



**THE EFFECT OF LEADERSHIP AND TEAM COOPERATION ON THE WORK
SATISFACTION OF SD NEGERI DI KECAMATAN PASAR MINGGU JAKARTA
SELATAN**

Rini¹, Matin², Neti Karnati³
Universitas Negeri Jakarta^{1,2,3}
Email : rini_9946@yahoo.co.id

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Abstract:

This study aims to determine the effect of leadership and teamwork on teacher job satisfaction. To achieve this goal, this study uses a quantitative approach and data collection techniques using questionnaires. The survey was conducted from October 2018 to January 2019 involving 459 people from the SD Negeri Kecamatan Pasar Minggu South Jakarta. The sample in this study was randomly determined using the Slovin formula with 214 instrument trials. The findings from the results of this study indicate: first, the influence of direct leadership is positive and significant to the job satisfaction of the teachers with a path coefficient of 0.225. Second, there is a direct positive effect of teamwork on job satisfaction with path coefficients 0,244. Third, there is a direct positive influence of leadership on teamwork with path coefficients 0.212 Based on the results of this study, teacher job satisfaction can be increased by the high atmosphere of leadership that is able to turn on the school atmosphere and influence followers. Team collaboration is used to increase job satisfaction, namely coordination, interpersonal activity, responsibility, support between individuals and collaboration.

Keyword: leadership, team work, job satisfaction

INTRODUCTION

Job satisfaction in teachers is an important target in carrying out the obligations of teachers as educators. This means that if the teacher is satisfied with his job then the obligation as an educator will

be carried out with full enthusiasm and responsibility. Despite this fact in the field at this time, the condition of education in Indonesia still faces problems. Among them are related to teacher job satisfaction. Teacher job satisfaction is indicated by his attitude in work or teaching. If the teacher is satisfied with the circumstances that affect him, the teacher will work well. Teachers who are satisfied with their work will do their jobs happily and always try so that their work can be carried out properly and even do some things that might be outside their duties.

Teacher job satisfaction is a very important thing in studying employee attitudes. When talking about the attitudes of employees they can refer to job satisfaction, positive feelings at work, results and evaluation of their characteristics. A person with a high level of job satisfaction holds positive feelings about his job. While people with low job satisfaction hold negative feelings. Job satisfaction will have a major influence on organizational productivity both directly and indirectly. Dissatisfaction is the starting point of problems that often arise from the organization such as employee turnover, discipline, downward work morale, boss and subordinate conflicts and the many problems that cause disruption to the achievement of organizational goals. The world of education cannot be separated from the role of the teacher. Most of them carry out this noble profession based on their heart's calling. They are instrumental in preparing Indonesia's human resources for a better future for the country.

Research results Jobplanet's describe that teacher job satisfaction in Indonesia is influenced by at least two variables. Namely, company management includes the role of leadership variables and corporate culture, one of which is the variable teamwork. First, leadership, where effective leadership will build good communication between subordinates and subordinates (horizontal), superiors with subordinates (vertical), and subordinates with superiors from other units (diagonal) that can support the smooth implementation of teacher obligations. Leadership is a central part in understanding group behavior, because leaders usually provide direction towards achieving goals. Organizations need strong management to achieve optimal effectiveness. Every organization needs leaders who can inspire its members. Including leadership in a school principal so that teachers as educators can feel job satisfaction because of directed and inspiring leadership.

Second, teamwork. The existence of good cooperation among group members will be more supportive of the implementation of the teacher's obligations than working individually. Process components that show the effectiveness of team work are carried out with good cooperation, good coordination, communication, interaction, honesty of trust, and cohesiveness among members in carrying out their duties. The components of the results of team collaboration are the satisfaction of members, achieving goals as expected, increasing cooperation, and flexibility to develop themselves. If the teamwork process runs well then the results of job satisfaction will also be achieved. Effective teacher collaboration can be explored from three sub-dimensions, namely: (1) Cooperation between teachers in carrying out tasks (togetherness), being honest, trusting, open, giving input, working together, and working hard to achieve organizational goals: (2) Integrity teachers in carrying out tasks that are characterized by the existence of shared responsibilities in carrying out tasks, resilience maintains unity, solves problems, and is flexible to develop new ways of doing assignments; (3) Effectiveness of results that are characterized by the achievement of results in accordance with the standards applied, understanding of increasingly increasing goals, increasing teacher cooperation, growing teacher abilities, and teacher satisfaction as members of group groups also develop.

