

**Fourth PPSP International Conference 2013**

**'Knowledge Crossing and Social  
Transformation:  
Experiences and Challenges'**

**19 MARCH 2013**

**SCHOOL OF SOCIAL, DEVELOPMENT & ENVIRONMENTAL STUDIES  
FACULTY OF SOCIAL SCIENCES AND HUMANITIES,  
UNIVERSITI KEBANGSAAN MALAYSIA, BANGI, SELANGOR**

**ORGANIZED BY:**

**SCHOOL OF SOCIAL, DEVELOPMENT & ENVIRONMENTAL STUDIES**



**UNIVERSITI  
KEBANGSAAN  
MALAYSIA**  
*The National University  
of Malaysia*

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PROCEEDING (ISBN 978-983-2795-25-4)

**Knowledge Crossing and Social Transformation:  
Experiences and Challenges**



## 4th Social, Development and Environmental Studies International Conference 2013

19 March 2013, Faculty of Social Sciences and Humanities, UKM Bangi, Malaysia

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### Important Dates

### Announcement

1. Abstract Deadline: ~~25 January 2013~~
2. Abstract Acceptance Notification: ~~31 January 2013~~
3. Full Paper Deadline: ~~5 March 2013~~
4. Acceptance Notification: **10 March 2013**
5. Participant Registration Deadline: **12 March 2013**

## 4th Social, Development and Environmental Studies International Conference 2013

'Knowledge Crossing and Social Transformation: Experiences and Challenges'

19 March 2013, Puri Pujangga, UKM, Bangi

### Call for Papers

Responding to complex change in terms of societal problems and challenges demands research and approaches that integrate understandings from different disciplines as well as insights from societal stakeholders. However, conventional disciplinary frameworks and methodologies are inadequate for cross-disciplinary collaboration and fundamental challenges remain. How each discipline cross boundaries and develop a better understanding of the social transformation process. Besides that stakeholder's insights provide valuable ground to bring about change in an increasingly complex world. By examining these real-life experiences and the challenges social science disciplines encounters challenges. It is hoped that the conference will provide a fertile platform for initiating discourse across institutions.

### Objectives

The objectives for the conference are

- To provide a platform for cross-national discourses related to common issues and shared goals
- To discuss concepts related to the theme of knowledge crossing and social transformation from different perspectives and areas of research.
- To explicate issues and challenges of social transformation in varying disciplines in social science and the humanities.

### Sub-theme:

1. Social and Economic Transformation
2. Religion and Belief Systems
3. Human Ecology
4. Governance and Institutional Change
5. Family Institution and Gender
6. Environmental, Planning and Urbanization
7. Cultural Industry and New Economy
8. Transboundary Environmental Issues
9. The Challenge of Sustainable Development
10. Migration and Diaspora
11. Deviances and Social Transformation
12. Health, Development and Climate Change
13. Tourism and Hospitality
14. Education System
15. Language, Communication and Social Media
16. Psychology and Social Work
17. Innovation, Creativity and Developed Country Status

### SUBMISSION

All submission (Abstract and Full Paper) must be done through the online submission system.

### Submission of Abstract



The abstract should NOT BE MORE than 200 words. The abstract should be typed in font size 10, Times New Roman, single spacing and justified. Language can either be in Malay or English. Abstract should briefly contain - purpose of the study, method and findings. Please indicate 5 keywords at the bottom of the abstract. Please select and indicate your sub-theme code accordingly in parentheses after the title.

#### Submission of Paper

The paper can be written in either Malay or English. Paper in Malay must include an abstract in English translation. Manuscript must not exceed 6000 words (including tables, charts & graphs), with 10 point font size, Times New Roman and single spaced. The Abstract / Full paper must be submitted via Online Submission System. Click on "Online Submission" and follow the instruction. Details guidelines of the paper can be downloaded from the above menu "This Conference > Download > Paper Guideline". Paper presenters are advised to adhere to the guidelines and deadlines. Full paper written in English will be considered for Scopus publications and other papers will be considered for indexed publications.

