

INFLUENCE OF TRAINING SPIRITUAL LEADERSHIP AND CLIMATE OF WORKING ON THE EMPLOYEES PERFORMANCE IN OFFICE EDUCATION PROVINCE OF LAMPUNG

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ABSTRACT

The leadership and the atmosphere in the working environment within the organization as a manager and leader of an organization have a very big role in creating a conducive and innovative working environment. Therefore, this study investigates leadership and working climate influencing on employee performance of Lampung Provincial Education Office. It uses a quantitative approach and descriptive survey method. Based on data analysis, the results are as follows: first, in general the results of data analysis showed that the leadership, the climate of employee and employee performance Education Office of Lampung Province is categorised as middle/enough, it means that the leadership, work climate and employee performance still need to be improved. Based on the results it can be argued that in order to improve the performance of employees can be done through visionary leadership, hard work, perseverance, steel service and discipline as well as to create a conducive working environment.

Keywords: Leadership, Climate of Work, Employee Performance

ABSTRAK

Hasil penelitian menunjukkan bahwa kinerja suatu organisasi ditentukan oleh kepemimpinan dan suasana lingkungan kerja di dalam organisasi itu dan pemimpin sebagai manajer sebuah organisasi memiliki peran yang sangat besar dalam menciptakan iklim kerja yang kondusif dan inovatif. Oleh karena itu dalam penelitian ini kepemimpinan dan iklim kerja diduga memberikan pengaruh terhadap kinerja pegawai Dinas Pendidikan Propinsi Lampung. Penelitian ini menggunakan pendekatan kuantitatif dan metode survey deskriptif. Berdasarkan analisis data diperoleh temuan dan kesimpulan sebagai berikut: pertama, secara umum hasil analisis data menunjukkan bahwa kepemimpinan, iklim kerja pegawai dan kinerja pegawai Dinas Pendidikan Propinsi Lampung berada pada kategori sedang/cukup, ini berarti kepemimpinan, iklim kerja dan kinerja pegawai masih perlu ditingkatkan. Berdasarkan hasil penelitian tersebut dapat dikemukakan bahwa untuk meningkatkan kinerja pegawai dapat dilakukan melalui kepemimpinan yang visioner, bekerja keras, ketekunan dan ketabahan, pelayanan dan disiplin baja serta dengan menciptakan iklim kerja yang kondusif.

Kata Kunci: Kepemimpinan, Iklim Kerja, Kinerja Pegawai

INTRODUCTION

Leadership is a process to direct, actuate, and affect the activities related to the duties of members of the group or organization. Without a leader, the organization will be less effective, and will not be able to complete its goal. For these reasons, experts, researchers and practitioners focus attention on leadership.

Experts say that the leadership is at the core of management, namely as a driving force for the resources and tools within the organization. The success of an organization to achieve its intended purpose depends on the ways leaders practice, and utilize existing resources.

The effectiveness of the organization personnel is determined by a conducive working environment and healthy working climate because the atmosphere within an organization created by the pattern of interpersonal relationships (interpersonal relationship) is applicable; the pattern of this relationship comes from the relationship between the leadership and employees/staff and between staff with other staff or perhaps the relationship between leadership, employee with customers or partners. The pattern of the relationship between employees and management as an organizational leader to form a kind of leadership (leadership style) is applied by leaders in carrying out the functions of leadership. Conducive work culture is necessary for employees including encouragement to grow inside so that these employees work more enthusiasm and motivated.

Urgency put work climate as a determinant factor is based on expert opinion as Litwin dan Stinger (1968, in Castro and Martins, 2010, p. 56) that the working environment can generally be regarded as a unique characteristic within the organization. Working climate is the result of an action taken either consciously or unconsciously by a group whose influence on the behavior of members of the organization. On the other hand, work climate that appears in an organization is the main factor to determine the development of attitudes and behavior of employees (Meeusen et al, 2011, p. 132). Working climate, as an important part of an organization can not be allowed to flow like water, it takes way, i.e., the art and skill in managing work climate are conducive and positive. Regarding the impact of climate on creativity and innovation, Ensor et.al. (2000, p. 21) concluded that "the environmental determinants of creative work in the form of encouragement supervisor, organizational encouragement, support working groups, freedom, enough resources, a challenging task, the task of excess pressure, and organizational obstacles." According to Couger (1996, p. 66); "creating a work climate that supports the creativity of the organization needs to make changes." Furthermore Couger said that "Even though people may be convinced on the creative abilities possessed and could learn techniques that