Leadership in an organization is required to try to cooperate in implementing the objectives of an organization. Among them are cooperation in carrying out the direction and instructions given by the leader, cooperation in proposals and criticisms that can build the achievement of the goals outlined together and the progress of the organization. Therefore, the attitude of a teacher towards a leader must be positive, in the sense of having to work together in the success of the program that has been agreed upon, both inside and outside the school.

Continuing the above matters related to teacher job satisfaction are about facilities at the school which are places where teachers work are still inadequate. There are still many buildings that have entered the renovation list to become stalled. Among them are the conditions of several buildings schoolin Jakarta SMPN 164School Southand Kebagusan Elementary05/01 South Jakarta. Now, all students and teachers of SMP 164 South Jakarta have already taken refuge in learning at SDN 05, 17, and SDN 12 Kebayoran Lama Selatan, South Jakarta. As for the Kebagusan Elementary School 05/01 South Jakarta, almost one year the school was demolished, and there has been no reconstruction. At present the school is on the ground. Construction of the Kebagusan Elementary School Building 05/01 South Jakarta stalled, there are only used bricks and school benches in this area. While plastic glass trash, plywood, and pieces of wood are scattered everywhere. There are fences that surround the school and some are installed with fences. Principal of SDN 05/01 Kebagusan, South Jakarta, Awaluddin, did not know why the development had not continued. The demolition of the school building located on Jalan Kebagusan Raya, Pasar Minggu, South Jakarta, began on February 29, 2015. But until now the building is still left flat to the ground. There is no building activity yet. Although renovation in 2018 has been completed but in reality in the field for student chairs and teachers in the classroom even in carrying out teaching and learning activities there are still not available. If this is the case, the implementation of the teacher's obligations as an educator cannot run well and the teacher's job satisfaction will be difficult to achieve.

Other factors that influence job satisfaction are leadership and teamwork. In addition there are also several factors that can reduce job satisfaction itself such as career paths, salary,benefits work-life balance, corporate culture, management factors.

The author realizes that many of the problems faced by teachers in various regions of Indonesia are no exception in one part of the capital city of Indonesia, namely South Jakarta. Of course it must be a concern along with the problem of teacher job satisfaction so that it will provide quality education for the sons and daughters of the nation, with education that is worthy of the nation's future will be achieved. Therefore, it is necessary to do a deeper examination of this problem.

Based on the background and identification of the problems that have been described, it can be seen that Teacher's job satisfaction is related to leadership and teamwork. Therefore, this study is divided into two variables. First, the independent variables are leadership and teamwork and the dependent variable is Teacher's job satisfaction.

Work Satisfaction

A person with a high level of job satisfaction holds positive feelings about his work, while people with low levels of job satisfaction hold negative feelings. As stated by Robbins and judge, "Job satisfacation, which describes a positive feeling about a job, results from an evolution of its characteristics. A person with high level of job satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings.

R. Scheremerhorn also stated that, "Job satisfaction is the degree to which individuals feel positive or negative about a job. Job satisfaction, a person's reflecting attitude is positive and negative feelings toward a job, co-worker, and the work environment".

Job satisfaction is the extent to which an individual feels positive or negative about work. Job satisfaction, an attitude that reflects a person's positive and negative feelings towards work, colleagues, and work environment. John W Newstrom states, "job satisfaction is an affective attitude, a feeling of relative likes or something (for example, satisfied employees may comment that I enjoy having a variety of tasks to do)". Job satisfaction is a mental attitude, feeling relative to or disliking something (for example, satisfied employees can comment that "I enjoy various tasks that must be done").

Fred Luthans and George Holmes stated about job satisfaction as a result of employee perceptions, as stated, "Job satisfaction is a result of employees' perception of how well their jobs provide those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied employee attitude. Job satisfaction is the result of employees' perceptions of how far their work provides things that are considered important. In organizational behavior, job satisfaction is very important and often learned when talking about employee attitudes.

