

The Relation of Leadership and Communication to Work Climate and Its Effects on Employee Morale at National Civil Service Agency (BKN) Regional Office XII Pekanbaru

Merinta Fiona*, Susi Hendriani, Yulia Efni

Master of Management, Graduate Program, Universitas Riau, Pekanbaru, Indonesia

*merintafiona@yahoo.com

Abstract

The purpose of this study was to determine the relation of leadership, communication to work climate and its effect on employees morale in National Civil Agency(BKN) Regional XII Pekanbaru partially or jointly. The population of this study were all employees of the National Civil Service Agency (BKN) Regional Office XII Pekanbaru totaling 94 employees. But based on job analysis in 2015 the ideal number of employees of each regional office is 90 employees. How to determine the number of samples by using the census method, so the sample number are 90 employees. Data analysis using Partial Least Square (PLS). The result of this study indicate that leadership and communication have a significant effect part to employees morale, but leadership through work climate does not have a significant effect on employees morale, and communication through work climate also have a significant effect to employees morale at the National Civil Service Agency (BKN) Regional Office XII Pekanbaru.

Keywords: Leadership, Communication, Working Climate and Employee Morale

Introduction

Leadership is one of the major roles in an organization to always strive to improve employee morale. This great leadership role is no less important than the role of employees. It's just that employees need to be guided, fostered, directed and mobilized in such a way, so that later they are willing and able to mobilize their energy, time, thoughts and skills for the benefit of the service/agency. Leaders are the role holders who are considered most responsible for the success or deterioration of a service agency. The important role of the leader does not reduce the importance of the source of funds, facilities and infrastructure. However, the available resources must be utilized in such a way as to obtain optimal results for the organization.

To maintain coordination and order in an organization, a leader must be able to play communication between himself and the employee. This will also affect employee morale. The smooth communication is aimed so that the work entrusted to the perpetrators as subordinates will run effectively and efficiently. At this time the leader is able to act as a manager. Leadership and communication activities are daily activities that take place continuously without stopping. These activities are activities to carry out other organizational activities. Leadership is carried out to give orders and supervise the implementation of work by employees.

National Civil Service Agency (BKN) as a non-departmental government agency which is directly under and accountable to the President, has the function to perfect, maintain and develop state administration in the field of staffing so that the smooth running of the government is achieved. As a Personnel Development

Agency, BKN to assist its work in establishing a Regional Office (Kanreg) which has the task of carrying out some of the main tasks and functions of BKN in the field of administration and management of state staffing in its working area, whose authority is still attached to the government in accordance with the provisions of the legislation applies. At present the BKN Kanreg totals 14 offices spread throughout Indonesia.

Based on observations and pre-research, researchers see that there are several phenomena that occur related to the issue of morale and the factors that are considered to influence it such as inadequate delivery of instructions by superiors to subordinates, changes in work systems that have been agreed upon, still lack of attention of leaders to complaints employees, as well as the lack of strict sanctions for employees if someone makes a mistake. Phenomenon related to morale and factors that are considered to influence it, this can be seen from the results of performance measurements carried out by the National Civil Service Agency, the performance of Regional Office XII for 4 years is there are several work targets planned not all targets and realization have been achieved 100% For example for 2014, the number of Memorandum of Approval for Promotion of stipulated ranks, minimum income of civil servant, Mutations etc. a target of 54,000 memorandum of realization 39,880 notes meant that only 74% was reached, the total stipulation of Pension Decision target was 6,000 SK realization 3,366 SK meant only 56% was achieved.

The employee morale is inseparable from the leadership role in the agency which is very important to increase employee morale, because the leader can set an example, guide, influence or control the mind, and the behavior of its members to achieve the goals set. The employee morale at Regional Office XII can be seen from the decrease in employee work results as can be seen in table 1 where the achievement of work realization is not in accordance with the target set, such as the work determination of the retirement decree of the target of 6,000 decree which has to be completed only 3,366 decree truly completed, then the making of a Memorandum of Approval for Promotion of the stipulated rank, minimum income of civil servant, Mutations etc. of the target of 42,000 notes to be completed only 38,234 notes completed according to the target. The decline in employee morale can certainly be caused by several factors such as ineffective leadership factors, communication between superiors and subordinates as well as with fellow subordinates that are not going well or due to an unpleasant working climate.

