

The Influence of Leadership and Work Attitudes toward Job Satisfaction and Performance of Employee

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Abstract: *This study aims to test the hypothesis, with the intention of confirming or strengthening the hypotheses that in turn can reinforce the theories becoming foundations. By this consideration, the researcher tries to examine the influence of leadership and work attitude toward job satisfaction and job performance of HR at Konawe Hospital in Southeast Sulawesi. The number of respondents in this study is 79 respondents with the status of civil servants. The study is conducted by survey method by distributing questionnaires to the respondents. The findings of analysis show that: (1) Leadership has a positive and significant influence toward job satisfaction, (2) a work attitude has a positive and significant influence toward job satisfaction, (3) A Job Satisfaction has a significant and positive influence toward employee performance, (4) Leadership has a positive and not significant influence toward employee performance, (5) Work Attitude has a positive and significant influence toward employee performance.*

Keywords: *Job Satisfaction, Leadership, Performance of Employee, Work Attitudes.*

1. INTRODUCTION

Department of Health as one arm of the government in charge of and competence in public service, in this case is the District General Hospital, becomes a spearheading of the State in achieving its objectives in the health sector as been mandated in the Law of the Republic of Indonesia no. 36 of 2009 on health. The health establishment is based on humanitarian, balance, benefits, protection, respect for the rights and obligations, justice, *non-discrimination* and *gender* and religious norms. Furthermore, the development of health aims to increase awareness, willingness and ability of healthy life for every person to realize the highest level of public health as an investment for the development of employee that is socially and economically productive. Hence, the readiness and willingness of medical and *non-medical* personnel is essential to run health development goals such as mandated in the law.

The challenges faced by healthcare organizations today are increasing in the quality, quantity and relevance. The rapid environmental and technological changes increase the complexity faced by the organization, it bring the organization to the performance needs of employee in hospitals to run public health services. Performance of health workers is a very important issue to be studied in order to maintain and improve health development growth. According to Mangkunagara (2009) the performance of the employee or job performance is the result of quantity and quality achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them.

Furthermore, a job satisfaction of employees within a scope of the organization is one of the determining factors to improve the performance of employee; someone tends to work energetically if a satisfaction can be gained from his work. A job satisfaction of employee is a key driver of morale, discipline, and work performance of employees in supporting the achievement of corporate objectives (Hasibuan, 2011). This has been proven by the study done by Susanty, *et al.* (2013), which describes that job satisfaction has a positive and significant influence on the performance of employee. Someone who is not satisfied with his work tends to make a

withdrawal or avoidance of work situations both physically and psychologically. Conversely, if a person is satisfied with his job, he will try to do the best to realize and complete the task they are responsible for. Job satisfaction can be achieved when a person has a positive attitude towards his work. According to Carpeter, et al. (2009), a work attitude is the feeling we have towards different aspects of the work environment. How people behave in the workplace is often linked to how it feels to be in the workplace.

Ahmad, *et al.* (2010) in his study concludes that a work attitude has a positive and significant influence toward job satisfaction but negative toward performance. The different outcomes expressed by Susanty, *et al.* (2013) who concludes the work attitude has a positive influence but not significant toward job satisfaction and performance of the employees. However, Riketta (2008) conducts a meta-analysis test to see the mutual influence between work attitudes and performance. The finding proves that the work attitude has a significant influence on the performance, otherwise the performance is not found to have a significant influence on work attitudes. Moreover, another factor that can influence the performance of human resources within an organization is the role of leadership. Hasibuan (2011) defines that leadership is the way of a leader to influence the behavior of the employees, in order to cooperate and work productively to achieve organizational goals. For that reason, a leader is required to have the ability to provide comfort to his employees in order to work properly. An effective leader will be able to run his function properly, not only shown from the power and control but also indicated also by his attention to well-being, satisfaction and enhancement of the quality of employees, especially nurturing attitude that is shown to boost human resources in carrying out their duties in order to achieve the organization's objectives.