#### Accommodation

Participants may reserve accommodation at the venue of the conference as per below:

Puri Pujangga UKM

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Fax: 603- 8739 1999

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# **Transactional Leadership and Performance Improvement: A Vocational Education Institution Experience (sub-theme: 14)**

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## **ABSTRACT**

In an Education system the education institutions, including the educators performance, hold an important role. In providing education an education institution, as well as in the vocational education institutions, requires a leader and leadership. This study aims to determine how the effect of transactional leadership on the performance of teaching staff, one of the elements of vocational education institution, with job satisfaction as an intervening variable. Using path analysis techniques and data from 192 respondents, the results of this study suggest that transactional leadership that is applied in one of the vocational education institutions in Palembang, Sriwijaya State Polytechnic, can increase teaching staff/educators' performance. The leader of the vocational education institutions need to provide opportunities and freedom to improve the motivation, skills, ideas, develop its potential and increase job satisfaction of educators, since based on the result of this study, job satisfaction, as the intervining variables, have a significant and positive impact on performance .

Key words: transactional Leadership, educators' performance, vocational education.

## **INTRODUCTION**

### **Backgrround of the Study**

Development of human resources is an important factor in national development, as a necessary condition of human resource development is effective. One means to build human is through education (Siddiqui, 1987), in which the education system, higher education, including vocational education, is one of the means to develop human resources. In order for achive the purpose of higher education intitution, the efficiency of higher education has become a necessity. Efficiency performance of higher education can be measured from the high productivity of the lecturer or educators staff in these institutions. (Taylor, 2001) In an organization of human resource management course required of leaders and leadership in order to achieve the organization's goals According to Luthans (2001) suggests that leadership is defined as a process of group personality, willingness, specific behaviors, persuasion, of power (power), achievement of goals, interaction, role differences, the beginning of the structure, and combinations of two or more of these circumstances. Effective leader is someone whose leadership was able to grow, maintain and develop the business and a cooperative climate in organizational life.

One of the factors that influence the effectiveness of leadership is the interaction between leaders and subordinates. This interaction includes two forms of transactional leadership and transformational leadership. According to Burns (2004) distinguish between transactional and transformational leadership. Transactional leadership is a relationship between leaders and subordinates are based on an exchange or negotiation between leaders and subordinates. Exchange could be economic, political or psychological. These exchanges emphasis on procedures, such as contingent reward and Management By Exception. If successful will get the reward, while if it is not satisfactory will be punished, whereas transformational leadership is essentially related to how the influence of values and attitudes of the followers / subordinates, it is associated with charisma, personal relationships and creativity.

Bass and Avolio (1994) to develop, by stating that transactional leadership is leadership where there is an exchange between the leader and subordinates in their daily activities where the exchange is important for the implementation of the agreed performance routines between leaders and subordinates, in other words, leadership emphasizes transactional transactions or exchanges that occur between leaders, peers and subordinates. This exchange is based on the agreement made between the leaders of the other parties about what to do and about the terms of rewards or benefits to be received for each party if those conditions are met. The exchange is based on an agreement on clarifying objectives, work standards, work assignments and appreciation for the fulfillment of this task (job performance / performance of the employee). From the characteristics of transactional leadership, its characteristics can be concluded the degree of confidence in the leadership of the different employees. At first the characteristics of Contingent Reward leadership abilities have not fully trust their employees and give them the opportunity to demonstrate his ability or achievement. The second characteristic of the Management By Exception (Active), described the beliefs led to its employees, but not fully trust given to require any further supervision of the head. In the third characteristic of the Management By Exception (Passive), confidence in the ability of employees to be larger so not too strict supervision and management believes that employees can complete the task or the problem itself. One effort to improve employee job satisfaction is to create a work environment the company or organization's favorable climate. These circumstances require a leader to manage the organization effectively in order to create a good organizational climate.

According to Gibson (1999) Climate of the organization is its nature of work environment, which is assessed directly or indirectly, by the employee, which is considered to be a major force in influencing behavior. Organizational climate has affected the function of the actions of employees as part of an individual or part of a group, and organizational actions in response to the treatment as well as external factors (such as economic conditions, technological innovation and step competition).