Five dimensions of work Luthans has identified to represent the most important characteristics of the work about the affective response that employees have, namely: (1) The work itself. The extent to which the work provides someone with interesting tasks, opportunities to learn, and opportunities to accept responsibility; (2) Salary. Amount of financial remuneration received and fairly; (3) Promotional opportunities. Possibility to develop in the organization; (4) Supervision. The ability of supervisors to provide technical assistance and behavioral support; (5) Colleagues. The rate at which fellow workers are technical experts and are socially supportive.

Jennifer M. George and Jesse H. Jones explained that, job satisfaction is a collection of feelings and beliefs that people have about their current work. The level or degree of community job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having an attitude about their work as a whole, people can also have attitudes about various aspects of their work such as the type of work they do, their coworkers, supervisors, or subordinates; and their salary. They emphasize this as follows, "Job satisfaction is the collection of feelings and beliefs that people have about their current jobs. People's levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their whole jobs, people also have the kind of work they do. Their coworkers, supervisors, or subordinates, and their pay.

According to Jennifer et al., There are several factors that cause an employee to have a different level of job satisfaction with other employees. Four factors that influence the level of satisfaction of work from a person's experience are personality, values, work situation, and social influence. Job satisfaction according to James L. Gibson et al., Is the attitude of individuals about their work. This is the result of their perception of their work, based on work environment factors, such as supervisory style, policies, and procedures, work group affiliation, working conditions and benefits.

The dimensions related to job satisfaction according to James L. Gibson et al include; (1) Salary. Amount received and fairness in payment of salaries; (2) Work. The extent to which work tasks are considered attractive and provide opportunities to learn and accept responsibility; (3) Promotional opportunities. Availability of opportunities for progress; (4) Supervisor. The ability of supervisors to show interest and concern for employees; (5) coworkers. The extent to which colleagues are friendly, competent and supportive.

A person with a high level of job satisfaction will have a positive attitude towards his work. Conversely, someone who experiences job dissatisfaction has a negative attitude. This is explained by Robbins and Coulter, "Job satisfaction refers to a person's general attitude toward his or her job. A person with high level of job satisfaction has a positive attitude towards his or her job. A person who is dissatisfied with a negative attitude. When people speak employee attitudes, they are usually referring to job satisfaction. Job satisfaction is more than just an attitude, an internal state. It could be, for example, associated with personal feelings towards both quantitative and qualitative achievements. This is explained by Laurie J. Mullins, "Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with personal feeling of achievement, either quantitative or qualitative.

According to Mullins, job satisfaction itself is actually a complex and difficult concept to measure objectively. Mullins states that the level of job satisfaction is influenced by various variables related to factors: (1) Individuals. Includes personality, education and qualifications; (2) Social.

Includes coworkers, work groups and norms, opportunities to interact, informal organizations; (3) Culture. Includes fundamental attitudes, beliefs and values; (4) Organization. Covering the nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, supervision and leadership style, management system, working conditions; (5) Environment. Covering economic, social, technical and government influences.

A high level of job satisfaction can make employees have positive feelings about their work and can reduce the level of negative feelings. Conversely, it is possible that other positive and negative attitudes lead to high or low levels of job satisfaction. For example, a high level of work involvement, coupled with a low level of frustration, can cause employees to be satisfied with their work. This was explained by Steve M. Jex and Thomas W. Britt as follows, "A high level of job satisfaction may cause employees to have other positive feelings toward their jobs, and may lead to lower levels of negative feelings. Conversely, it also has high or low levels of job satisfaction. For example, a high level of involuntary jobs, coupled with a low level of frustration, may lead employees to feel satisfied toward their jobs. "

The statement above explains that the teacher's job satisfaction is indicated by his attitude in work or teaching. If the teacher is satisfied with the conditions that affect it, the teacher will work or teach well. Thus job satisfaction is the response of one's feelings towards their work based on their perceptions or perspectives on aspects of their work in an organization with indicators: feelings towards the work itself, feelings towards opportunities to develop careers, feelings for working conditions, feelings for supervision / leadership, feelings towards co-worker relations, feelings for salary / reward.

Leadership

Leadership is a process that is intentionally carried out to guide, organize, and facilitate activities and relationships in groups or organizations.

In addition, in the path-goal theory also states that, "Suggest that, depending on followers and situations, these different leaders can increase behavior of followers who accept the leader, enhance their level of satisfaction and raise their expectation that effort will result in effective performance, which in turn will lead to valued rewards. theory Path-goal shows that, the behavior of different leaders can increase acceptance of followers, increase levels of satisfaction, and increase their expectations that efforts will produce effective performance, which will ultimately lead to appreciation for their efforts.

