

Effects Of Situational Leadership, Work Motivation And Cohesiveness On Work Satisfaction And Employment Performance (A Case Study In Education And Cultural Office In Konawe Regency)

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Abstract: This study aims to determine and analyze the effect of situational leadership style, work motivation, and cohesiveness on job satisfaction and employee performance. The population in this study were all civil servants in the scope of Konawe District Office of education and culture with a total of 120 ASNs and all of them were used as respondents. The analytical tool used is the SEM with the AMOS program. Based on the results of the study, several conclusions can be formulated as follows: (1) Situational leadership, work motivation and group cohesiveness have a positive and significant effect on job satisfaction. This means that the better situational leadership, the higher the work motivation and group cohesiveness, the higher employee job satisfaction will be, (2) Situational leadership, group cohesiveness has a positive and significant effect on employee performance while the effect of work motivation and job satisfaction on employee performance is not significant. This means that increasing situational leadership and group cohesiveness have a significant impact on performance improvement while work motivation and job satisfaction are not significant and (3) Job satisfaction does not mediate the influence of situational leadership, work motivation and group cohesiveness on employee performance.

Index Term: Situational Leadership, Work Motivation, Cohesiveness, Job Satisfaction and Employee Performance

1. INTRODUCTION

The Human Resource Management (HRM) concept and organizational behavior serve as the key factors in developing individual behavior in organizations so that there will be increased performance and productivity and achievement of organizational vision, mission and goals. Employee performance serves as one of the factors that can increase an organizational operational effectiveness. Kamal and Na'im (2000) stated that employee performance is defined by the performance of organizational individual members in operational activities, such as carrying out routine tasks, obeying orders from superiors and completing work on time. There are also a number of theories regarding factors that influence on employee performance by experts such as the Theory of Hersey and Blanchard which explains that effective leaders are not only shown in the power they have but are shown by attention and commitment to the growth of their subordinates, which this will lead to increase morale, job satisfaction and better performance. Situational leadership theory known as the situational leadership theory developed by Hersey & Blanchard (1988) has inspired the creation of a leadership style model that follows to subordinate situation by dividing leadership style to four dimensions namely; (1) Telling, (2) Selling, (3) Participating and (4) Delegation. The second factor is work motivation. Employee motivation serves an essential role for an organization or agency. Armstrong and Michael (2006) stated that performance is determined by motivation. Motivation is overall internal and external factors that encourage a person to do work activities. According to Herzberg, motivation is defined as the work itself, achieved achievements, opportunities for advancement, recognition of

others, responsibility. The third factor is group cohesiveness. Cohesiveness in an organization can show a cohesive condition where there are fairly close relations and interactions between employees and groups of employees, but there will not be, namely there is a non-cohesive condition which there is not close interaction of group members. The fourth factor is job satisfaction. Satisfaction has a relationship with employee performance; its underlying logic is that if employees feel satisfaction then they will be more eager to do their duties and will complete their work without any burden because it is done sincerely. Therefore, one of the ways undertaken by an organization to maintain and preserve its human resources is by paying attention to employee job satisfaction. Based on observations and initial interviews conducted by the researchers' with employees, it can be seen that there is yet optimal performance appraisal from the aspect of Employee Work Target (SKP) and it is caused by: First, the level of employees accuracy in doing their duties, inconsistencies in employee placement with the assigned basic tasks, work standards that are still considered high by employees, there is no independent effort to minimize any provision of work, there are still employees who are not skilled in using IT equipment. Second, there is still a low level of work volume because of frequent work delays so it cannot achieve the targeted work volume. Third, there is not optimal use of working time, which can be seen from arrival time at the the office which is still often late; the use of break time is not in accordance with the break time and going home time is also not consistent with office hours, in addition employees are reluctant to work overtime. Fourth, budget availability to do the work is yet effective since the planned availability and approved budget is not in accordance with any applied programs, so the program follows the budget and the budget does not follow the program. The purpose of this study is to determine and analyze: (1) The effects of situational leadership style, work motivation, group cohesiveness on job satisfaction by the employees in Education and Culture Office, in Konawe

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Regency, (2) The effects of situational leadership style, work motivation, group cohesiveness and job satisfaction on the employees performance in Education and Culture Office, in Konawe Regency (3) The effects of situational leadership style, work motivation, and cohesiveness on job satisfaction and employee performance in Education and Culture Office, in Konawe Regency.

