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THE EFFECT OF ENTREPRENEURSHIP LEADERSHIP AND MOTIVATION ON EMPLOYEES' SATISFACTION AT SERANG RAYA UNIVERSITY

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Abstract

A leader who has an entrepreneurial spirit or entrepreneurial leadership and motivation is absolutely necessary as an intangible culture, a non-physical structural capability that is able to move a physical figure, dare to take risks and prioritize work performance. so this study aims to determine the Effect of Entrepreneurship Leadership and Motivation on Employee Job Satisfaction at Serang Raya University. This study uses a descriptive method and in the form of a questionnaire distributed to 77 respondents who were the samples of this study, the data came from populations that were normally distributed and had the same variance. The technique of collecting data using a questionnaire with a Likert scale measurement. correlation coefficient $R = 0.723$, while the coefficient of determination seen from $R^2 = 0.522$ which means that entrepreneurial leadership and motivation of independent variables in explaining the dependent variable by 52.2% the remaining 47.8% is influenced by other factors such as work culture, employee discipline, environment work, etc. which were not included in this study. And there is a significant influence between entrepreneurial leadership and motivation on employee job satisfaction at Serang Raya University in the t test, the results obtained $t_{count} > t_{table}$ ($4,281 > 1,992$), it can be concluded that there is a significant influence between entrepreneurial leadership (X_1) and motivation (X_2) on employee job satisfaction (Y) at Serang Raya University.

Keywords: Entrepreneurship Leadership; Motivation; Intangible Culture; Job Satisfaction; Entrepreneurship Soul

Introduction

Each organization, a leader who has an entrepreneurial spirit is one of the main factors in supporting the success of an organization to achieve goals, success or effectiveness of leadership is not only measured how to empower subordinates but also the ability to run policies through leadership style or style, leadership style depends on individual leaders who have an entrepreneurial spirit in moving subordinates based on their function as superiors. The leadership role that is very strategic and important for achieving the vision, mission, and goals of the organization, is one motive that encourages people to always investigate the intricacies related to leadership. Entrepreneurship is a process in doing something new or creative and different (innovative) that is useful in providing more value. In other words, entrepreneurship is a courage to make efforts to fulfill the needs of life carried out by someone on the basis of ability by utilizing everything the potential possessed to produce something that is beneficial to himself and others, someone is considered an entrepreneur if

he has fulfilled the definition of entrepreneurship itself. The leader of good entrepreneurship is a leader who is always forward-oriented in leading his employees well. Entrepreneurs have different leadership styles, they develop their own leadership style in accordance with their personal character in advancing.

Leadership at the University of Serang Raya fully implements leadership functions such as instructive functions that have not been fully implemented, communication of superiors with subordinates who are not well established, participation of superiors to subordinates who are still low, delegation functions that have not been fully implemented so that decision making cannot be carried out quickly, there was still a lack of direction, coordination and supervision from the leadership. Because the leader has not fully carried out the leadership functions properly. Motivation is defined by several researchers as a measure of the strength of identity and involvement of employees in organizational goals and values. Motivation is obtained as a better indicator of "leavers" and "stayers" than job satisfaction. Another study found that job satisfaction is related to the task environment, while motivation is related to achievement in organizational empowerment. With the motivation given, it is expected that employee job satisfaction will increase, defining motivation as an attitude that reflects employee loyalty to the organization and is an ongoing process where members of the organization express their concern for the organization, the success of the organization and continuous progress.

According to Tangkilisan (2005: 78) leadership in an organization or field of work has a different function between an organization with one another, the function of the leader basically depends on several things consisting of social situations in the organization, characteristics of leaders and the number of members. this study discusses the main functions that a leader must have. According to Siagian (1989) regarding the understanding of techniques and ways to measure the level of job satisfaction of employees, where job satisfaction is the emotional attitude of employees who love and are happy with the work they carry, where this attitude is reflected by work morale, discipline and work performance of each employee. Job satisfaction is a feeling of joy and gives a positive value to an assessment of a job.

The level of job satisfaction of employees at the University of Serang Raya such as fulfilling the needs of life that have not been adequately fulfilled due to minimum wages that are still small so that the level of individual satisfaction has not been achieved.

