	0.236

Source: Data output SPSS version 22 (2015)

Table VII.
Test results on
correlation between
dimensions of X1
and Y

Independent variable	Dependent variable Dimension	Performance (Y)				
		Y1	Y2	Y3	Y4	Y5
Leadership (X1)	X ₁ 1	0.254	0.434	0.451	0.367	0.235
	X ₁ 2	0.229	0.433	0.348	0.185	0.167
	X ₁ 3	0.207	0.318	0.544	0.284	0.107
	X ₁ 4	0.224	0.468	0.435	0.199	0.225
	X ₁ 5	0.305	0.425	0.515	0.319	0.236

Source: Data output SPSS version 22 (2015)

Table VIII.
Test results on
correlation between
dimensions of X1
and Y

The effect of motivation on employee performance

H2 testing results prove motivation affects employee performance, *t-values* obtained was 2.483 with a significance level of $0.015 < 0.05$, which means to accept H_a and reject H_o . It has been statistically proven that motivation individually or partially has positive and significant effect on employee performance – if motivation is high, thus performance in carrying out the obligations and duties will also be high, and vice versa.

The results are consistent with the theory by Rivai (2004, 2008, 2011), which states that motivation is a series of attitudes and values that influence individuals to achieve specific things according to individuals' goals. The results of this study are also in line with research by Riyadi (2012), Permana (2013), Santoso (2013) and Pratama (2014) which state that motivation has a positive and significant influence on performance improvements.

The effect of discipline on employee performance

H3 testing results prove discipline affects employee performance, *t-values* obtained was 3.799 with a significance level of $0.000 < 0.05$, which means to accept H_a and reject H_o . It has been statistically proven that discipline individually or partially has positive and significant effect on employee performance – if discipline is high, thus performance in carrying out the obligations and duties will also be high, and vice versa. The results are supported by the research of Prawira and Subudi (2013), Susanty and Baskoro (2013), Permana (2013), Santoso (2013) and Pratama (2014) which state work discipline has significant positive effect on employee performance.

The effect of leadership style, motivation and discipline simultaneously on employee performance

H4 testing results prove independent variables (leadership style, motivation and discipline) affect dependent variable (employee performance), marked by the R^2 value of 0.530 (between zero and one), which means 53.0 per cent of the variations that occur in employee performance can be predicted by the three independent variables (strong correlation). It has been statistically proven that leadership style, motivation and discipline individually or partially have positive and significant effect on employee performance – if independent variables (leadership style, motivation and discipline) are increasing, thus performance in carrying out the obligations and duties will also increase, and vice versa.

These results are supported by the research of Prawira and Subudi (2013) and Pratama (2014), which state leadership style, motivation and discipline have significant positive effects on employee performance.

Table IX.
Test results on
correlation between
dimensions of X2
and Y

Independent variable	Dependent variable Dimension	Performance (Y)				
		Y1	Y2	Y3	Y4	Y5
Motivation (X2)	X ₂ 1	0.418	0.277	0.143	0.308	0.405
	X ₂ 2	0.334	0.178	0.155	0.137	0.250
	X ₂ 3	0.277	0.328	0.314	0.163	0.225
	X ₂ 4	0.557	0.394	0.369	0.465	0.574
	X ₂ 5	0.593	0.312	0.270	0.362	0.395

Source: Data output SPSS version 22 (2015)

Conclusion and suggestion

Conclusions

Of the four hypotheses, the following conclusions can now be drawn as follows:

- *H1* test results prove that there is a positive and significant effect of leadership style on employee performance in PT. Kiyokuni Indonesia. It supports the research by Riyadi (2012) and several other research; the dimension of teamwork or cooperation need to be considered more in improving the performance of employees.
- *H2* test results prove that there is a positive and significant effect of motivation on employee performance in PT. Kiyokuni Indonesia. It supports the research by Prawira and Subudi (2013) and several other research; the dimension of employee development need to be considered more in improving the performance of employees at PT. Kiyokuni to continue to grow in a sustainable manner.
- *H3* test results prove that there is a positive and significant effect of discipline on employee performance in PT. Kiyokuni Indonesia. It supports the research by Permana (2013) and several other research; the dimension of responsibility need to be considered more in improving the performance of employees at PT. Kiyokuni to continue to grow in a sustainable manner.
- *H4* test results prove that there is a positive and significant effect simultaneously of leadership style, employee motivation and discipline on employee performance in PT. Kiyokuni Indonesia.

Suggestions

Based on the hypotheses built, it has been proven that eadership style, motivation and discipline have positive and significant effect on employee performance. The management of PT. Kiyokuni Indonesia is suggested to provide assistance based on the sequence of the dominant factors as seen in the results of the regression equation:

- Discipline (X3) has the most powerful influence that needs special attention. Improvement in discipline dimension in order of priority based on the magnitude of the effect on performance is as follows: obedience (X3.4), utilization of facilities (X3.2), punctuality (X3.1) and responsibility (X3.3).
- Motivation (X2) is the second most powerful variable. Improvement in motivation dimension in order of priority based on the magnitude of the effect on performance is as follows: responsibility (X2.4), development (X2.5), success (X2.1), cooperation (X2.3) and appreciation or awards (X2.2).
- Leadership style (X1) is the third most powerful. Improvement in leadership style dimension in order of priority based on the magnitude of the effect on performance is as follows: encouraging (X1.5), challenge the process (X1.1), model of solving (X1.4), easy collaboration (X1.3) and inspiring (X1.2).

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