facilitate use of creativity, it will be obtained minimum result optimal if the organization does not create a positive work of climate that supports the creativity of the people who joined in it". Moreover, support to the leadership is very important in creating a positive work climate, leadership support and a conducive working environment will induce on improving performance employee and productivity of the organization. Urgency of work climate as a determinant factor is based on the results of research Kazamma, et.al. (Soeijipio, 2006, p. 87) regarding the impact of climate on creativity and innovation. The above quotations give sense to us, especially to the leaders of organizations, including organizations/government agencies such as the Department Education Province of Lampung, always to pay attention on working climate to employees. The leaders of Education Office Province of Lampung as leader of a government institution should attempt to manage the work climate in institutions, in order to create an atmosphere which can foster the spirit and enthusiasm of its employees work. Through such was condition an atmosphere employees will feel calm, comfortable, no dreaded in the work, so that employees will be more creative with their better performance which in turn will lead to the improvement of the quality of their working.

Conditions in the field as happened in Education Department Lampung Province, occurred less conducive working environment. Furthermore, Division of Labor becomes the causes that considered to most of employees to be less fair, less objective and a quite high gap especially among field workers and office staff. As field workers, it is considered to have more many projects and tasks until they can leave office anytime. Finally this condition has led to unhealthy employment climate that makes low employee morale.

One of work climates occurred in Education Department Lampung Province is due to the low level of openness of communication among people involved in the work in all areas, both including communication among employees and employees with leadership. Openness among the people who are involved in a work is one category of organizational climate developed by Andrew W. Halpin in Hoy and Miskel (2001, p. 19), which he calls Open Climate which means that Communication and openness depends on the role of a leader.

See the above phenomenon, researcher is interested in conducting research entitled influence of Concept Training leadership and working climate to employee performance Education Department Province of Lampung.

Leadership and Training Spiritual Leadership

Leadership is a process to direct, actuate and affect the activities related to the duties of members of the group/organization. The implications of this concept of leadership, among others, are as follows: 1) leadership regarding others, subordinates or followers, 2) leadership involves an unequal division of power among the leaders and members of the group, 3) in addition to stimulate and give direction to the subordinate or followers, leaders can also exert influence. Leadership is the ability possessed by a leader to direct and influence the subordinate employee or member of a group in order to work toward the goals and objectives of the organization that has been set.

There are several theories of leadership, but in this study, it uses selected theories of leadership such as: a) the theory of characteristic/traits approach to leadership; b) the theory of groups; and c) the theory of transactional.

Early theories about the nature of this can be traced back to ancient Greece and the Roman era. At that time, people believe that leaders are born; they are not made. This theory is based on the assumption that some people are natural leaders and awarded some features that no one else has such endless energy, deep intuition, future remarkable outlook and persuasive unbearable power. This leadership theory states that managerial success has extraordinary abilities of a leader (Rival and Mulyadi, 2012, p. 3).

Secondly, the theory of leadership groups in the basic development rooted in social psychology. This group theory assumes that the bias in order to achieve its objectives, there must be a positive exchange between the leader and his followers (Veithzal and Deddy, 2012, p. 9). With groups, individuals try and move together to achieve the goal they deserved (Syamsiar Torang, 2013, p. 20).

Third is the theory of transactional, this theory often refers to the management theory. Transactional theory focuses on the role of supervision, organization and group performance. Other managerial theories are often used in business; when employees are successful, they are rewarded. And when they fail, they will get punishment. Therefore, this is identical with the transactional theory of management theory (Danim, 2013, p. 66).

Specifically, this theory means that the transactional leader gave two options toward the employee's performance. When an employee can achieve good performance, then he will get reward either in the form of objects, praise, or anything else. However, when he fails to achieve good performance, he will receive an appropriate form of punishment as in the prior agreement.

Leader in Lampung Provincial Education Department is anyone who is responsible in the process of quality improvement at all levels and

organizational units in all areas. The roles and responsibilities of a leader is, of course, different in degree and scope in accordance with levels and organizational units concerned. The main leader (Head of Division) must have a clear vision of the field he leads, and must be able to explain the vision of the leaders of the subordinates (the Head) so that all employees understand and can translate it into work programs. In addition, both the leader and the leader of the main leaders of the underlying must be able to cultivate the quality so that he can be an example for subordinates. At least there are five basic capabilities that should be on every leader, namely: (a) a clear vision, (b) hard work, (c) the full fortitude perseverance, (d) service with humility, and (e) a strong discipline. Five basic capabilities of a leader is basic elements of leadership. In addition, authority, charisma, exemplary, responsibility, hospitality, and neatness are among the traits that include elements of leadership. Every leader must have this leadership traits, in addition to science and technology become his speciality.