The purpose of this study is to describe and to analyze the influence of leadership toward job satisfaction, the influence of work attitudes toward job satisfaction, the influence of job satisfaction toward the performance of employee, the influence of the leadership toward HR performances and the influence of work attitude toward HR performance.

2. LITERATURE REVIEW

2.1. Leadership

Leadership is a process of a person to stir others by leading, guiding and influencing to do something in order to achieve certain results and goals (Edy Sutrisno, 2010). According to Voon, et al (2011), Leadership is a process of interaction between leaders and employees in which a leader tries to influence the behavior of employees to achieve organizational goals.

The leadership Indicators proposed in this study is that the leader should 1.) be able to inspire 2.) make decision and 3.) be responsible.

The Previous study conducted by Rifki (2012) about the "Analysis on the Influence of Leadership Style, Working Environment and Compensation Toward Job Satisfaction of the employees of PT Nindya Karya Persero", shows that there is positive and significant correlation of leadership style and job satisfaction. It means that the better the leadership style the better the job satisfaction of the employees will be.

Referring to the theory and the result of previous studies, the first hypothesis proposed in this study is:

H1: Leadership has positive and significant influence toward job satisfaction.

2.2. Work Attitude

According to Carpeter, et al (2009) the work attitude is the feeling we have toward the different aspects of the work environment. Furthermore, Riketta (2008) explains that work attitude refers to the evaluation or personal interests of work-related targets.

From the definition, it can concluded that the work attitude is the tendency of a subject in response to an object both positive and negative in the work environment. In this case, it is explained that a person tends to do a particular job if he has a positive attitude toward his job.

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According to Carpeter, et.al (2009) there are several elements influencing work attitude; they are personality, adaptation to the work environment, job characteristics, psychological contracts, organizational justice, job relations, and stress.

The indicator used in this study are: 1. Personality, 2. Adaptation to the work environment, and 3. Job relationship.

In a study conducted by Ahmad, et al (2010), entitled (Relationship between Job Satisfaction, Job Performance Attitude towards Work and Commitment Organizational), proves that working attitude has a significant positive influence toward job satisfaction.

According to the basic theory explained and the results of previous studies, it can be formulated the second hypothesis as follows:

H2: the work attitude has a positive and significant influence toward job satisfaction.

2.3. Job Satisfaction

Susanty, et al (2013), explains that job satisfaction is an emotional state of pleasant or positive result of the assessment of a person's job and work experience. Sopiah (2008) states that job satisfaction is an emotional response to the work situation and condition; this responses can be in the form of a feeling of satisfaction (positive) or not satisfied (negative). Voon, et al (2011), divides the components of job satisfaction into two aspects, working conditions (extrinsic) and assignments (intrinsic). The purpose of the working conditions is a work environment that includes the relationships of the management functions, mentoring systems and others. Therefore, a good working condition, as a key factor for workers to develop value, will improve the performance and increase the retention of staff within the organization. Meanwhile, work duties (assignment) is referred to the task or job given to the employees, so that they must carry out their duties with a high commitment and productive.

Parvin and Kabir (2011), explain that there are many factors influencing a person's level of job satisfaction, such as level of salary and incentives, the perceived fairness of the promotion system within a company, work bag working conditions, leadership and social relationships, and the existing job.

According to Budianto and Oetomo (2011), the indicators of job satisfaction consists of the work itself, promotion of employment, the relationship between employees (co-workers) and working conditions. Yet, according to the study conducted by Ahmad et al (2010), job satisfaction variable is measured from the level of employees satisfaction within the company and the will of the employees to stay up within the company.

From the various indicators mentioned, so, the indicators used in this study are: 1. Fellow-workers 2. Salaries, 3. Working condition.

The Previous study conducted by Brahmasari and Suprayetno (2008), entitled The influence of Work Motivation, Leadership and Organizational Culture toward Employees' Satisfaction and its Impact on Corporate Performance (a Case Study in PT. Pei Hai International Wiratama Indonesia), evokes that the satisfaction of employee has a positive and significant influence toward the performance of the company. Briefly, it means that the high job satisfaction of the employee will be able to improve the performance of the company. Furthermore, the study conducted by Susanty, et al. (2013), under the title Analysis Of The Effect Of Attitude Toward Works, Organizational Commitment, And Job Satisfaction On Employee's Job Performance (a Case Study in Electronic Company), shows a significant positive correlation of job satisfaction and the performance of Human Resources.