Literature Review

According to Tangkilisan (2005: 78) Leadership has a function in a working group with another working group. This is because leaders have functions in an organization, social situations in the organization, characteristics of leaders in a work group. Furthermore Tangkilisan (2005: 30) explains that there are some of the most important functions in carrying out a task by leaders as berikut: establishing, organizing, motivating and communicating, evaluating, and developing subordinates including himself. Therefore, a leader functions to prepare resources reliable so that it requires a support and motivation from members.

Successful leadership will be able to provide direction and give examples to all employees to achieve results and objectives to be achieved. Because leaders must be able to provide examples in terms of all things, such as prioritizing the interests of shared goals above personal interests. In addition, leaders are able to communicate with all parties, so that good communication can be established between all employees. Leaders also in the decision-making process must really see from all aspects. That leader must also have superior personal qualities than his subordinates, besides that leaders must be able to give encouragement to their subordinates to advance.

Research Methods

Data Processing Method. This study will use a survey method with a quantitative approach using data analysis techniques using Likert scale consisting of testing validity, reliability testing, and classic assumption tests. Normality Test, Linearity Test, Heterocedasticity Test, Interpretation Average Analysis, Coefficient of Determination Analysis, Regression Analysis, Test Hypothesis (Test "t"), Test F.

Results and Discussion

A. Instrument Test

Validity test

Table 1 Results of Test Validity of Leadership Variables (X1)
 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X1.1	42.00	5.526	.380	.326	.728
X1.2	42.05	5.024	.608	.742	.692
X1.3	42.05	5.366	.437	.603	.720
X1.4	42.01	5.776	.257	.570	.746
X1.5	42.14	5.203	.496	.525	.710
X1.6	41.91	5.610	.396	.375	.726
X1.7	41.92	5.415	.489	.404	.713
X1.8	42.13	5.351	.426	.577	.722
X1.9	42.00	5.816	.243	.460	.748
X1.10	41.86	5.808	.338	.278	.734

Number	r _{count}	r _{table}	Status
1	0.380	0.224	Valid
2	0.608	0.224	Valid
3	0.437	0.224	Valid
4	0.257	0.224	Valid
5	0.496	0.224	Valid
6	0.396	0.224	Valid
7	0.489	0.224	Valid
8	0.426	0.224	Valid
9	0.243	0.224	Valid
10	0.338	0.224	Valid

Table 2 Results of Test Validity of Motivation Variables (X2)
 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X2.1	40.10	14.884	.241	.143	.692
X2.2	40.38	12.817	.505	.513	.644
X2.3	40.16	13.554	.424	.510	.662

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
X2.4	40.43	13.301	.365	.663	.674
X2.5	40.21	13.877	.582	.493	.647
X2.6	40.18	14.703	.248	.531	.692
X2.7	40.32	12.959	.438	.522	.658
X2.8	40.62	13.633	.287	.329	.692
X2.9	40.05	14.918	.265	.574	.688
X2.10	39.97	15.236	.293	.456	.685

Number	Icount	Itable	Status
1	0.241	0.224	Valid
2	0.505	0.224	Valid
3	0.424	0.224	Valid
4	0.365	0.224	Valid
5	0.582	0.224	Valid
6	0.248	0.224	Valid
7	0.438	0.224	Valid
8	0.287	0.224	Valid
9	0.265	0.224	Valid
10	0.293	0.224	Valid

Table 3 Results of Variable Validity Test for Job Satisfaction (Y)
 Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Y1	41.25	5.399	.426	.458	.672
Y2	41.14	5.624	.321	.509	.691
Y3	41.19	5.606	.327	.421	.690
Y4	41.00	5.421	.461	.482	.667
Y5	41.08	5.625	.332	.468	.689
Y6	41.19	5.343	.448	.489	.668
Y7	41.06	5.483	.402	.439	.677
Y8	41.17	5.405	.419	.532	.673
Y9	41.09	5.821	.241	.576	.704
Y10	41.01	5.802	.270	.260	.698

Number	Icount	Itable	Status
1	0.426	0.224	Valid
2	0.321	0.224	Valid
3	0.327	0.224	Valid
4	0.461	0.224	Valid
5	0.332	0.224	Valid
6	0.448	0.224	Valid

Number	Icount	Itable	Status
7	0.402	0.224	Valid
8	0.419	0.224	Valid
9	0.241	0.224	Valid
10	0.270	0.224	Valid