The issue which is also important is the servant leadership coaching program. This is due to leadership coaching as a part of efforts to regenerate leadership and in accordance with the words of the Prophet:

كُلُّكُمْ رَاعٍ وَكُلُّكُمْ مَسْئُولٌ عَنْ رَعِيَّتِهِ الْإِمَامُ رَاعٍ وَمَسْئُولٌ عَنْ رَعِيَّتِهِ

"Each of you is a leader, and each leader will be held accountable for the lead ..." (HR. Al-Bukhari no. 844 and Muslim no. 1829).

Employee leadership development program needs to be done to develop the character that supports organizational goals. Therefore, various strategies to grow the personality traits are also associated with efforts to create an effective working environment; in which each individual was willing to implement the unique capabilities of a joint mission. Leadership coaching is intended only to give a true leader who is honest and trustworthy. It is able to perform the function of leadership in accordance with the principles and values of quality leadership. Moreover, it is able to devote themselves to undergo any process of leadership with the commendable attitude, behavior, and positive habits.

Through spiritual leadership development program, it is expected that employees are able to understand the perception of cultures develop sustainable leadership through emotional intelligence. Training and education programs of spiritual leadership is carried out by the following activities: (a) leaders always give direction so that employees have a high motivation to work; (b) creating an enabling environment (warm, discipline, clean, brothers and nuances of worship); (c) appropriate educational methods (gradual and sustainability); (d) all components that have a vision and the same mission; (e) proper fertilization process (*amaliyah* worship activity together); (f)

minimizing obstructions virus (disobedience and breach); (g) *foster the spirit of taushiyatbi al-Haq washabr*; (h) Optimization of infrastructure as a medium and a source of learning and spiritual formation.

Spiritual formation under the leadership of al-Ghazali (2005, volume II, p. 215) is a human form that has a harmonious relationship with God, fellow human beings, and other fellow creatures, and with itself. General purpose of *tazkiyat al-nafs* can be translated into four specific objectives, among others: (a) forming clean a man of *aqidah*, extensive knowledge, like worship; (b) establish human morality in being *muamalah*, aware of their rights and obligations, duties, and responsibilities as a man in his personal life, family, community, nation, and religion, (c) forming a healthy-minded man (*al-shibhiyat al-nafs*) free from moral reproach which is able to use its reasonable and balanced potential, (d) forming a noble human that has noble qualities such as *taubat*, patient, grateful, *khauf*, *raja'*, *faqr*, *zuhud*, intention, sincere, truth, *muhâsabab*, *murâqabah*, *tawakal*, love, *syauq*, and *ridhâ'*

Working Environment

Working climate is an environment and infrastructure, human beings in which members of the organization do their job (Dede, 2010, p.10). Brown and Wallace (1980, in Melinda, 2011, p. 75) concluded two opinions about climate-related work: firstly, the work climate is a device that is able to describe the state of an organization, differentiate with others and affect the state of the individual in the organization. Secondly, quality of the internal environment proved to have a longer period of time, and distinguishes it from the others. Work climate comes from the behavior and things that become habitual in the organization, and shared by the organization's members. This situation serves to interpret the situation and act as a source of pressure in terms of the direction of activity.

According Wirawan (2007, p. 112), an organization working climate is the atmosphere of the working environment in an organization or company. Working climate is the perception of the organization's members (individual or group) and those who are staying in touch with the organization (e.g. suppliers, customers, consultants, and contractors) as to what is or happens in the internal environment of the organization on a regular basis, influencing attitudes and behavior organization and performance of members of the organization which then determines the performance of the organization

Climate is a general concept that reflects the quality of life of the organization. Working climate is a state organization around organizations that support people who are in the organization (Hasibuan: 2007, p. 87). According Hasibuan (2007, p. 92), there are some factors related to organization of work climate: (a) work environment means everything

around the workers and charged; (b) relationships among members of the organization; every worker has a relation with other workers; (c) leadership in organizations

Working environment is the atmosphere in an organization that was created by the pattern of interpersonal relationships. This relationship patterns are derived from the relationship between employees with other employees or perhaps the relationship between employees with managerial or otherwise between the leadership and employees. The pattern of relationships between employees with the leadership of an educational leader to form a kind of leadership (leadership style) is applied by leaders in carrying out the functions of leadership. The conducive climate work is necessary for the employees including the employees to cultivate inner urge the employee to work more enthusiasm and motivated.