2 LITERATURE REVIEW

Situational Leadership Style Theory

The Hersey - Blanchard Situational Leadership Model developed by Hersey, Blanchard, Robbins, and Judge (2007) states that basically, the situational leadership approach from Hersey and Blanchard identifies four specific leadership behaviors namely directive, participatory, supportive to laissez faire. The most effective behavior depends on ability and readiness of followers. While readiness in this context is referring to in which the followers have the ability and willingness to complete certain tasks. According to Hersey, Blanchard, Johnson, (2006) measurement of situational leadership includes (1) Telling, Selling, Participating and Delegation.

Work Motivation

Motivation is a condition or situation that encourages, stimulates or moves a person to do something or an activity that he does so in order to achieve his goals. Through a strong motivation, there will be energy or power, or a complex condition and readiness in an individual to move towards a particular goal, whether realized or not realized. There will be one motivation and it will grow through himself (Intrinsic) and from his environment (Extrinsic). Based on the Herzberg's motivation theory, motivational factors include; achievement, recognition, responsibility, progress, work itself and possibility of developing. Measurement of work motivation includes: (1). Achievement, (2) recognition and advancement.

Cohesiveness

Cohesiveness serves as an important factor for a group since cohesiveness can be a unifying tool for group members to form an effective group. High level of group cohesiveness is closely related to member conformity to group norms and similarities which in turn, it will improve communication within the group. Group cohesiveness is cohesiveness within a working group which is characterized by establishment of cooperation, communication with each other, responsible for work and having a same view in order to achieve group goals, based on four indicators of work group cohesiveness proposed by Forsyth (2010), namely: social strength, unity in groups, attractiveness, and group cooperation, political interests. The indicators of group cohesiveness are explained as follows: (1) Social strength, (2) Unity in groups, (3) Attractiveness, (4) Group cooperation and (5) Political interests.

Work Satisfaction

Job satisfaction is defined as an individual's general attitude towards his job (Robbins, 2006). In this case the employee. Employees can judge on their satisfaction or dissatisfaction in their work. Job satisfaction can also be described as an emotional state of employees that will be or will be not at a meeting point between values of employee work and company

or organizational rewards and the level of service value that is desired by the employee (Martoyo, 2000). Nelson and Quick (2006) revealed that job satisfaction is influenced by 5 specific indicators of work namely salary, work itself, promotion opportunities, supervision and work colleagues.