Reliability Test

Table 4 Variable Reliability Test Results for Entrepreneurship Leadership (X1)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.745	.744	10

Table 5 Motivation Variable Reliability Test Results (X2)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.697	.706	10

Table 6 Variable Reliability Tests for Job Satisfaction (Y)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.706	.706	10

Table 7 Comparison of Alpha Values with r_{Table}

Variable	Cronbach's Alpha	r_{Table} ($\alpha; 0.05, df 77$)	Status
Leadership	0.745	0.600	Reliable
Motivation	0.697	0.600	Reliable
Job Satisfaction	0.706	0.600	Reliable

B. Test of Classical Assumptions

Normality test

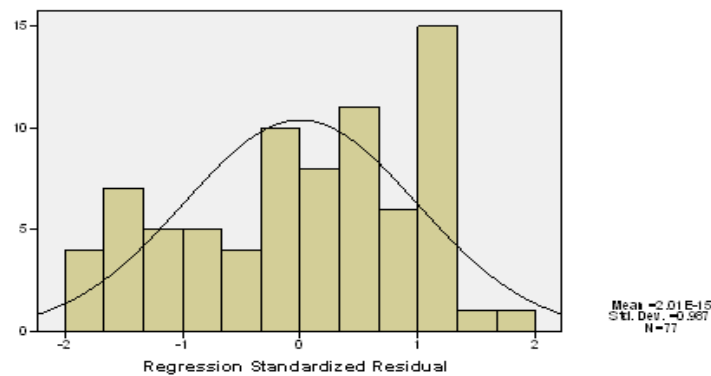


Fig. 1 Variable Histogram of Job Satisfaction

Normal P-P Plot of Regression Standardized Residual

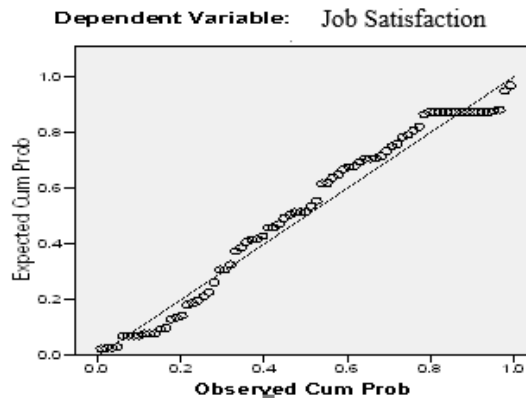


Fig. 2 Normal P-P of Regression

Multicollinearity Test

Table 8 Multicollinearity Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership	.854	1.171
	Motivation	.854	1.171

^a. Dependent Variable: Job Satisfaction

From the coefficient table above shows that the VIF value of the variables X1 and X2 above is 1.171, which means <10, judging from the tolerance value, the tolerance value of the two variables approaches number 1.

Heteroscedasticity Test

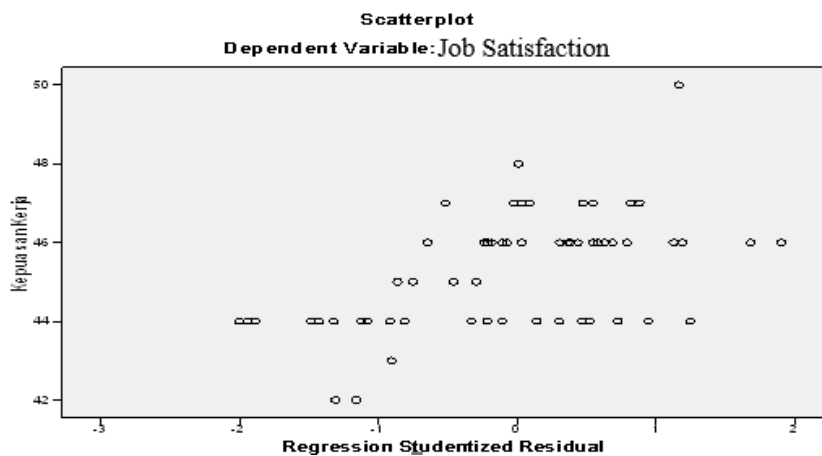


Fig. 3 Scatterplot

Test Autocorrelation

Table 9 Autocorrelation Test Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723(a)	.522	.509	1.620	1.280

a Predictors: (Constant), Leadership, Motivation

b Dependent Variable: Employee performance

C. Hypothesis Test

The Effect of Entrepreneurship Leadership (X1) on Job Satisfaction (Y) Regression Test.