Many work climate dimensions are proposed by W. Halpin and Don B. Croff (Hoy and Miskel; 2001, p. 11), namely: supportive, directive, restrictive, collegial, intimate, and disengaged. These dimensions formed a working climate types are: open, engaged, disengaged and closed. As been suggested above, this study did not identify the types of climate as a whole, but rather one dimensional type of climate that is open to explore, i.e.: supportive, collegial and intimate.

Open climate dimension is manifested in the context of communication between working people. Thus, the question to be asked is: (1) how is the supportive level people who are working with one another; (2) how is the collegial level (friendship) people who are working; and (3) how is the intimate level (intimacy) people who are working.

Climate is a general concept that reflects the quality of life of the organization. One of the concepts and climate measurements in terms of leadership and subordinate actors, Andrew W. Halpin and Don B. Croff (Hoy and Miskel; 2001, p. 42) have examined these behaviors in schools, in particular, principals and teachers behavior. There are six climate dimension learned, is a three-dimensional behavior of the principal that is supportive, directive and restrictive. Other three behavior of teachers is collegial, intimate and disengaged. The combination results a four-dimensional climate: closed, engaged, disengaged, and open.

In the enclosed climate, leaders and subordinates are actually doing business, in which leaders emphasize less important work and the work itself, while employees respond minimal and show low commitment. Supervisor's leadership is seen as surveillance, rigid, uncaring, unsympathetic and low support. In fact, leaders show suspicion, lack of attention to employees, closed, less flexible, apathetic and commitment.

Controlled climate is characterized by ineffective attempt by the leadership to control and the professional performance of the employees. It is harsh and autocratic leadership, by providing guidance, instruction, command higher and not respect the professional capabilities and needs of employees. Besides, such leadership deters employees with strenuous activity. The staff members do not care about the leadership behavior and treat themselves like professionals. They are each other mutual respect and mutual support, they are proud of their co-workers and enjoy a job, they really friends. Employees not only respect for their abilities, but they also love one another (really intimate). Servants professional and productive despite having a weak leadership, the employees are united, committed, supportive and open.

Climate separated (disengaged climate) is characterized by the behavior of the leadership is open, caring and supportive. Leaders listen and be open to employees (very supportive), impose freedom to employees to act in accordance with their professional knowledge. However, employees are not willing to accept the leadership, employees are actively working to sabotage against the leadership, employees do not care about the leadership. Employees not only do not like the leadership, but they do not respect and do not like each-other (lower intimacy or relationship colleagues low). Employees are really apart from tasks.

Open climate characterized by cooperation and respect between employees and management. The cooperation is to create a climate in which the leaders to listen and be open to employees, Chairman gives a gift that really *ikhlas*, continuous, and respect for the professionalism of employees (high support) as well as providing freedom to employees to do. Employee behavior supports, open, and relationships with peers are high. Employee indicates an open friendship (high intimacy), and commit to the job. In short, leaders and employees are mutually open.

Performance

Understanding the performance is basically the same as the performance. In general, performance is defined as activities that lead to the process and expected outcomes. The notion is understood from several interpretations. The first, performance when linked to the performance as a noun (noun), the notion of performance or performance is the result of work that can be achieved by a person or group of people in a company in accordance with the authority and responsibilities of each in achieving corporate objectives illegally, do not break the law and not contrary to morals and ethics (Riva & Basri, 2004; Harsuko 2011, p. 44).

Secondly, Sinambela, et al (2012, p. 19) suggested that the performance of employees is defined as the ability of an employee to do something specific expertise. Employee performance is necessary, because with this performance will be known how far the employee's ability to carry out the tasks assigned to him. It is necessary for the determination of a clear and measurable criteria and set out together to be used as a reference.

Third, Bernandi & Russell, 2001 (in Riani, 2011, p. 67) states a performance records generated from a particular job function or an activity over a specified period.

The fourth interpretation, according to Byars and Rue (in Harsuko 2011, p. 21) performance is the degree of preparation of the task that govern a person's job. So, performance is the willingness of a person or group of people to do activities or refine them in accordance with his responsibilities with the expected results. According Withmore (1997 in Mahesa 2010, p. 19), it suggests an expression of one's potential performance in fulfilling its responsibilities by setting certain standards. Performance is one of the total collection of work that is in labor.