According to the theory and the results of previous studies, the third hypothesis proposed in this study is as follows:

H3: Job satisfaction has a positive and significant influence toward the performance of Human Resources.

2.4. The Performance of Human Resources

Rival (2009) states that the performance is a general term used for part or all of the actions or activities of an organization at a certain period with reference to a number of standards, such as the costs of future behavior; and projected by the basis of efficiency, responsibility and accountability of the management, etc.

According to Hasibuan (2011), HR (Human Resources) performance is a result of work achieved by someone in carrying out the tasks assigned to him based on skills, experience, passion and period. From the various definitions above, it can be concluded that human performance is the result achieved by someone in any activity that is carried out in an organization in accordance with predetermined objectives within the organization.

According to Mas'ud (2004), the performance is the result of the achievement of the efforts done that can be measured by certain indicators, such as: 1.) The ability of employees 2.) Creativity 3.) Quality of employees 4.) Promptness and 5.) carrying out the duties in accordance with procedures. From these indicators, the indicators used in this study are 1. Working Quality 2. Working Quantity and 3. The contributions to the organization.

The previous study conducted by Purkanto (2011) with the title "Improving the Employee Performance of Demak District Secretariat, succeeds to prove that leadership has a positive influence toward the performance of HR. The next study is undertaken by Soegihartono (2012), entitle the Influence of Leadership and Job Satisfaction toward the Performance through Mediated Commitment (a Study on PT Alam Kayu Sakti Semarang), proves that leadership has a significant influence toward the human resources performance.

The study conducted by Riketta (2008), entitled The Causal Relation Between Job Attitudes and Performance: A Meta-Analysis of Panel Studies, provides some support for the general assumption that work attitudes influence the performance of human resources.

According to the theoretical basis and the results of previous studies, the next several hypotheses proposed in this study are as follow:

H4: A Good Leadership has a positive and significant influence toward the performance of Human Resources.

H5: Work attitude has positive and significant influence toward the performance of HR.

3. RESEARCH METHODOLOGY

The type of this study is an *explanatory research* or research that is characterized to explain. Briefly, it means that this study is emphasized on the correlation of the study variables by testing the hypothesis proposed, the finding contains the description but the focus is on the correlation of variables (Singarimbun in Swasono, 2011). The data collection is done by using secondary data, where the data is derived from documents, references, literature, the results of previous studies and reports related to this research; and primary data is done by distributing a questionnaire consisting a number of written statements and questions for the respondent about leadership, work attitudes, job satisfaction, and performance of employee. The sample in this study is 79 respondents with a status as a Civil Servant at Konawe Hospital in Southeast Sulawesi.

The analysis technique used in this study is the concept of *Equation Structural Model* (SEM) with *Smart PLS* program. Analysis of *Partial Least Square* (PLS) analysis is a *powerful* method because it does not have to assume a certain measurement data, it can be applied at all scales of the data and does not require a lot of assumptions and sample size. The purpose of the PLS model is to help the researcher to find the latent variables for prediction purposes in which the model is a linear *aggregate* of the indicators (Ghozali, 2008).

4. FINDINGS

4.1. Result of Outer Model or Measurement Model

The testing measurement model (*Outer models*) is used to test the construct validity and reliability of the instrument. According to Jogiyanto (2011), a concept and a model of research cannot be tested in a predictive model of relational and causal relationships if not passed the stage of

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verification in the measurement model. In this study, the test of reflective and formative indicators needs to be distinguished. The construct of leadership, work attitudes, and HR performance has a reflective indicator, so that, it can be evaluated at the *Outer models*. Yet, the job satisfaction construct has a formative indicator that cannot be evaluated on the *outer model* but by looking at the significance level of the construct indicator at the *outer weight* by realizing that the value of T-statistic is greater than the T-table.