Table 10 Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,742	3,386		4,649	,000
Leadership	,646	,072	,718	8,922	,000
Entrepreneurship					

Dependent Variable: Job Satisfaction

Y : Entrepreneurship leadership (X1)

a : 15.742

bX₂ : 0.646

So that it is expressed in the form of a regression equation as follows:

$$Y = a + bX_1$$

$$Y = 15,742 + 0.646X_1$$

From the results of the regression equation above shows if entrepreneurial leadership (X1) value is 0 (zero) then job satisfaction (Y) is 15,742 While entrepreneurial leadership regression coefficient (X1) of 0.646 indicates that each addition of one unit of entrepreneurial leadership will increase job satisfaction by 15,742.

Coefficient of Determination (KD)

Table 11 Correlation Coefficients Between Entrepreneurship Leadership Against Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,718(a)	,515	,508	1,621

a. Predictors : (Constant), Entrepreneurship leadership

b. Dependent Variable: Job Satisfaction

Based on the results of the data analysis above, the R correlation coefficient value is 0.718. This means that there is a good influence between entrepreneurial leadership (X₁) on job satisfaction (Y). While the determinant coefficient (KD) is seen from R Square = 0.515. This means that entrepreneurial leadership contribution (X₁) to job satisfaction (Y) is 51.5% while the remaining 48.5% is determined by other factors such as work culture, employee discipline, work environment, etc. That are not examined.

t-Test

The hypothesis proposed in this study are as follows:

- a. $H_0 : \rho = 0$ There is no positive influence on entrepreneurial leadership on employee job satisfaction
 - b. $H_a : \rho \neq 0$ There is a positive influence on entrepreneurial leadership on employee job satisfaction
- Significance level $\alpha = 0.05$

$$t_{count} = \frac{S}{sb} t_{count} = 4.649$$

Rejection area:

Ho is rejected if $t_{count} > t_{table}$ where $t_{table} = \alpha; (n-2) = t_{0.05;75} = 1.992$.

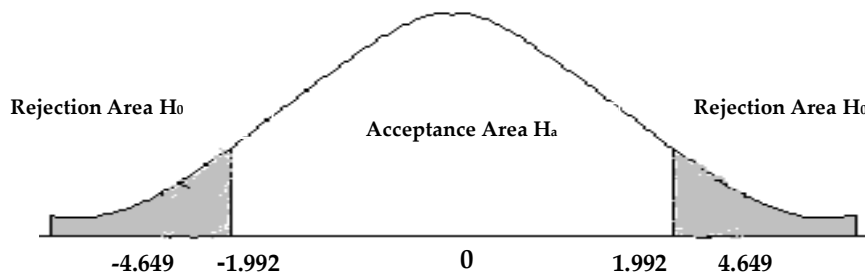


Fig. 4 Decision Area of t-test

Conclusion:

Because $t_{arithmetic} = 4.649 > t_{table} = 1.992$ at the significance level of 95% and $n-2 = 75$ then, H_0 is rejected, which means that there is an influence of entrepreneurial leadership on job satisfaction of employees at Serang Raya University.

Effect of Motivation (X2) on Job Satisfaction (Y)

Regression Test

Table 12 Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	36,964	2,743		13,474	,000
Motivation	,200	,061	,354	3,274	,002

a. Dependent Variable: Job Satisfaction

Information:

Y : Motivation (X₂)

a : 36.964

bX₁ : 0.200

So it is stated in the form of the regression equation as follows: $Y = a + bX_2$

$$Y = 36.964 + 0.200X_2$$

Coefficient of Determination (KD)

Table 13 Coefficient of Correlation Between Motivation Against Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,354(a)	,125	,113	2,117

a. Predictors : (Constant), Motivation

b. Dependent Variable: Job Satisfaction

Based on the results of the data analysis above, the R correlation coefficient value is 0.354. This means that there is a moderate influence between motivation (X₂) on job satisfaction (Y). While the determinant coefficient (KD) seen from R Square = 0.125. This means that the contribution of motivation (X₁) to job satisfaction (Y) is 12.5% while the remaining 87.5% is determined by other factors such as work culture, employee discipline.

t-Test

The hypothesis proposed in this study are as follows:

a. H₀ : ρ = 0 There is no positive effect of motivation on employee job satisfaction

b. H_a : ρ ≠ 0 There is a positive effect of motivation on employee job satisfaction

Significance level α = 0.05

$$t_{count} = \frac{r}{\sqrt{1-r^2}} = \frac{0.354}{\sqrt{1-0.125}} = 13.474$$

Rejection area:

H₀ is rejected if t_{count} > t_{table} where t_{table} = t_{α;(n-2)} = t_{0.05;75} = 1.992.