In path-goal theory it is also stated that, "A leader's behavior is acceptable to subordinates when viewed as a source of satisfaction is contingent on performance, and the leader of facilities, coaches, and rewards effective performance". Leader behavior can be accepted by subordinates when viewed as a source of satisfaction, and motivation when satisfaction needs are dependent on performance, and leaders facilitate, train, and reward effective performance.

Schermerhorn stated, "leadership is the process of inspiring others to work hard to accomplish important tasks." Leadership is the process of inspiring others to work hard in completing important tasks. Meanwhile, Robbins and Coulter argue, "leadership is the process of leading a group and influencing that group to achieve its goals." Leadership is the process of leading a group and influencing the group in achieving its goals.

Daft revealed, "leadership is an influencing relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes." Leadership is a mutually influential relationship between leaders and followers that aims to achieve change and results that reflect agreed goals.

Whereas Achua and Lussier argued, "leadership is the influencing process of leaders and followers to achieve organizational objectives through change." Leadership is a process of influencing leaders and followers to achieve organizational goals through change.

While McShane and Glinow revealed, "leadership is about influencing, motivating, and enabling others to contribute to the effectiveness and success of the organizations of which they are members." Leadership is an activity that influences, motivates and enables others to contribute to success and effectiveness organization.

Northouse argues, "leadership is a process whereby individual influences a group of individuals to achieve a common goal." Leadership is a process of influencing a group of people to achieve their stated goals.

Hitt, Black and Porter revealed that, "organizational leadership is an interpersonal process that involves attempts to influence other people in attaining organizational goals. Organizational leadership is an interpersonal process that involves efforts to influence others in achieving organizational goals.

Simon A. Black stated that, "Current frameworks of leadership for the Higher Education sector do not encompass all of the behaviors expressed in established leadership literature. Higher Education leaders need a combination of leadership and management competencies in order to address the challenges faced in the sector; "The separation of these facets is counterproductive and will not address the negative impact of managerial perceived within institutions." Stronger correlations are found for areas of leadership that are broadly related to the need for workers to feel that they are suitable for the organization and that other workers are friends with them . Leadership aspects such as leaders' consideration and the feeling that leaders build a good workplace climate is to give workers the feeling that "belonging" is in the organization.

Impact leadership is not the inevitable consequence of developing leadership and or knowledge of leadership theories. While leadership theory reveals what leadership is, beyond leadership reveals who leaders need to practice ethical and effective leadership. This was explained by Emmanuel Mango "The impactful leadership is not inevitable consequence of leadership development and or knowledge of leadership theories. "The leadership theory reveals what leadership is about, beyond leadership reveals that leaders need to be ethical in order to practice and effective leadership."

Emmanuel Mango also stated, "The six foundational domains of leadership are character, characteristics, people practices, institutional practices , context and outcomes. The aim of this paper is not to down the ultimate combinations of leadership subdomains or to expose leadership of the underlying structure. "Stronger correlations are found for areas of leadership that are broadly related to the need for workers to feel that they are suitable for the organization and that other workers are friends with them. Leadership aspects such as leaders' consideration and the feeling that leaders build a good workplace climate is to give workers the feeling that "belonging" is in the organization. From some of the opinions above the authors synthesize that leadership is an effort of leaders who influence followers who are carried out with full awareness to achieve common goals that have been previously set with indicators: (1) Provide direction; (2) Providing assistance; (3) Making decisions; (4) Balance and success.

Team Cooperation

A harmonious relationship within an organization is able to generate positive synergies and indirectly have an impact on both quality and interaction within a group. Daft's statement regarding the information of the team's collaboration, "Teams are a central aspect of organizational life, and the ability to manage them is a vital component of manager and organization success. Teamwork provides benefits or companies that continue to use this structural mechanism. The organizations by their very nature are made up of various individuals and groups that have worked together and coordinated their activities to accomplish objectives.

While Schermerhorn et. all stated that, "A team is a group of people holding themselves accountable for using complimentary skills to achieve a common purpose. Teamwork occurs when the team members live up to their collective accountability for goal accomplishment ".