The working climate is one of the factors that can also influence one's morale. According to Tagiuri and Litwin, Wirawan (2007) work climate is a quality of an organization's internal environment that is relatively ongoing, experienced by members of the organization, influences their behavior and can be described in terms of a set of characteristics or characteristics of the organization. The work climate of each organization with other organizations of course different conditions can affect the behavior of HR in the organization.

Work climate component in relation to job satisfaction proposed by Shaun Tyson, et al (2000) which states that the transition is organizational change and cultural change intervention, and changes that are oriented to the individual, which results

in the ability of people to get a good understanding of their current position and also understand what will soon happen to them. Work procedures that have not been running well have caused the task to run smoothly.

Other indications related to organizational climate are those related to physical work climate, namely the standard of performance equipment to support performance productivity activities. The availability of facilities and infrastructure in completing tasks is also one of the factors that can support employee job satisfaction as for examples of inadequate equipment such as computers and networks. According to Stringer in Wirawan (2007) the organizational climate dimension includes structure, standards, responsibilities, rewards, support and commitment.

The work climate that can affect HR behavior in organizations is generally divided into 2 namely physical and non-physical. The physical dimensions such as the physical environment of the workplace and non-physical dimensions consist of the state of the social environment, the implementation of the management system, products, consumers, clients and the community served, the physical and psychological condition of the members of the organization and the culture of the organization.

Problems relating to the work climate in Regional Office XII are those related to the non-physical work climate, namely the change of leadership in a number of periods. Where every leader has different abilities in terms of technical ability, conceptual ability, ability to draw up work plans, work together and the ability to motivate his employees.

Based on the background of the problems that have been described previously, then the problems in this research can be formulated as follows: 1. Is there any influence of leadership on employee morale at the Regional Office XII BKN Pekanbaru? 2. Is there any influence of leadership through the work climate on employee morale at Regional Office XII BKN Pekanbaru? 3. Is there any influence of communication on employee morale at Regional Office XII BKN Pekanbaru? 4. Is there any influence of communication through the work climate on employee morale at Regional Office XII BKN Pekanbaru? 5. Is there an influence of the work climate on employee morale at Regional Office XII BKN Pekanbaru?

Hypothesis

Based on the formulation of the problem and the predetermined framework, the authors draw the following research hypotheses:

1. Leadership has a significant effect on morale
2. Leadership through the work climate has a significant effect on morale
3. Communication has a significant effect on morale
4. Communication with the work climate has a significant effect on morale
5. The work climate has a significant effect on morale

Research Methods

The study was conducted by taking location at Regional Office XII of National Civil Service Agency (BKN) at Hangtuah Street No. 148 Pekanbaru. In this study selected Civil Servants at Regional Office XII BKN Pekanbaru as research objects. This study uses a conclusive research design in the form of causal, because it needs to look at some variables that are determinants of other variables. While the method used in this study is the survey method. The survey method was conducted in the form of a questionnaire in order to obtain the relationship between variables and interviews as direct communication techniques to obtain the data needed.

In this study, the independent variables are Leadership (X1), Communication (X2) and work climate (Y1), while the independent variable is Work spirit (Y2). The population in this study were all employees in the Regional Office XII of BKN Pekanbaru, amounting to 94 people, but based on an analysis of positions in 2012 the ideal number of employees per Regional office was 90 people. The method of determining the number of samples using the census method, so as to obtain a sample of 90 employees.

To get the data needed, in this study the authors used data collection techniques as follows:

1. Interview
Namely data collection techniques by conducting direct interviews with research subjects.
2. Questionnaire/Questionnaire
Namely complementary data collection techniques carried out through the distribution of questionnaires at the study site.
To conduct a proper analysis and on the target of knowing the factors that affect leadership, communication, work climate and the morale of Civil Servants in Regional Office XII of BKN Pekanbaru, the way the authors do is to use descriptive methods that are all the research results are then linked to the theories contained in the theoretical description. The measurement scale used is a Likert scale.

Instrument Test

1. Test Validity
This validity test is carried out to find out how carefully a test (measuring instrument) performs its measurement function. How to test this validity is done by correlating the construct score with the total score. The correlation technique applied in this study is the product correlation technique (Sugiyono, 2000: 182).
2. Reliability Test
Reliability analysis shows the understanding of whether an instrument can measure something that is measured consistently over time. Measures are said to be reliable if these measures provide consistent results. Reliability is measured using the Cronbach alpha method.