Fig. 5 Decision Area t-test

Conclusion:

Because t_{count} = 13.474 > t_{table} = 1.992 at the significance level of 95% and n-2 = 75 then, H₀ is rejected, which means there is an effect of motivation on employee job satisfaction at Serang Raya University.

The above analysis shows that the results of hypothesis testing indicate that motivation has a positive influence on job satisfaction, the effect of motivation on employee job satisfaction at Serang Raya University, namely with a correlation coefficient of 0.125 with α = 0.05, thus contributing motivation variables to employee job satisfaction at The University Attacked 15.5%.

The Effect of Entrepreneurship Leadership (X1) and Motivation (X2) on Job Satisfaction (Y)
 Regression Test

Table 14 Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error
1 (Constant)	14,885	3,477		4,281	,000
Leadership	,614	,078	,682	7,844	,000
Motivation	,053	,049	,093	1.068	,289

Dependent Variable: Job Satisfaction

Information :

Y : Job Satisfaction

a : 14.885

bX₁ : 0.614

bX₂ : 0.053

So that it is expressed in the form of a regression equation as follows:

$$Y = a + bX_1 + bX_2$$

$$Y = 14.885 + 0.614X_1 + 0.053X_2$$

From the results of the regression equation above shows that entrepreneurial leadership (X₁) value is 0 (zero) then job satisfaction (Y) is 14,885 While the leadership regression coefficient (X₁) of 0.614 shows that each addition of one entrepreneurial leadership unit will increase job satisfaction by 14,885 . If motivation (X₂) is 0 (zero) then job satisfaction (Y) is 14,885 while the motivation coefficient (X₂) is 0.053 indicating that each addition of one unit of entrepreneurial leadership will increase job satisfaction (Y) by 14,885.

Coefficient of Determination (KD)

Table 15 Correlation Coefficients Between Entrepreneurship Leadership and Motivation for Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,723(a)	,522	,509	1,620

a. Predictors : (Constant), Leadership, Motivation

b. Dependent Variable: Job Satisfaction

t-Test

The hypothesis proposed in this study are as follows:

- Ho : $\rho = 0$ There is no positive influence on entrepreneurial leadership and motivation on employee job satisfaction
- Ha : $\rho \neq 0$ There is a positive influence on entrepreneurial leadership and motivation on employee job satisfaction

$$t_{count} = \frac{r}{\sqrt{1-r^2}} \cdot \frac{1}{\sqrt{n-2}} = 4.281$$

Ho is rejected if $t_{count} > t_{table}$ where $t_{table} = \alpha; (n-2) = t_{0.05;75} = 0.05;75 = 1.992$.

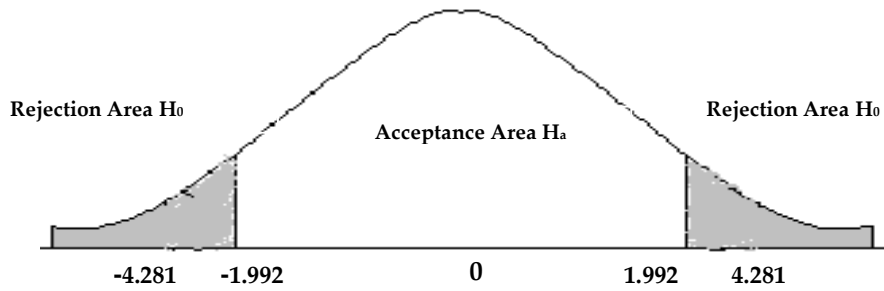


Fig. 6 Decision Area t-test

Because of $n-2 = 75$ then, H_0 is rejected, which means there is an influence of entrepreneurial leadership and motivation on employee job satisfaction at Serang Raya University.