4.2. Reflective Construct Validity and Reliability Test

Table 1. Results for Outer Loadings

Variables	Original Sample Estimate	T-Statistic	Criteria
LEADERSHIP			
X1	0.887	36.264	Valid
X2	0.846	25.559	Valid
X3	0.784	19.083	Valid
WORK ATTITUDE			
X4	0.858	24.199	Valid
X5	0.864	26.065	Valid
X6	0.874	30.831	Valid
EMPLOYEE PERFORMANCE			
Y4	0.584	5.325	Valid
Y5	0.909	57.814	Valid
Y6	0.903	51.110	Valid

4.3. Formative Construct Validity Test

Table 2. Result for the outer weights

	Original sample estimate	T-Stats	Criteria
Job Satisfaction			
Y1	0.254	2.349	Valid
Y2	0.305	2.606	Valid
Y3	0.673	5.336	Valid

4.4. Results of Inner Model or Correlation of Constructs

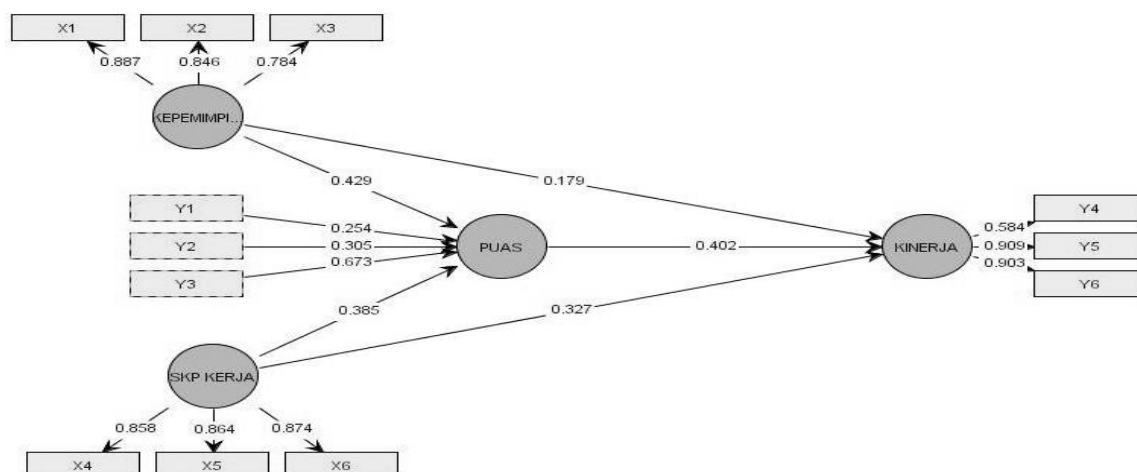


Figure 1. Path Analysis

In which,

- Kepemimpinan : Leadership
- Sikap Kerja : Work attitude
- Puas : Satisfied
- Kinerja : Performance

Inner model describes the correlation of latent variables based on the acquisition of the output of the model structure of the construct *loading factor* graphs in the form of the correlation among variables such as leadership, work attitudes, job satisfaction, and performance of employee. Furthermore, it can be seen in Figure 1 above:

4.5. Equations formed by figure 1 above are as follows

Equation 1: $Y1 = 0.429 X1 + 0.385 X2 + e$

Equation 2: $Y1 Y2 = 0.402 + 0.179 X1 + 0.327 X2 + e$

The stage of testing hypotheses is to test the research hypotheses proposed. The testing hypothesis is based on the basis of data processing by using Smart PLS Models by comparing the T-statistic and T-tables. If the T-statistic is greater than the T-table (1.99), the proposed research hypothesis is accepted and so that for the opposite. The results of each hypothesis testing shown by *inner models* or correlation among constructs can be seen in the following table:

Table 3. Results for Inner Weights and R-Square

Variables	original sample estimate	mean of subsamples	Standard deviation	T-Statistic	Test Results
LDR. -> SATISFIED	0429	0452	0134	3,207	Accepted
W.A-> SATISFIED	0385	0378	0127	3,022	Accepted
LDR. -> PRFRMNC	0179	0228	0111	1,606	Denied
W.A-> PRFRMNC	0327	0308	0110	2,980	Accepted
SATISFD-> PRFRMNC	0402	0374	0112	3,584	Accepted