Data analysis method

In this study data analysis uses the Partial Least Square (PLS) approach. PLS is a Structural Equation Modeling (SEM) equation model based on components or variants. According to Ghazali (2006), PLS is an alternative approach that shifts from a covariant-based SEM approach to variant-based

Structural Model or Inner Model

In assessing a model with PLS it starts by looking at the R-square for each latent dependent variable. The interpretation is the same as the interpretation in the regression. Changes in the value of R-square can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2006). Besides looking at the R-square value, the PLS model is also evaluated by looking at the predictive Q-square relevance for the constructive model. Q-square measures how well the observational values generated by the model and also the estimated parameters.

Measurement Model or Computer Model

The convergent validity of the measurement model with the reflective model of indicators is assessed based on the correlation between item score/ component score and construct score calculated by PLS. Reflective size is said to be high if it correlates more than 0.70 with the construct that is to be measured. However, for the early stages of research the development of a measurement scale of loading values 0.5 to 0.60 is considered sufficient (Chin, 1998 in Ghazali, 2006). Another method for assessing discriminant validity is to compare the square root value of Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model. It is recommended the AVE value should be greater than 0.50 (Fornell and Larcker, 1981 in Ghazali, 2006).

In this study there are intervening variables, namely work climate and work morale. According to Baron and Kenny (1986) in Ghazali (2009) a variable is called an intervening variable if the variable also influences the relationship between the predictor variable (independent) and the criterion variable (dependent). Sab calculated by the formula below:

$$Sab = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

The value of t arithmetic is compared with the table values $t_{table} = 1.96$. If the calculated t value is greater than the t table value, it can be concluded that there is a mediating effect (Ghozali, 2009).

Research Results And Discussion

Research result

1. Respondent's Identity

a. Age

Age is a factor that is a requirement for work. An elderly employee will certainly have a reduced ability to work. Based on the age of the respondents, most of the 90 respondents were aged 31-40 years, then those who were 41-50 years old. Thus it can be seen that the most employees in Regional Office XII Pekanbaru State Personnel Agency based on age are those aged 31-50, this age range shows that the majority of employees are employees of productive age. Thus having a high enough work motivation.

b. Last education

Most of the respondents based on education were those with a bachelor's degree (S1) as many as 45 people or 50%, DIII educated as many as 37 people or 41.11%, then those with S2 education were as many as 6 people or 6.67%. From the table and description above, it can be seen that the majority of respondents have a Bachelor's level of education. This condition shows that in terms of the intellectuality of this employee has a relatively high education, this affects the competency of employees, where the level of education has an effect on the skills, knowledge and behavior of employees.

c. Gender

Respondents by sex were most male as many as 55 people or 61.11%, and women 35 people or 38.89%. From the table and description above, it can be seen that the respondents are mostly male, this condition will affect the work culture. Male employees are usually more aggressive and competitive at work, and more able to take risks to progress than female employees.

d. Years of service

Respondents based on the most tenure were employees with 11-15 years of service or 34.78%, 16-20 years of service period of 19 people or 21.11%, then employees with 6-10 years of service were 21 people or 23.33%. From the table and the description above, it can be seen that the majority of respondents have a working period of 16-20 years. This condition shows that in terms of experience employees have a long enough experience, this affects the expertise and work skills of employees.

2. Spirit at work

Work spirit depicts feeling related to soul, group spirit, excitement, and activities. If workers seem happy, optimistic about their activities and tasks, and friendly with one another, the employee is said to have high spirits. On the other hand, if an employee seems dissatisfied, irritable, often ill, likes to argue, is anxious, and is pessimistic, then this reaction is said to be evidence of low morale.

The morale indicators are:

1. Presence
2. Cooperation
3. Responsibility
4. Loyalty
5. Work awareness.

Respondents regarding employee morale at Regional Office XII of BKN Pekanbaru, have the Agree category as many as 71.11% or 64 people and only 10% who expressed doubt. The average score obtained is 4.10, this condition shows that there are still respondents who do not have the enthusiasm to work because of various things such as relationships among employees that have not been established properly, the lack of agency commitment to employee development and there are still employees who are less able to establish communication with leaders well.

3. Work Climate

The work climate assessment consists of aspects: success in achieving targets, flexibility, clarity, team commitment and rewards. Respondents' responses regarding employee work climate in Regional Office XII of BKN Pekanbaru, have the Agree category of 64% or 58 people. There are 1.78% or 2 people who said they did not agree. The average score obtained is 3.89 which is categorized Agree, this condition shows that there are still respondents who feel that the work climate that occurs in this agency has not gone well because there are still employees who lack support and loyalty to the agency, other than that it still there are employees who do not feel proud of the agency. However, the majority of respondents agreed, it can be said that the working climate at Regional Office XII of BKN Pekanbaru was acceptable to most of the agency's employees.