While fifth interpretation, according Harsuko performance (2011 p. 24), the performance is the extent to which someone has played for him in implementing the organization's strategy, both in achieving specific objectives related to the role of individuals and or by showing relevant competencies for the organization stated. Performance is a multi-dimensional concept that includes three aspects: the attitude (attitude), ability (ability) and achievement (accomplishment).

Based on the interpretations of some experts above, it can be concluded that the performance is a very personal process as a result of the empowerment of a person's ability both physically and mentally and has implications for improving labor productivity.

FINDING AND ANALYSIS

Description of Variable Data Leadership

Scores leadership variable varies from the lowest scores 46, to a maximum score of 91. Based on the calculation of basic statistics obtained figures as follows: mean = 65.46, median = 65.50, mode = 61 and a standard deviation of 10.78. This calculation shows the mean and median are not much different. This indicates that scores tend to be normally distributed variables leadership.

Based on calculations, the grouping of scores for leadership variables obtained 17:18% (11 people) high group, 65.64% (42 people) group was, and 17:18% (11 people) group is low. From this, it can be understood that the level of leadership in Lampung Province Education Department in general

are in the moderate group. That is, the leadership still needs to be improved. The following graphs balanced frequency distribution histogram leadership.

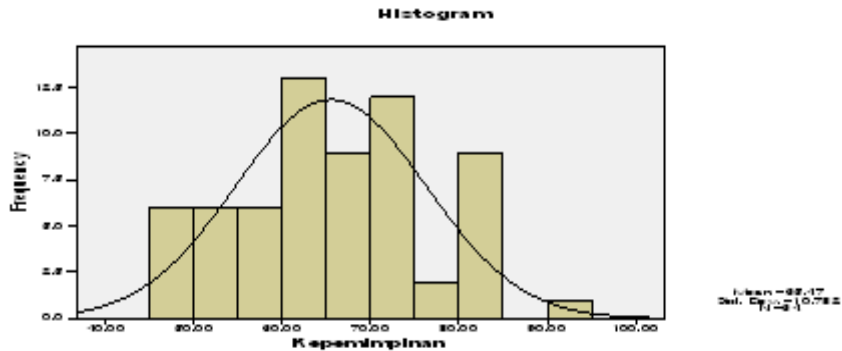


Figure 1. Frequency Distribution Histograms of Leadership Scores

Description of the working Climate Variable Data

Scores variable working climate varies from the lowest scores 37, to a maximum score of 98. Based on the calculation of basic statistics obtained figures as follows: mean = 66.90, median = 65.50, mode = 61 and standard deviation of 12:46. This calculation shows the mean and median are not much different. This indicates that the job climate variables scores tend normal distribution. Based on calculations, the grouping of scores for the working climate variables obtained 18.75% (12 people) high group, 67.4% (43 people) group was, and 13.85% (9 people) group is low. From this it can be understood that the level of the working climate in general are in the moderate group. That is, the work climate still needs to be improved. The following graphs balanced frequency distribution histogram working climate.

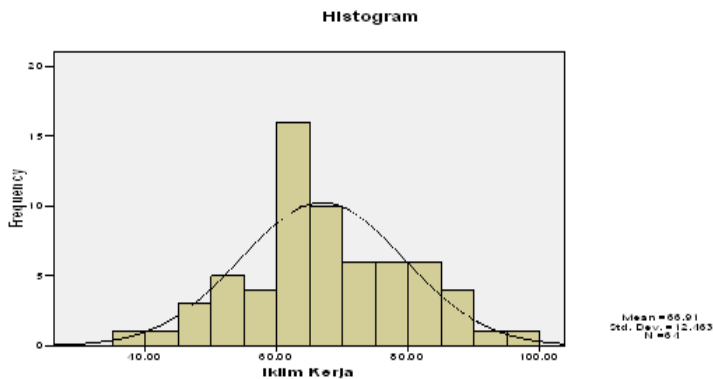


Figure 2. Frequency Distribution Histogram Climate Scores Work

Description of Variable Data employee performance

Scores variable employee performance varies from the lowest scores 46, to a maximum score of 84. Based on the calculation of basic statistics obtained figures as follows: mean = 65.43, median = 66, mode = 61 and standard deviation of 10.60. This calculation shows the mean and median are not much different. This indicates that scores tend employee performance variables normally distributed. Based on calculations, the grouping of scores for employee performance variables obtained 18.75% (12 people) high group, 64.07% (61 people) group was, and 17:18% (11 people) group is low. From this, it can be understood that the level of performance of employees in general are in the moderate group. That is, the performances of employees still need to be improved. The following graphs of frequency distribution histogram score employee performance.