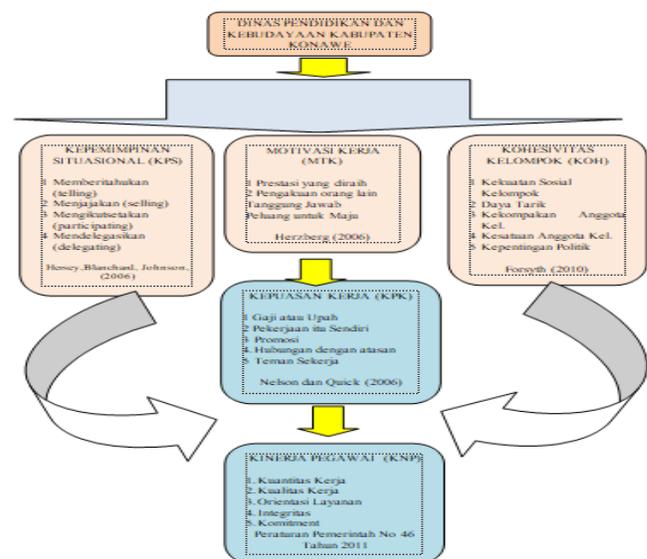
Performance Concept

Dessler (2003) said that "Performance is a procedure including setting performance standards, evaluating actual performance of employees related to standards, and provision of feedback to employees with the aim of motivating employees to eliminate any declining performance or continue to create improved perform". Based on article 4 of Government Regulation No. 46 of 2011 concerning the assessment of civil servant work performance, it is divided into two elements of measurement, namely: (1) Employee Performance Targets (SKP) that are measured in terms work quantity and quality, (2) Work Behavior (PK) that is measured by service orientation, integrity and commitment. This study uses indicators based on Government Regulation no 46 of 2011 so that respondents can obtain more easily understanding on the statements submitted related to the studied variables and are more relevant to working conditions and performance appraisal at the Education and Culture Office in Konawe Regency.

3 THEORITICAL FRAMEWORK AND HYPOTHESES

Theoretical Framework

The research framework is structured based on phenomena, concepts and inter-research relationships. The facts show that the performance in the Education and Culture Office in Konawe Regency based on the SKP assessment is not as expected. This condition is an interesting phenomenon so that it is necessary for research to reveal and find any factors that can cause low level of employee performance at Education and Culture Office in Konawe Regency. Based on the theory explanation and previous research, a research framework is developed as shown in Figure 3.1.



Research Hypotheses

Based on the aforementioned theoretical study above, formation of hypotheses in this study is based on the theoretical framework figure 3.1 as follows:

- H1 There is a positive and significant effect of situational leadership style, work motivation and cohesiveness on job satisfaction by the employees in Education and Culture Office, Konawe Regency.
- H2 There is a positive and significant relationship between situational leadership, work motivation, cohesiveness, and job satisfaction on the employee performance in Education and Culture Office, Konawe District.
- H3 Situational leadership style, work motivation, cohesiveness have significant effects on job satisfaction and employee performance in Education and Culture Regency, Konawe Regency.

4 RESEARCH METHOD

Determination of the study location was carried out at Education and Culture Office, Konawe Regency. The research population was all civil servants in the scope of Education and Culture Office, Konawe Regency with a total of 120 civil servants. Since there are minimum sample requirements namely by 100 (Hair, et, al) and comparison with the total population is only 20, so in this study, it took population by 120 civil servants as the respondents. The data analysis technique used in the study used the Structural Equation Model (SEM), which is a set of statistical techniques that enable testing on a series of relatively complex relationships simultaneously (Ferdinand, 2006). Complex models are simultaneous models formed by more than one dependent variable explained by one or several independent variables and in which a dependent variable plays a role at the same time as an independent variable for other tiered relationships. Structural Equation Model (SEM) is seen as a combination of factor analysis and regression analysis, and of course is applied separately only in factor analysis (Confirmatory Factor Analysis) or only regression analysis (Ferdinand, 2006).

5 ANALYSIS RESULTS AND DISCUSSION

Results of Inter-Variable Effect Structural Analysis (Direct)

The results of inter-variable effect analysis based on the conceptual framework are obtained based on previously tested assumptions required by SEM and all of which have been met, then there is structural analysis which is presented in the following figure 5.8 output analisis SEM :