4. Leadership

Respondents regarding the position analysis at Regional Office XII of BKN Pekanbaru, which consists of 5 (five) indicators. Most of the indicators have a score between 4.00 to 5.00 with an average score of 4.03 which is in the Agree category, meaning that most of the respondents agree with the leadership set forth in Regional Office XII of BKN Pekanbaru.

5. Communication

Respondents' responses regarding communication in Regional Office XII of BKN Pekanbaru, which consists of 4 (four) indicators. Most indicators have a score between 3.00 to 4.00 with an average score of 4.03 meaning that most respondents agree with communication between employees at Regional Office XII of BKN Pekanbaru. Based on table 4.7. respondents' responses regarding communication at Regional Office XII of BKN Pekanbaru, have the Agree category of 71.11% or 64 people and only 12.22% or 11 people expressed doubt. Respondents who expressed doubts, especially because they felt unable to reflect on themselves at work and unable to express their values at work because they have less communication skills. This condition shows that there are still respondents who feel that the communication skills possessed by this employee are not in accordance with the work needs.

Data Quality Testing

A study is said to be good, if the research data obtained is good, and to get good data a good research instrument must be used as well. In this research, the validity

and reliability of the questionnaire used will be tested. Validity testing is done by correlating item scores with total scores.

1. Reliability Test

Based on the calculation of all questions raised in the variable morale (Y), work climate, leadership and communication all have $AVE > 0.05$ and composite reliability > 0.7 . Thus all questions are reliable.

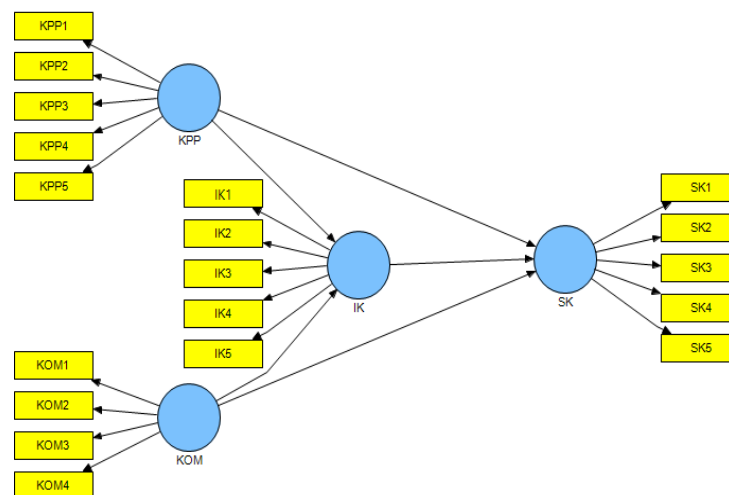
2. Test Validity

The loading factor value for each indicator of each latent variable has a loading factor value that is greater than the loading value if it is associated with other latent variables. This means that each latent variable has a good discriminant validity where each indicator variable has a loading factor value above 0.7.

Structural Model Testing (Inner Model)

Testing the inner model or structural model is done to see the relationship between the construct, significance value and R-square of the research model. The structural model is evaluated using R-square for the dependent construct of the test as well as the significance of the coefficient of structural path parameters.

Picture 1
Structural Model



Source: PLS Processed Data

In assessing a model with PLS it starts by looking at the R-square for each latent dependent variable. In principle, this study uses 1 variable that is influenced by other variables, namely the variable work morale (SK) which is influenced by leadership and the communication variable with work climate.