Polytechnic is one of the state institutions of higher education is a means to develop human resources through the process, activities that generate knowledge and skills. (Enyekit, Ubulom, & Onuekwa, 2011) One of the higher education in the form that is part of the vocational education system in Indonesia is Politeknik Negeri Sriwijaya, which is located in the city of Palembang, which is still under heavy strive to continuously improve job satisfaction and performance employees in order to deliver maximum results for the goal itself Polytechnic aims intellectual life of the nation and develop human resources. Since its establishment, in 1982 until today has undergone many changes along with the times and the demands of society in education. Based on the our observations the leadership implementation at Politeknik Negeri Sriwijaya refers to two characteristics of transactional leadership, the leader uses award / reward contingencies to motivate employees and leaders to exercise or perform corrective action only when the subordinates or employees fail to achieve objectives or performance does not meet expectations. Does the application of leadership with the method as we describe before, perceived to provide customer satisfaction and delivering the performance expected especially by the Lecturer or Educator? become the question that needs to be tested.

### **Formulation of Research Problem**

Based on the background described above, the research question in this study is "how does variable transactional leadership and organizational climate on the performance of the variable job satisfaction as an intervening variable in the Politeknik Negeri Sriwijaya?"

### **Research Objectives**

The aim of this research was to determine whether there was a significant effect of the variable transactional leadership and organizational climate on the performance of the job satisfaction variable as the intervening variable at Politeknik Negeri Sriwijaya.

### **Benefits of Research**

The results of this study are expected to provide the following benefits:

1. The study is also expected to contribute to a deeper understanding of the study of issues related to transactional leadership and organizational climate.
2. As a matter of information for further research and consideration and comparison in a study on the variables that influence transactional leaderships, organizational climate, job satisfaction and performance.

## **LITERATURE REVIEW**

### **Transactional Leadership**

Bass and Avolio (1994) develop it by declaring transactional leadership is leadership where there is an exchange between the leader and subordinates in their daily activities where the exchange is important for the implementation of the agreed performance routines between leaders and subordinates, in other words, transactional leadership emphasizes the transaction or exchanges that occur between leaders, peers and subordinates. As for the characteristics contained in this exchange include:

- 1) Contingent Reward, if employees do work for the organization / company, then told they will be promised rewards (incentives) for the work done, promises rewards for good performance and reward job performance.
- 2) Management By Exception (Active), leaders actively and closely monitor the implementation of the tasks employees so that they do not make mistakes, watching and looking for deviations of various rules.
- 3) Management By Exception (Passive), the new leadership acted after the failure of employees to achieve the goals or after a really serious problems arise. Leaders argued that he had not acted, if not yet a problem arises or there is no failure. Employees have the opportunity to try to improve performance, solve problems, and correcting mistakes.

### **Organizational Climate**

According to Davis (2006) every organization has a culture, traditions and methods of his own actions as a whole, these three aspects is the climate for the members, and thus, organizational climate reflects the culture, traditions and methods of action adopted by an organization, therefore some or most organization looks more efficient and some others are not so regular or casual. Organization where the managers of their duties, is a social system consisting of subsystems interrelated. The subsystems consist of subsystems human / social, administrative subsystem / structure, subsystem information / return decisions and economic and technological sub-systems.

The system is composed of psychosocial interaction of individuals and groups with the group. It consists of individual behavior and motivation, relationship status and roles, group dynamics and systems. It is also influenced by the feelings, values, attitudes, expectations and desires of people in the organization. Thus, psychosocial subsystem influenced by forces external environmental forces, type of work, technology in the organizational structure.

### **Job Satisfaction**

According Panggabean (2004) argued that in essence, job satisfaction depends on what a person wants from his job and what they earn. According to Rival (2004) job satisfaction is essentially something that is individual. Each individual has a level of satisfaction varies according to the value system that applies to him. The higher the assessment of activities perceived in accordance with the wishes of the individual, the higher the satisfaction with the activity. Thus, satisfaction is an evaluation of a person describing the feelings of his happy or not happy, satisfied or not satisfied at work.

### **Performance**

Performance is the result or the person's overall success rate for a certain period in the task compared to the range of possibilities, such as standardized work, targets or goals or criteria that have been determined in advance and agreed upon. According Simamora (2004) performance (performance) refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well an employee meets the requirements of a job. Meanwhile, according to Hasibuan (2000) gives the performance limits as a result of work achieved in carrying out one's duties levied based on skills, experience and sincerity as well as time.