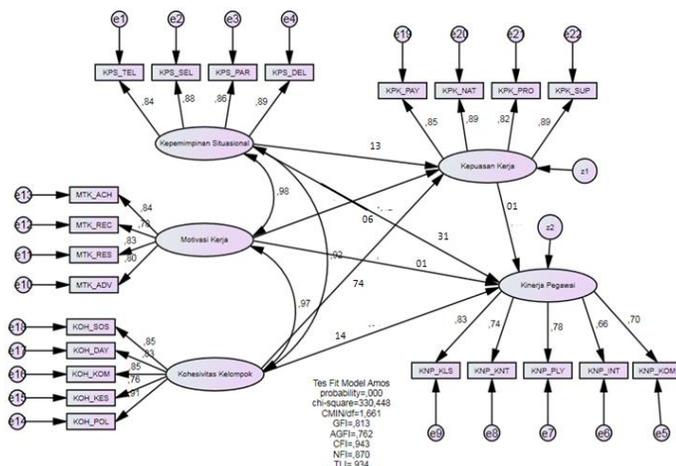


Table 5.20. Inter-Variable Direct Effects

Inter-variable effects	Estimate (Path Coefficient)	(Error Standard) S.E.	Critical Ratio t-statistic	P-Value	Information
Situational Leadership (KPS) on Work Motivation (KPK)	,132	,052	2,533	0,011	Significant
Work Motivation (MTK) on Work Satisfaction (KPK)	,317	,062	5,148	***	Significant
Cohesiveness (KOH) on Work Satisfaction (KPK)	,742	,094	7,855	***	Significant
Situational Leadership (KPS) on Employee Performance (KNP)	,068	,025	2,688	,007	Significant
Work Motivation (MTK) on Employee Performance (KNP)	,015	,023	,672	,501	Insignificant
Cohesiveness (KOH) on Employee Performance (KNP)	,148	,050	2,967	,003	Significant
Work Satisfaction (KPK) on Employee Performance (KNP)	,011	,024	,041	,967	Insignificant

Source: Analysis Results of Structural Equation Model

The SEM analysis results in Table 5.20 which are also presented in Figure 5.8 show that; (1) situational leadership has a positive and significant effect on job satisfaction; (2) motivation has a positive and significant effect on job satisfaction, (3). Cohesiveness has a significant positive effect on job satisfaction. (4) situational leadership has a significant positive effect on employee performance, (5) motivation has a significant positive effect on performance, (6) Cohesiveness has a positive and significant effect on performance and (7). Satisfaction has insignificant positive effect on employee performance. Results of this analysis prove that job satisfaction is largely determined by situational leadership, motivation and cohesiveness while employee performance is influenced by situational leadership and group cohesiveness.

Analysis Results of Mediation Role

Analysis on mediation role of job satisfaction on the effects of situational leadership, work motivation and group cohesiveness on employee performance is conducted by testing the Sobeltest formulation based on the path coefficient and standard error in each path and then processed by the Sobel Test Application. Mediation Role of Work Satisfaction on Situational Leadership Effects on Employee Performance The calculation results show that the p-value = 0.651> alpha 0.05. This means that job satisfaction does not mediate the effects of situational leadership on the employee performance at Education and Culture Office in Konawe Regency. Thus, job satisfaction does not mediate the effects of situational leadership on employee performance. Mediation Role of Work Satisfaction on Work Motivation Effects on Employee Performance The calculation results show that the p-value = 0.651> alpha 0.05. This means that work satisfaction does not mediate the effects of work motivation at Education and Culture Office in Konawe Regency. Mediation Role of Work Satisfaction on Group Cohesiveness Effects on Employee Performance The calculation results show that the p-value = 0.647> alpha 0.05. This means that work satisfaction does not mediate the effects of group cohesiveness at Education and Culture Office in Konawe Regency.

Discussion of Analysis Results

Effects of Situational Leadership, Work Motivation and Cohesiveness on Work Satisfaction Analysis results (H_{1,1}) in this research prove that situational leadership has positive and significant effects on employee work satisfaction. It means that