Coefficient of Total Determination

After obtaining the model as presented in the picture above, then the coefficient of total determination will be calculated. Based on the picture and table above obtained the following path equation:

Persamaan I

$$Y_1 = \rho_{Y_1 X_1} X_1 + \rho_{Y_1 X_2} X_2 + \varepsilon_1$$

$$R^2 = 0,7322;$$

$$Y_1 = 0,2110X_1 + 0,6891X_2 + 0,7322$$

Persamaan II

$$Y_2 = \rho_{Y_2 X_1} X_1 + \rho_{Y_2 X_2} X_2 + \varepsilon_2$$

$$R^2 = 0,5214;$$

$$\begin{aligned} R^2_m &= 1 - (Pe_1 \cdot Pe_1) \times (Pe_2 \cdot Pe_2) \\ &= 1 - (0,7322 \cdot 0,7322) \times (0,5214 \cdot 0,5214) \\ &= 1 - (0,5361) \times (0,2719) \\ &= 1 - 0,1458 = 0,8542 = 85,42\% \end{aligned}$$

Obtained a total determination coefficient of 85.42% means that the diversity of data that can be explained by the model in this study is 85.42% or in other words the information contained in the data 85.42% can be explained by the model, while the remaining 14.58 % is explained by other variables not yet in the model and error.

Discussion

H1. Leadership influences work morale

The results of testing the first hypothesis indicate that there is a relationship between the leadership variable (KPP) with the morale (SK) of Civil Servants in Regional Office XII of BKN Pekanbaru. Terry in Umam (2010) explains that leadership is an activity influencing other people to voluntarily struggle to achieve group goals. This understanding implies that leadership has two important aspects, namely: (1) there is an effort from the leader to influence others, (2) group goals to be achieved. Meanwhile, according to Robbin (2002) leadership is the ability to influence a group to achieve goals.

Leadership is the way a leader approaches the approach made by a leader in carrying out his activities with his subordinates. There are various kinds of leadership used by leaders towards subordinates. There is leadership that is more concerned with good relations with subordinates. On the other hand there are also leaders who are more concerned with the task or achievement of goals and ignore good relations with their subordinates which will lead to an autocratic style of leadership, and will create a rigid leadership style between superiors and subordinates. In order for a good work climate to occur within an organization it

is necessary to pay attention to the leadership that is applied as stated by Desler (in Fitri and Syamsir, 2011).

According to Yukl (1998) the function of leadership is an effort to influence and direct employees to work hard, have high spirits, and motivate high to achieve organizational goals. This is mainly tied to the function of regulating relationships between individuals or groups in an organization. In addition, the function of the leader in influencing and directing individuals or groups aims to help the organization move towards the achievement of goals.

The results of this study are in line with research by Susilawati (2005) which states that leadership influences employee morale. This means that the better the leadership applied in an agency, the higher the employee morale in that agency.

H2. Leadership through work climate influences work spirit

The results of the second hypothesis testing show that leadership does not have a significant relationship through the work climate to employee morale, which means it is not in accordance with the second hypothesis where leadership through work climate affects employee morale. Leadership is an effort made to influence the behavior of others in certain situations to be willing to work together and unite to achieve the goals set so that the results obtained should be maximum and useful. According to Hasibuan (2003) a leader in leading his subordinates must be able to provide encouragement, direction, guidance, counseling, control, exemplary, and be honest and firm so that subordinates want to cooperate and work effectively to realize the desired goals. Besides communication factors, leadership is one of the factors that influence employee morale in an organization. Hadari Nawawi (2009) emphasizes that the leadership function is directly related to the social situation in the life of each group, which implies that every leader is inside, not outside the situation, the leader must try to be a part of the social situation of the group or organization.

Leadership behavior can affect employees' interpersonal interactions. Thus the leadership dynamics carried out by leaders and groups (employees) can influence communication in the work environment. Communication between employees and leaders will determine the work climate that will be realized, a good work climate and conducive to increasing morale. The results of this study are not in line with research by Paryudi (2012), Darma (2012), and research by Rochim and Tritani (2011) which states that leadership style influences the work climate of employees. Thus the hypothesis that leadership influences work climate does not occur in BKN Regional Office XII Riau, this occurs because the leadership applied in the agency does not have a significant influence on the agency's organizational climate.

H3. Communication affects employee morale

The results of testing the third hypothesis indicate that communication has a significant positive effect on morale. Healthy and open communication is dialogical in nature, which takes place both ways, so that providing opportunities for brainstorming will give satisfaction to subordinates according to Anoraga

(2001). In addition, recognizing and valuing the opinions of subordinates indirectly makes subordinates feel involved with work, feel happy to carry out their duties, and increasingly appreciate themselves as part of their work units.

The results of this study are in line with research by Mudiarta (2004) and Wisudawati (2005) who state that communication influences employee morale. This means that in Regional XII Office of BKN Riau, communication is not a factor that can affect employee morale, meaning that there are still other factors that can affect employee morale. This could have happened because the communication established at Regional XII Regional Office Riau has been well established so that employees feel there is no problem in communicating both with superiors and with fellow employees so that communication is felt to be less influential on employee morale.