Teams are groups of people who hold themselves collectively responsible for using complementary skills to reach the same goals collectively. Team collaboration occurs when team members accept and live up to collective accountability and actively work together so that each of their skills is maximally used to achieve important goals. Colquitt, Le Pine, and Wesson have opinions, "Teamwork processes refer to the interpersonal activities that facilitate the accomplishment of the team's work but do not directly involve the task accomplishment itself. "You can think of teamwork that sets settings or contexts in which work as behavior settings that the team can be carried out."

Teams The teamwork process refers to interpersonal activities that facilitate the achievement of teamwork but not directly involves achieving the task itself. The process of teamwork can be said as a behavior that creates an arrangement or context in which work tasks can be done. That is, teamwork is an interpersonal activity in achieving tasks.

James Obiri-Yeboah and Peter Tobbin concluded that, "The strength of the successful results is towards a given objective. Also, it is imperative to pay attention to common language and prototypes are available to enhance optimum performance. The team did not escape the challenges of the unto maturity development team. Conspicuously, the driving forces for achieving the uncommon results are cooperative mind-set, boundary spanning, igniting purpose and productive capacity. "The strength of a successful team to get excellent results lies in the effective combination of a variety of skills and experiences towards the given goal. Also, it is very important to pay attention to the general language and prototypes available to improve optimal performance. The team did not escape the challenges of the development team to maturity. Very prominent, the driver for achieving extraordinary results is the pattern of thinking of cooperation, boundary coverage, goal points and productive capacity.

Teamwork is a group whose individual efforts are able to produce positive synergies to increase one level of performance that is higher than the number of individual inputs through coordinated efforts. Extensive use of the team generates potential for an organization to produce a lot of bigger results. For this reason, team effectiveness is needed which includes measures of objectivity regarding team productivity, managers' assessment of team performance, and all measures of member satisfaction. The effectiveness of an organization's team can be measured based on how the team achieves its objectives and has performance on behalf of the entire organization. The other team's effectiveness model creates a supportive environment, commitment, reward system, communication system and physical space, all in a synchronous state so that the team can work in a productive atmosphere.

Based on the description of the concept above can be synthesized, teamwork is an activity that is managed and carried out by a group of people who are members of one organization working together in a coordinated manner in achieving certain goals that have been set with indicators: coordination, interpersonal activities, responsibility, support between individual and cooperation.

METHODS RESEARCH

This study uses a quantitative approach, survey methods and analysis techniques path(Path-analysis).

Variables in path analysis consist of exogenous variables and endogenous variables. The research constellations used are:

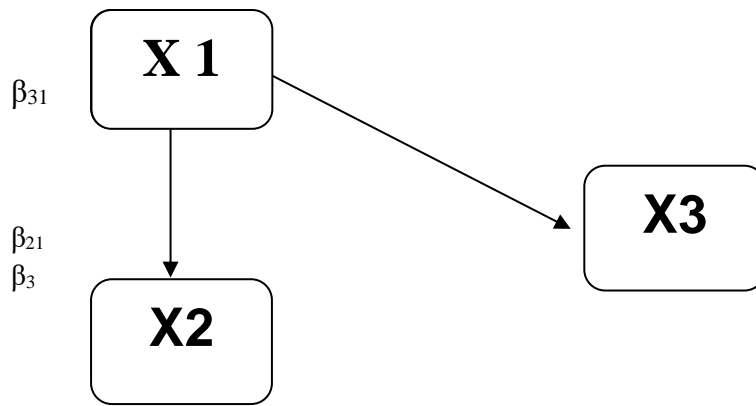


Figure 1 Influence Model between Research Variables

Description:

X₁ : Leadership (exogenous variable)

X₂ : Team Cooperation (exogenous variable)

X₃ : Job Satisfaction (endogenous variable)