better implementation of situational leadership by a leader will lead to higher work satisfaction. Analysis results based on loading value of situational leadership factor show that there are indicators with urgency to obtain priority for improvement by Education and Culture Office, Konawe Regency, namely delegating authority and selling so there will be higher level of employee work satisfaction. There are some recommendation to be applied based on this finding, namely: First, it is necessary for leaders to give trust to employee ability in term of doing works, give trust to subordinates to delegate their authority any absence time of leaders as well as give freedom to subordinates to take decision on their responsibility. Analysis results of structural model with SEM-AMOS to answer hypothesis ($H_{1.1}$) has been proven that situational leadership has positive and significant effects on work satisfaction. It means that better implementation of situational leadership by a leader will lead to higher work satisfaction. Theory of Hersey and Blanchard describes that an effective leader is not shown only by amount of power but also shown by attention and growth commitment by their authority so that it can improve better work motivation which then will lead to improved performance. There are a number of empirical studies in line with this research, one of which is a research by R. Okky Satria and Husaeri Priatna (2012) stating that one of the leadership styles that can encourage an employee to perform well and can provide changes in an organization is the situational leadership style. The situational leadership style significantly influences job satisfaction. Further another in line study is a research by Siti Hidayati, et. al (2015: 8). Nurul Hidayat, et.al (2016), stated that situational leadership style has positive effects on job satisfaction. Therefore, if there is effective application of situational leadership style, then it can certainly lead to employee satisfaction with their work. However, there are some not in line findings with this study, one of which is one revealed by Fitri Nur Azizah, et al (2017) who confirm that situational leadership style has no significant effect on job satisfaction. Furthermore, the analysis results ($H_{1.2}$) of this study prove that work motivation has a positive and significant effect on employee job satisfaction. This means that higher employee motivation can be seen through higher level of achievements, recognition of others, responsibilities and opportunities to progress, job satisfaction. The analysis results based on the loading value of work motivation factor indicate that there are indicators with urgency to obtain priority for improvement by Education and Culture Office, Konawe Regency, namely recognition and responsibility so that there will be even higher level of employee job satisfaction. There are some required recommendations made based on these findings, namely leaders must give recognition to employees with high work ability, respect to employees with broad insight, give praise when employees are able to carry out their duties properly and recognition to achievements and dedication achieved by employees. In addition, leaders must encourage subordinates to continue to work together and feel that what is done and produced is a shared responsibility so that employees are increasingly motivated to complete the work. The results of structural analysis models with SEM-AMOS to answer hypothesis two ($H_{1.2}$) have been proven that motivation has a positive and significant effect on Employee Job Satisfaction at Education and Culture Office in Konawe Regency. Higher motivation will lead to higher level of Job Satisfaction by the employees. This shows that higher motivational factors of achievement, recognition, responsibility

and progress given will lead to higher employee job satisfaction. Hypothesis ($H_{1.3}$) of this study also proves that group cohesiveness has a positive and significant effect on employee job satisfaction. This means that higher level of group cohesiveness which can be seen from group social strength, attractiveness, cohesiveness of group members, group member unity and political interests will lead to higher level of job satisfaction. The analysis results based on the loading value of the group cohesiveness factor indicate that there are indicators with urgency to obtain priority for improvement by Education and Culture Office, Konawe Regency, namely political interests and group member cohesiveness. There are some required recommendations made based on these findings, namely it should continue to maintain existence of political interests in order to encourage stronger group cohesiveness which can be seen from the existence of kinship with all groups so that it is easy to complete work related to other groups, there is a high sense of enthusiasm because it is easy to understand group desires, easy to interact with the group because it has the same goals towards organizational expectation, mutual supports among group members because it is easy to understand group expectation and easy to communicate with leaders, with other groups.

Effects of Situational Leadership, Work Motivation, Group Cohesiveness and Work Satisfaction on Employee Performance