H4. Communication through work climate influences work spirit

The fourth hypothesis testing results indicate that the communication variables affect work morale. This result means that communication has a positive influence on morale. Furthermore, the work climate on work morale shows that communication directly influences work morale, then because communication affects work climate, the fourth hypothesis stating that communication through work climate has a significant effect on employee morale is proven true. This result means that communication has a positive and significant relationship through work climate towards work morale.

Communication is very important for the smooth implementation of office tasks, because the management of information will be able to run well if there is effective communication in the office. Non-smooth communication is very unprofitable in working relationships. Because, a lot of time is wasted, unnecessary repairs are just misinformation, the mistakes of subordinates in carrying out orders, or the subordinate's lack of understanding of instructions given by the leadership makes work inefficient.

According to Anoraga (2001) healthy and open communication is dialogical in nature, which takes place both ways, so that providing opportunities for brainstorming will give satisfaction to subordinates. Effective communication creates a healthy work climate that can increase morale.

Stringer (2007) asserts that communication is one means of reflecting the ongoing feelings of trust and mutual support between work groups. High support if members of the organization feel that they are part of a well-functioning team and feel they are getting help from their superiors, if they have difficulty carrying out the task. If support is low, members of the organization feel isolated and excluded themselves. Communication as a component of the work climate is very important for the current organizational model, where resources are very limited so that good communication will support the creation of good morale as well.

H5. Work climate influences work spirit

The fifth hypothesis testing states that the work climate has a significant positive effect on morale. Keith and Davis (2001) which states the work climate concerns

the environment that exists or is faced by individuals who are in an organization that affects someone who is doing a job or a job. Individuals in an organization consider work climate as an attribute, where this attribute is used in the realization of their existence in the organization. The working climate is at the level of individuals and organizations, when the working climate enters the individual order, this is called a psychological climate, whereas if the assessment of the climate has been felt by many individuals in an organization, it will be called an organizational work climate (Aluguro , 2004).

If the work climate created in the organization is not good or less conducive, it will have an impact on the implementation of the work of the employees, which ultimately the goals of the institution itself are not achieved perfectly. A conducive work climate that is expected to make a positive image for the organization cannot be achieved in an easy way, but concrete steps need to be taken because the employees who work in the organization are human beings who have two internal and external factors that will affect the morale at work .

The results of this study are in line with research by Mukti and Suryalena (2013) which states that the work climate influences employee morale. This means that the better the working climate created in an agency, the employee morale in the agency will also be higher. High or low employee morale is also determined by the conducive work climate. A good and conducive working climate provides the basis for employees to strengthen each other so that they are always enthusiastic in working to complete their work. Conversely, an unfavorable and non-conducive working climate will lead to apathy from the employees. Employees will often come late to work and tend to leave the office before work hours.

Conclusions And Suggestions

To analyze the relationship between these variables, this study uses Partial Least Square (PLS). Based on the analysis and discussion in the previous section, the following conclusions can be drawn:

Conclusions

1. The results of the analysis show that leadership influences employee morale at Regional Office XII of BKN Pekanbaru, thus the better the leadership, the morale will also increase.
2. Leadership through the work climate has no effect on employee morale at Regional Office XII of BKN Pekanbaru, thus the work climate cannot play a role in improving the relationship between leadership and employee morale.
3. Communication directly affects the morale at Regional Office XII of BKN Pekanbaru.
4. Communication through the work climate also affects the morale at Regional Office XII of BKN Pekanbaru. Thus to improve the morale of leadership leadership can be implemented well through good communication as well.
5. The work climate influences the morale at Regional Office XII of BKN Pekanbaru. This means that the better the working climate created in an agency, the employee morale will also increase.

Suggestions

1. The leader should supervise more often so that the level of mistakes can be quickly resolved. Besides that, the leader also communicates by prioritizing communication ethics
2. Communication should be carried out effectively by explaining work procedures in detail, often discussing various matters relating to knowledge focused on the enrichment of services needed at this time and coordination of employees in their respective fields of work.
3. To improve the work climate, agencies need to implement clear rules and functions, delegate clear responsibilities, train employees to become leaders for themselves, reward employees with achievements, give trust to subordinates, support each other among employees, increase employee loyalty both the leaders and agencies.
4. To increase employee morale, it needs a leadership role, clear communication and a conducive work climate.

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