## **METHODS**

### **Scope of the Study**

The study used a causal research (Causal Research) is studying the relationship between the number of

variables with the issues that have sharply formulated in the form of the relationship between the variables of the other variables. The study was conducted at California State Sriwijaya which is one of the colleges of applied (DIII), located at the State Srijaya Palembang, and that the object of this study is Power Teaching remains.

### Population and Sample

Samples were taken from the lecturer a population of 371 people consisting of sub units Department of Civil Engineering, Department of Mechanical Engineering, Department of Chemical Engineering, Department of Electrical Engineering, Department of Computer Engineering, Accounting, Department of Business Administration, Department of Information Management, Department of English and Lecturer MPK. In order to take a representative sample size was calculated using the formula Slovin, with a precision of 5%. As the number of sub-population is not the same between each sub-unit of work, the determination of the number of samples of each sub unit using proportional stratified random sampling procedure, by taking a random sample with a proportionate amount for each unit, then didapatlah sample of 192 people.

### Types and Sources of Data

In this study the types and sources of data, the Primary Data are data obtained directly from the object itself by direct interviews or distributing questionnaires, while secondary data is data that has been obtained in advance or collected by others or can also be obtained from the data reading the literature, the Internet, books and articles related to the research object.

### Method of Data Collection

The method used in the data collection in this study was a questionnaire. The questionnaire is a list of questions posed to respondents to obtain data related to the study. The questionnaire is intended to obtain descriptive data in testing hypotheses. The data was collected by distributing these kusioner to the professor. As for the object of filling out the questionnaire is one level above the leadership and other leadership elements, such kajor and elements of other leaders.

### Analysis of Data

The method of analysis used to test the hypothesis in this study using the technique of path analysis (path analysis) or standardized regression and calculated by SPSS 12.00. Path analysis not only knows how much influence but which variable is the influence of direct or indirect influence.

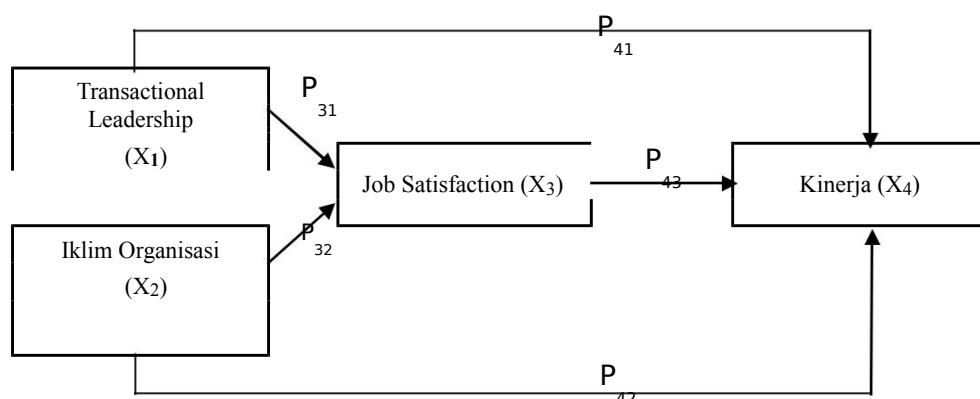


Figure 3.1 Path Diagram



Based on the paradigm in Figure 3.1 can be done decomposition correlations showing the relationship between variables. Correlations that can be identified are:

Coefficient values symbolized by the letter (Z)

$$Z1 = \epsilon1$$

$$Z2 = \epsilon2$$

$$Z3 = P31Z1 + P32Z2 + \epsilon3$$

$$Z4 = P41Z1 + P42Z2 + P43Z3 + \epsilon4$$

where:

P31; P32; P41; P42; P43 = coefficient of Gaza

$\epsilon$  = Standard error

## RESULTS AND DISCUSSION

Path analysis not only knows how much influence but which variable is the influence of direct or indirect influence. Based on this research can be seen that the pattern of relationships which will look for is the path coefficients. To be able to look for the path coefficients will be performed regression analysis equation twice. The first regression was performed to determine the effect of variables transactional leadership and organizational climate on job satisfaction. The second regression was performed to determine the effect transactional leadership, organizational climate and job satisfaction on performance of educators.