The results of hypothesis testing indicate that entrepreneurial leadership and motivation have a positive influence on employee job satisfaction, the influence of entrepreneurial leadership and motivation on employee job satisfaction at Serang Raya University, namely with a correlation coefficient of 0.552 with $\alpha = 0.05$, thus contributing entrepreneurial leadership variables and motivation towards Employee job satisfaction at Serang Raya University is 55.2%.

D. Hypothesis Test (F Test)

Table 16 F Test Statistics Anova (b)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	212.222	2	106.111	40.446	.000(a)
Residual	194.141	74	2.624		
Total	406.364	76			

- a. Predictors : (Constant), Leadership, Motivation
- b. Dependent Variable: Job Satisfaction

Testing Criteria:

H_0 is accepted if $F_{count} \leq F_{table}$

H_0 is rejected if $F_{count} \geq f_{table}$

Based on the table above it can be seen that the value of F count is 46,865, the value is then compared with F table. If the level of significance is $\alpha = 5\%$, df numerator (k-1) or (n-k) or $(77-2) = 75$. Then it can be obtained F table value of 3.12.

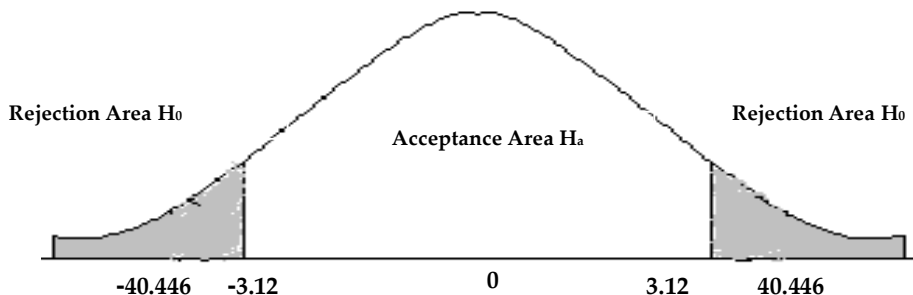


Fig. 7 Decision Area t-test

From the picture above shows the value of F calculated is greater than F_{table} ($40,446 > 3.12$) so that H_0 is rejected and H_a is accepted. This means that there is an influence of entrepreneurial leadership and motivation on employee job satisfaction at Serang Raya University.

Conclusions and Suggestions

Based on the results of research and discussion, a conclusion can be taken as follows:

1. Based on the recapitulation of the average interpretation of 4.68% and that number includes very good assessment criteria. This means that entrepreneurial leadership has been implemented well even though it is still not optimal. Based on the recapitulation of the average interpretation of 4.43% and this number includes very good assessment criteria. This means that motivation has been implemented very well even though it is still not optimal. Based on the recapitulation of the average interpretation of 4.59% and this number includes very good assessment criteria. This means that job satisfaction has been obtained by employees very well even though it is still not optimal.
2. Based on the correlation analysis between entrepreneurial leadership and motivation for job satisfaction obtained at 0.723 Means that there is a good influence of entrepreneurial leadership and motivation on job satisfaction. Furthermore, to find out the size of the contribution of entrepreneurial leadership variables (X1) and motivation (X2) to the variable job satisfaction (Y) used the coefficient of determination with a acquisition value of 52.2% entrepreneurial leadership and motivation have an influence on job satisfaction. While the remaining 47.8% is influenced by other factors not examined in this study. Simple linear regression is obtained by the equation $Y = 14.885 + 0.614X_1 + 0.053X_2$, if entrepreneurial leadership (X1) and motivation (X2) the value is 0 (zero) then job satisfaction (Y) is 14,885. While the regression coefficient of 0.614 and 0.053 shows that each addition of one unit of entrepreneurial leadership (X1) and motivation (X2) will increase job satisfaction (Y) by 14,885. Calculations from the test H_0 are rejected and H_a is accepted.

Suggestions

Based on the description of the conclusions above, it can provide some suggestions that hopefully can contribute to increasing job satisfaction of employees at Serang Raya University as follows:

1. Given that entrepreneurial leadership is very influential on employee job satisfaction, the leadership should create a different atmosphere and pay attention to employees related to the work of employees, assignment of tasks that have been charged to employees, treatment of leaders towards employees, and work environment.
2. Every employee is expected to carry out their duties professionally and responsibly in accordance with their respective duties in order to improve their job satisfaction.

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