→ : Direct influence

Data processing follows the rules of parametric inferential statistics, starting with the aim of producing actual data so that it can be measured. After that, a regression test was conducted to test the influence between variables with the aim of making estimates and factual population data generalizations. So that recommendations generated from the statistical analysis can be accounted for objectively and scientifically validity. The affordable population of this study were public elementary school teachers in Pasar Minggu District, South Jakarta as many as 459 people. Determination of the number of teacher samples that become research objects is determined by the Slovin formula, namely:

$$n = \left(\frac{N}{(N \times e^2) + 1} \right)$$

Where:

n = sample

N = population

e = degree of error = 5% = 0.05

of the formula obtained:

$$n = \left(\frac{459}{(459 \times (0,05)^2) + 1} \right)$$

$$n = \left(\frac{459}{2,14} \right)$$

$$n = 214,485$$

So the sample to be used in this study amounted to 214 (two hundred and fourteen) Public Elementary School teachers spread in Pasar Minggu District, South Jakarta . Given the breadth of the research area, the implementation of the research is carried out by examining samples that are considered capable of representing the characteristics and traits that exist in the population. The sample in this study was taken using the technique or Simple Random Sampling simple random sampling . So samples taken from the population were taken randomly.

The steps in sampling are choosing 214 teachers by drawing a draw, conducting data collection of teachers selected as samples, giving a code to teachers who have been selected as samples.

1. The Influence of Leadership on Job Satisfaction

From the results of the path analysis calculation, Leadership has a positive direct effect on job satisfaction with a path coefficient of 0.225 and a t_{count} of 3.43. The value of t_{table} for $\alpha = 0.01$ is 2.60. Therefore the value of t_i is greater than t_{table} then H_0 is rejected and H_1 accepted, thus the leadership of a positive direct effect on job satisfaction can be accepted. The results of the analysis of the first hypothesis provide findings that leadership has a direct positive effect on job satisfaction. Thus it can be concluded that job satisfaction is directly influenced positively by leadership. Increasing leadership results in increased job satisfaction.

2. The Effect of Team Cooperation on Job Satisfaction Team

collaboration has a positive direct effect on job satisfaction with a path coefficient of 0.244 and a t_{count} of 3.72. $T_{\text{table value}}$ for $\alpha = 0.01$ of 2.60. Therefore the value of t_i is greater than t_{table} then H_0 is rejected and H_1 accepted, thus teamwork positive direct effect on job satisfaction can be accepted.

The results of the second hypothesis analysis produced findings that teamwork had a direct positive effect on job satisfaction. Based on these findings it can be concluded that job satisfaction is directly affected positively by teamwork. Increased teamwork results in increased job satisfaction.

3. Effect of Leadership on Team Cooperation

Leadership has a direct positive effect on teamwork with a path coefficient of 0.212 and at value $t_{\text{calculated}}$ of 3.16. $T_{\text{table value}}$ for $\alpha = 0.01$ of 2.60. Because the value of t_{count} is greater than the value of t_{table} then H_0 is rejected and H_1 is accepted, thus leadership has a direct positive effect on teamwork that can be accepted.

The results of the third hypothesis analysis provide findings that leadership has a direct positive effect on teamwork. Thus it can be concluded that teamwork is directly affected positively by leadership. Increased leadership results in increased teamwork.

CONCLUSION

Based on the results of data analysis and hypothesis testing, the following research results are obtained: (1) Leadership has a direct positive effect on teacher job satisfaction. This means that high leadership can increase job satisfaction among elementary school teachers located in Pasar Minggu sub-district, South Jakarta, (2) teamwork has a direct positive effect on teacher job satisfaction. This means that high teamwork can increase job satisfaction among elementary school teachers located in Pasar Minggu Subdistrict, South Jakarta. (3) Leadership has a direct positive effect on teamwork. This means that high leadership can enhance teamwork among elementary school teachers located in Pasar Minggu Subdistrict, South Jakarta.

Based on the conclusions and implications of the State above, some suggestions are, (1) For the Educational Implementation Unit of Pasar Minggu Subdistrict, South Jakarta to determine the steps of coaching in an effort to increase job satisfaction of State Primary School teachers in their work environment. (2) For the Principals of Public Elementary Schools in Pasar Minggu Subdistrict, South Jakarta to improve the ability to influence teachers by providing direction, providing assistance, making

decisions, balance and success so that teacher job satisfaction can be met. (3) For state elementary school teachers who are in Pasar Minggu sub-district, South Jakarta, so they have high perception or perspective on their work, are responsible, can develop their careers, and maintain a harmonious relationship with leaders or colleagues so that desired job satisfaction can be created (4) For other researchers so that this research can be used as a reference in further research related to teacher job satisfaction because the scope of this research is limited to leadership and teamwork.

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