**Table 4.1**  
**Path Coefficient Test Results**  
**Inter-Research and Testing Variables**

Independent Variable	Dependent Variable	Beta ( $\beta$ )	t count	Sig	
Transactional Leadership (X <sub>1</sub> )	Job Satisfaction (X <sub>3</sub> )	0,360	3,682	0,00013	Significant
Organizational Climate (X <sub>2</sub> )	Job Satisfaction (X <sub>3</sub> )	-0,057	-0,580	0,56322	Not Significant
Transactional Leadership (X <sub>1</sub> )	Performance (X <sub>4</sub> )	0,304	3,447	0,00169	Significant
Organizational Climate (X <sub>2</sub> )	Performance (X <sub>4</sub> )	0,140	1,693	0,09475	Not Significant
Job Satisfaction (X <sub>3</sub> )	Performance (X <sub>4</sub> )	0,399	4,641	0,00083	Significant

Sumber: Survey, 2010

To determine the value of a particular variable path coefficients for significant or not analysts can look at the Sig. the value of t. If the value of Sig.  $t < 0.05$ , it can be concluded that there is a significant influence on the path. Based on the results of the first test above it can be seen that the value of Sig. variable transactional leadership and organizational climate on job satisfaction. In transactional leadership variables (X<sub>1</sub>) with the significance of  $t = 0.00013$ , meaning there is a coefficient of influence on this track. As for the organizational climate variables (X<sub>2</sub>) with a significance value of  $t = 0.56322$ , this means that there is no effect on the path coefficients, because the significance of the t values greater than 0.05.

Then for the second test results above it can be seen that the value of Sig. variable transactional leadership, organizational climate and job satisfaction on performance. In transactional leadership variables (X<sub>1</sub>) with a significance value of  $t = 0.00169$ , it can be concluded that there is a coefficient of influence in the pathway. For organizational climate variables (X<sub>2</sub>) with significance  $t = 0.09475$ , meaning it can be concluded there is no effect on this pathway because the coefficient significance t value greater than 0.05. As for the job satisfaction variable (X<sub>3</sub>) the significance of  $t = 0.00083$ , meaning there is a coefficient of influence on this track.

**Table 4.2**  
**Results Variable Coefficient Line Between Research**

Variable	P Coefficient	t - Sig	
Transactional Leasership (X <sub>1</sub> ) – Job Satisfaction (X <sub>3</sub> )	0,360	0,00013	Significant
Organizational Climate (X <sub>2</sub> ) – Job Satisfaction (X <sub>3</sub> )	-0,057	0,56322	Not Significant
Transactional Leadership (X <sub>1</sub> ) – Performance (X <sub>4</sub> )	0,304	0,00169	Significant
Organizational Climate (X <sub>2</sub> ) – Performance (X <sub>4</sub> )	0,140	0,09475	Not Significant
Job Satisfaction (X <sub>3</sub> ) – Performance (X <sub>4</sub> )	0,399	0,00083	Significant

Source: Survey (2010)

It appears that not all of the significant correlation coefficient occurring. For an insignificant path coefficient means no direct effect in the model. The following figure 4.1 path coefficient values:



Figure 4.1 Path coefficient values

#### **Relations Variable Transactional Leadership (X<sub>1</sub>) of the variable Performance (X<sub>4</sub>)**

Relationship between Transactional Leadership of the performance can be known through two avenues. First, by direct contact (Direct Effect-DE) where a significant relationship with a coefficient of 0.304. Second, through the variable job satisfaction which is an indirect relationship (Indirect Effect-IE) with P31P43 coefficient  $(0.360 * 0.399) = 0.144$ .

#### **Relationship Organizational Climate Variables (X<sub>2</sub>) on performance variables (X<sub>4</sub>)**

Relationships between Organizational Climate of the performance can be known through two avenues. First, is by direct contact (Direct Effect-DE) where the relationship is not significant with a coefficient of 0.140. Second, through the variable job satisfaction which is an indirect relationship (Indirect Effect-IE), with P32P43 coefficient  $(-0.057 * 0.399) = -0.023$ .