Analysis results ($H_{2.1}$) in this research prove that situational leadership has positive and significant effects on employee performance. It means that better implementation of situational leadership by a leader will lead to higher level of performance. Analysis results based on loading value of situational leadership factor show that there are indicators with urgency to obtain priority for improvement by Education and Culture Office, Konawe Regency, namely delegating authority and selling so there will be higher level of employee performance. Related to perceptions of employee performance which can be seen from work quantity, work quality, service orientation, integrity and commitment, it can be explained that the services at Education and Culture Office in Konawe Regency has had already good implementation, especially in providing services to the community, working sincerely without expecting anything in return, and always being kind regardless of community background he serves. This is evidenced by high assessment of employees stating strongly agree and agree that the service is optimal. Analysis results of structural model with SEM-AMOS to answer hypothesis ($H_{2.1}$) has been proven that situational leadership has positive and significant effects on performance. It means that better implementation of situational leadership by a leader will lead to higher performance. These research findings are very relevant to variations of individual characteristics which based on age and years of service, the majority of employees working at Education and Culture Office in Konawe Regency are in the category of high maturity and some of them are also relatively young. If the statement is related to the conception of situational leadership style, it emphasizes leader behavior with subordinates (followers) that are associated with the level of maturity and readiness of subordinates. Maturity in this case is defined as the willingness and ability of subordinates (followers) to take responsibility in directing their own behavior. Furthermore, the results of hypothesis ($H_{2.2}$) of this study prove

that work motivation has no positive and significant effect on employee performance. This means that higher work motivation influences insignificantly on employee performance. Meaning that higher level of employee work motivation which can be seen from achievements, recognition of others, responsibilities and opportunities to progress, job satisfaction will lead to higher level of employee performance but the effects are insignificant. There are some factors directing work motivation having no ability to improve employee performance due to low perception of leadership's recognition on their subordinates and still low level of employee responsibilities. It is undeniable that improved employee motivation which can be seen through high facts on the field that employees have opportunities to achieve achievements and opportunities to progress, is unable to improve employee performance. This is very reasonable because results of loading factors indicate that it is urgent to encourage motivation namely by giving recognition of others and greater responsibility. There are some required recommendations to be made in order to each more optimal performance, namely by giving recognition to employees with high work ability, respecting employees with broad insight, giving praise when employees are able to carry out their duties properly and recognition to achievements and dedication achieved by employees. Improved recognition by leaders to subordinates will consequently lead to better employee performance. The analysis results to answer Hypothesis 2 (H_{2.3}) of this study prove that group cohesiveness has a positive and significant effect on employee job satisfaction. This means that higher level of employee group cohesiveness which can be seen through group's social strength, attractiveness, cohesiveness of group members, group member unity and political interests will lead to higher level of employee performance. Looking at empirical facts based on the results of respondents' evaluation or assessment, the group cohesiveness indicator which can be seen through indicator of group member cohesiveness serves as the highest indicator of employee assessment following the attractiveness indicator. This condition reflects that the group provides an encouraging attitude to work together in earnest, motivate employees to cooperate with members of the group, foster friendship between groups in order to be easily in solving problems, communicate with group members and other groups, feel happy with group's expectation to win in the competition and feel amazed at the results achieved by the group rather than alone. The analysis results to answer hypothesis 2 (H_{2.4}) stating the effects of job satisfaction on performance based on the analysis results find out that job satisfaction has a positive and insignificant effect on employee performance at Education and Culture Office in Konawe Regency. Higher level of satisfaction given to employees can improve employee performance but insignificantly. Based on these conditions, there are some urgent several policy recommendations to be done namely it is necessary for leaders to give direction to subordinates, strengthen communication links between superiors and subordinates in completing work, to always have willingness to take time to help if employees face any difficulties, always provide opportunities for employees to convey ideas and input, have objectivity in assessing employee performance and have consistency in applying any rules, although some employees still consider it not optimal in its implementation.

Effects of Situational Leadership, Motivation and Group Cohesiveness on Employee Performance Mediated by Work Satisfaction.