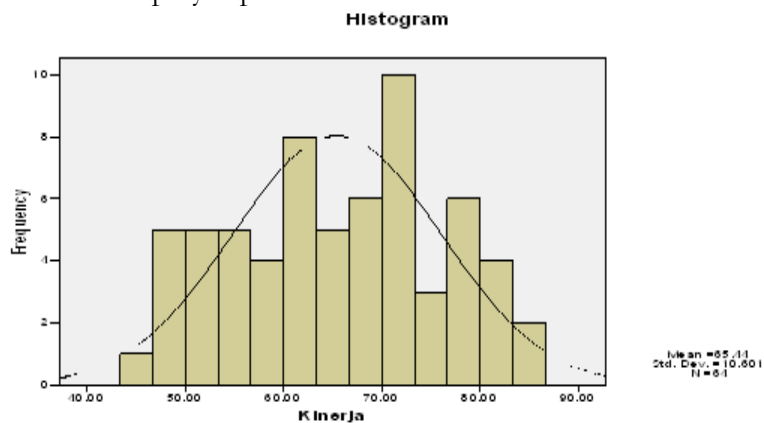
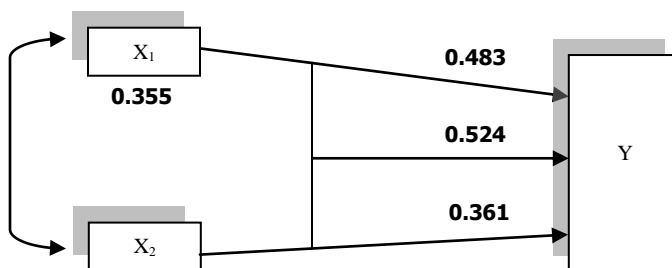


Figure 3 Histogram Score Frequency Distribution of employee performance (Y)

Hypothesis Testing

Results of the data analysis for the purpose of hypothesis testing to obtain the findings illustrated in the following chart:



- a. The strength of the relationship between training leadership and employee performance is equal to 0.849. The analysis also showed that the coefficient of determination of 0.721 means that the contribution of leadership to employee performance was 72.1%. This means that H_a stating there is a positive and significant influence of leadership on employee performance Lampung Province Education Office is accepted, the consequences H_0 is rejected.
- b. The strength of the relationship between the working climate with the performance of employees is equal to 0.481. The analysis also showed that the coefficient of determination of 0.231, meaning that the work climate contribute to employee performance was 23.1%. This means that H_a stating there is a significant and positive effect on the working climate to employee performance Lampung Province Education Office is accepted, the consequences H_0 is rejected.
- c. The strength of the relationship between training leadership and working climate with the performance of employees is equal to 0.853. The analysis also showed that the coefficient of determination of 0.728, means that the contribution of climate leadership and work together on employee performance is 72.8%. This means that H_a stating there is a significant and positive contribution of leadership and working climate together on employee performance Lampung Province Education Office is accepted, the consequences H_0 is rejected.

Based on the level of the coefficient of correlation tables, it shows the strength of the relationship between training leadership and working climate together on employee performance Lampung Province Education Department employees for 0.853 categorized very strong relationship. This means that the higher the level of leadership and working climate, the performance of employees tends to be high. Contributions were given leadership and working climate together on employee performance is 72.8%.

CONCLUSION

This research resulted in several conclusions as follows: First, result of spiritual leadership training and significant positive effect on employee performance lies at 0.859 (very strong) and contributions made spiritual leadership to employee performance by 72.1%. This means that if you want to improve employee performance, training spiritual leadership must be improved to the maximum. The better and the higher training spiritual leadership of the employee's performance will be higher.

Second, employees work climate gives a positive and significant influence on employee performance. The relationship between climate employees to work performance of employees by 0.481 (medium) and

contributions made climate employee to employee performance amounted to 23.1%. This means that if you want to improve employee performance, the job climate and employee should increase as optimal as possible. The higher the working environment of employees, the performance of employees will increase.

Third, leadership and working climate together provide a positive and significant influence on employee performance Lampung Provincial Education Office. The relationship between leadership and working climate together to employee performance at 0853 (very strong) and contributions made climate leadership and work together on employee performance amounted to 72.8%. This means that if you want to improve the performance of employees, the leadership and working climate together should be increased. The better leadership and working climate in Lampung Province Education Department, the performance of employees will increase.

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