#### **Variable Job Satisfaction Relations (X<sub>3</sub>) for performance variables (X<sub>4</sub>)**

The results of this analysis found that the correlation is happening is a direct correlation and does not correlate indirectly. The relationship of job satisfaction variables on the performance is a direct connection (Direct Effect-DE) where the relationship is significant with a coefficient of 0.399.

**Tabel 4.3**  
**Results Relationship Variables Against Performance**

Dari Variabel	Koefisien Jalur		Total
	DE	IE	
Kepemimpinan Transaksional (X <sub>1</sub> )	0,304		0,304
Kepemimpinan Transaksional (X <sub>1</sub> ) melalui Kepuasan Kerja (X <sub>3</sub> )		0,144	0,144
Iklim Organisasi (X <sub>2</sub> )	0,140		0,140
Iklim Organisasi (X <sub>2</sub> ) melalui Kepuasan Kerja (X <sub>3</sub> )		-0,023	-0,023
Kepuasan Kerja (X <sub>3</sub> )	0,399		0,399

Source: Survey (2010)

Next, we look for the value of the total effect of exogenous variables on endogenous variables. The magnitude of this effect can be found by multiplying the path coefficients were formed (P) with a Pearson correlation coefficient of Zero Order. Here is a table of the results of the Zero Order Pearson correlation of the variables that exist.

**Tabel 4.4**  
**Nilai Korelasi Pearson Zero Order**

Variable Relationship with Performance	Coefficient
Transactional Relationship (X <sub>1</sub> )	0,976
Organizational Climate (X <sub>2</sub> )	0,793
Job Satisfaction (X <sub>3</sub> )	0,930

Source: Survey (2010)

Here is the calculation of the effective contribution of each variable on the variable performance. Effective contribution derived from the theoretical path coefficients, direct effect (DE) and indirect effects (IE), the zero order correlation of the variable in question. Be obtained by multiplying the value of the contribution of each variable. Contribution of each variable will be totaled to count the number of effective contribution. Following the effective contribution table:

**Table 4.5**  
**Results contribution of each variable Effective against Performance**

Variable	Path Coefficient		Total
	DE	IE	
Transactional Leadership (X <sub>1</sub> )	0,304(0,976)		0,296704
Transactional Leadership (X <sub>1</sub> ) through Job Satisfaction(X <sub>3</sub> )		0,144(0,976)	0,140544
Organizational Climate (X <sub>2</sub> )	0,140(0,793)		0,11102
Organizational Climate (X <sub>2</sub> ) through Job Satisfaction (X <sub>3</sub> )		-0,023(0,793)	-0,01824
Job Satisfaction (X <sub>3</sub> )	0,399(0,930)		0,37107
Total Effect			0,90

Source: Survey (2010)

Based on the table 4.5 above it can be seen that the influence of the variables of transactional leadership, organizational climate and job satisfaction on performance is equal to 0.90 or 90% and only 10% that can not be explained by these three variables.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

After testing by using path analysis it can be concluded that:

1. Transactional leadership has a significant direct or indirect impact on performance.
2. Job satisfaction is directly significant effect on performance.

### **Recommendations**

Based on the discussion of the results and conclusions of research presented, it can be expressed as the following suggestions:

- a. Should be done to improve performance by increasing transactional leadership directly without going through the intermediate variable of job satisfaction.
- b. Transactional leadership needs to be improved with more attention to the compensation to faculty members who have worked well. Involve employees in problem solving, because it has a significant and positive influence on performance.
- c. Leaders of the need to provide opportunities or freedom as possible to faculty to improve the motivation, skills, ideas and develop its potential. With the opportunity or freedom to create and support a positive development for all employees of the activities carried out in order to generate performance.
- d. Institutions need to conduct programs in an integrated and intensive coaching to faculty, which implement education and training programs held both inside (In-House Training) and outside the organization (Ex-House Training). Program development can be done through cooperation with government agencies or other private agencies that are competent in their quest to improve the quality of human resources (HR) in the California State Sriwijaya. With this coaching program is the skills and quality of technical knowledge and work experience possessed the faculty has increased, so that faculty can complete the given tasks properly.

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