Analysis results (H3.1) find out that job satisfaction does not mediate the effects of situational leadership on employee performance. This means that job satisfaction is not able to bridge the effects of situational leadership on the employee performance at Education and Culture Office in Konawe Regency. Thus, the hypothesis (H3.1) which states that job satisfaction mediates the effects of situational leadership on employee performance is declared unproven. Good application of situational leadership style leads to employee independence and readiness to carry out their work, it indicates that when there is employee readiness then it can lead to employee work motivation. The results of job satisfaction research on performance has a low impact on improving performance so that job satisfaction is not able to play a role to bridge the effects of situational leadership on employee performance. This is reasonable because situational leadership direct effect has significant effects on improving employee performance. Furthermore, the analysis results for hypothesis 3 (H3.2) find out that job satisfaction does not mediate the effect of work motivation on employee performance. This means that job satisfaction is not able to bridge the effect of work motivation on the employee performance at Education and Culture Office in Konawe Regency. Thus, hypothesis 3 (H3.2) which states that job satisfaction mediates the effect of work motivation on employee performance cannot be proven. The analysis results of hypothesis 3 (H3.2) find out that job satisfaction does not mediate the effect of group cohesiveness on employee performance. It means that job satisfaction is not able to bridge the effects of group cohesiveness on the employee performance at Education and Culture Office in Konawe Regency. Thus, hypothesis 3 (H3.3) which states that job satisfaction mediates the effect of group cohesiveness on employee performance cannot be proven. Based on the measurement results, the group cohesiveness construct variable has five indicators, namely: group social strength, attractiveness, group member cohesiveness, group member unity and political interests. Based on the results of confirmatory factor analysis test, it is confirmed that the five indicator variables have an important role or a major contribution to the formation of latent variables of group cohesiveness at the Education and Culture Office in Konawe Regency. The most dominant indicators are indicators of political interests, and then group cohesiveness, social strength, attractiveness and the lowest one is unity of group members.

Research Findings

Based on the results of data analysis and discussion, the theoretical and empirical studies of this study find that:

1. Political interests indicated based on facts as a measure of group cohesiveness has been proven as an indicator that can be used as a measure of group cohesiveness and has the most dominant contribution to strengthen group cohesiveness. This finding broadens the group cohesiveness indicator proposed by Forsyth (2010).
2. Group cohesiveness is a variable that gives a positive and significant effect on job satisfaction and has the highest path coefficient to increase job satisfaction when compared to work motivation and situational leadership. In addition,

situational leadership and group cohesiveness are variables that have positive and significant effects on job satisfaction and employee performance.

3. Job satisfaction cannot directly improve performance significantly so the hypothesis that places job satisfaction as a mediating variable on the effects of situational leadership, work motivation and group cohesiveness on employee performance cannot play a role in mediating the relationship.

Future Research

These research results find out that job satisfaction has no significant effect on employee performance and is unable to act as a mediator of the effects of situational leadership, work motivation and cohesiveness on the employee performance. Therefore, it is suggested to future researchers to assess job satisfaction and to modify indicators and to conduct studies both as independent variables that influence on performance and as a mediation in order to create better performance.

6 CONCLUSION AND RECOMMENDATIONS

Conclusion

The conclusions of the study can be concluded: (1) Situational leadership, work motivation and group cohesiveness have positive and significant effects on job satisfaction. This means that better situational leadership will lead to higher work motivation and group cohesiveness and higher employee job satisfaction, (2) Situational leadership, group cohesiveness has positive and significant effects on employee performance while there are insignificant effects of work motivation and job satisfaction on employee performance. This means that increasing situational leadership and group cohesiveness have effects significantly on performance improvement while work motivation and job satisfaction have insignificant effects. (3) Job satisfaction does not mediate the effects of situational leadership, work motivation and group cohesiveness on the employees performance at Education and Culture Office in Konawe Regency

Recommendation

There are some research suggestions namely: (1) It is necessary for leaders to give confidence in employee ability to carry out work, delegate authority to subordinates at any absence time by the leader and give authority to subordinates to make decisions on their responsibilities. (2) it is also necessary for leaders to give recognition to employees, maintain existence of political interests to encourage strengthening of group cohesiveness which can be seen through existence of kinship with all groups so as to facilitate completing work related to other groups. (3) it is then necessary to encourage employees to have greater group responsibility than personal responsibility, emphasize to try to help other groups in trouble, always maintain a sense of belonging and togetherness, always maintain commitment in any situation, have ability to cooperate in groups and have skills to maintain group cohesiveness.

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