5. DISCUSSION

5.1. The Influence of Leadership toward Job Satisfaction

The findings show that there is a significant influence of the leadership toward job satisfaction; it means that the better the role of the director of the hospital's leadership, the higher the level of satisfaction of civil servants working at the Konawe hospital in Southeast Sulawesi will be. Conversely, the worse the leadership role, the lower the job satisfaction will be. Briefly, it means that the job satisfaction of civil servants is definitely influenced by the role of the director of the hospital. It is proven by most of the respondents who agreed with this motion. A leadership role consists of giving inspiration, decision-making ability and responsibilities. The role of the hospital director related to giving inspiration is by being discipline in time for instance, and then he or she is able to make decisions carefully at meeting and responsible for any particular problems that occur in the hospital especially in Konawe, Southeast Sulawesi. Therefore, it can be concluded that the leadership held by the director at Konawe hospital of Southeast Sulawesi is able to provide job satisfaction for his employees so that civil servants become zealous in carrying out their duties.

This finding reinforces the study by Rifki (2012) about “*Analysis on the Influence of Leadership Style, Work Environment, and Compensation toward Job Satisfaction of PT Nindya Karya Employees*”, in which the findings of the study show that there is positive and significant correlation of leadership style and job satisfaction. It means that the better the leadership style, the greater the employees’ satisfaction will be. Furthermore, a study conducted by Furkan, *et al.* (2012), about *The Effects of Leadership on Job Satisfaction (Visionary Leadership,*

Transformational Leadership, Transactional leadership) finds that the behavior of interactional, transformational and visionary leadership can increase the level of job satisfaction.

5.2. The Influence of Work Attitude toward Job Satisfaction

The finding shows that there is a significant influence of work attitudes toward job satisfaction; this means that if the civil servants have a positive work attitude, the level of job satisfaction of the civil servants at Konawe Hospital in Southeast Sulawesi will increase. Conversely, if the civil servants have negative work attitude, the level of job satisfaction of related civil servants will decrease as well. Briefly, it means that the civil servants at Konawe hospital in carrying out their duties should always have a positive work attitude in order to obtain high job satisfaction. Moreover, this work attitude concerns with the personality, if an employee, in his/her work, is in accordance with his/her personality, then, they will be able to adapt to the working environment. Hence, the civil servant at Konawe hospital in southeast Sulawesi should be able to adjust to the differences existing characters on which they work, so that, they can always maintain a good working relationships with co-workers and their leaders, and finally it can create a peaceful feeling which lead to high job satisfaction for civil servants in at Konawe hospital In Southeast Sulawesi. This finding strengthens the study by Ahmad, *et al* (2010), entitled (*Relationship between Job Satisfaction, Job Performance Attitude towards Work and Organizational Commitment*), which proves that the work attitude has a significant positive influence toward job satisfaction.

5.3. The Influence of Job Satisfaction toward Human Resources (HR) Performance

The result shows that there is a significant influence of job satisfaction toward the performance of HR; this means that the higher the level of job satisfaction obtained by the civil servants, the better the HR performances will be. The indicators of job satisfaction, such as working conditions, are able to create comfortness in work. In addition, if wages earned are in accordance with the current wage scale that they receive, it can give more satisfaction in work. Then, if co-workers always help them to work in the event of difficulties, it will also indicate that the job satisfaction can contribute to the improvement of HR performance at Konawe Hospital in Southeast Sulawesi.

This finding is supported by the previous study conducted by Brahmasari and Suprayetno (2008), entitled *Effect of Work Motivation, Leadership and Organizational Culture Against Employee Satisfaction and its Impact on Corporate Performance* (Case Study in PT. Pei Hai International wiratama Indonesia), the finding proves that the job satisfaction of employees gives a significant and positive influence toward the performance of the company; it means that in general a high job satisfaction of employees will be able to improve the performance of the company. The study conducted by Susanty, *et al.* (2013), with the title *Analysis Of The Effect Of Attitude Toward Works, Organizational Commitment, And Job Satisfaction, On employee's Job Performance* (Case Study in Electronic Company), shows a positive significant correlation of job satisfaction toward the performance of HR.

5.4. The Influence of Leadership towards the Performance of HR

The finding shows that there is no significant correlation between leadership and employee performance; it means that a good leadership with the ability to inspire, make decisions and be responsible does not have a significant influence toward the performance improvement of employee at Konawe hospital in Southeast Sulawesi. This finding reflects that the existence of leadership behavior does not automatically guarantee the improvement of employee performance. The new leadership style will effectively influence the performance, if supported by various efforts of leaders in giving a special attention to provide job satisfaction to his employees. So that, with the job satisfaction derived by the civil servants at Konawe hospital in Southeast Sulawesi, the leader will have the ability to influence employees to do the job that ultimately have an impact on improving the performance of employee. The finding of this study supports the study conducted by Soewarto *et al* (2012), entitled "*The Influence of Leadership Style on Lecturer*

Performance of the Work Motivation and Job Satisfaction as Mediators (Study on Private Higher Education in Jayapura)” which concludes that there is no direct influence of leadership style toward performance. Moreover, the study conducted by Murwani and Mulyanto (2012), entitled “*The influence of Leadership and Competence toward the performance of Employees at District Education Office in Klaten, with motivation as an Intervening variable*”, proves that there is a negative and not significant influence of leadership toward the performance of employee. Findings of both previous studies contradict with the finding of the study conducted by Paracha *et al* (2012) and Soegihartono (2012) which proves that there is a positive and significant influence of leadership toward performance of employee.

5.5. The Influence of Work Attitude towards HR Performance

The finding shows that there is a significant influence of work attitudes towards employee performance; it means that a positive working attitude held by civil servants at Konawe hospital will be able to improve the performance of employee, so that for the opposites. This can be seen from the indicators of work attitude such as the personality which is in accordance with the work performed, so that, they will be able to adapt to the work environment and they will have a good working relationship. Finally, this can affect the improvement of employee performance at Konawe hospital in Southeast Sulawesi. The finding of this study is supported by Ricketta (2008), *The Causal Relation Between Job Attitudes and Performance: A Meta-Analysis of Panel Studies* who concludes that the work attitudes have a significant influence on the performance of employee.

6. CONCLUSIONS

Based on the findings of the study about the influence of leadership style and work attitude toward job satisfaction and job performance of employee at Konawe Hospital in Southeast Sulawesi with analysis tools of *Model Structure Equation Model (SEM)* with *SmartPLS software*, the conclusion drawn is as follows:

- a. Leadership has a positive and significant influence on job satisfaction. It means that the better the leadership, the higher the level of job satisfaction of the Civil Servants at Konawe Hospital in Southeast Sulawesi will be.
- b. The work attitude has a positive and significant influence toward job satisfaction. This means that if the civil servants have a positive work attitude, the level of job satisfaction of the civil servants at Konawe Hospital in Southeast Sulawesi will increase.
- c. Job satisfaction has a positive and significant influence toward the performance of employee. this means that the higher the level of job satisfaction obtained by the civil servants, the better the employee performances will be.
- d. Leadership has a significant and not positive influence toward the performance of employee. This means that a good leadership style has not been able to improve the performance of employee at Konawe Hospital in Southeast Sulawesi.
- e. Work attitude has a positive and significant influence toward the performance of employee. This means that if the civil servants have a good working attitude, it will improve the performance of employee at Konawe Hospital in Southeast Sulawesi.

7. RECOMMENDATION

Based on the findings and the limitations of the study found to be used as a source of ideas and input for future researchers. So, the recommendation for the next researchers is as follows:

This study can be continued, not only at Konawe Hospital in Southeast Sulawesi, but also needs to be developed on a larger object such as in the House-Hospitals and other health centers in all districts and cities in the Southeast Sulawesi, so that the results obtained may vary.

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