

# PROCEEDING

# IC 2018 MS

**The 4<sup>th</sup> International Conference on Management Sciences  
Universitas Muhammadiyah Yogyakarta, Indonesia**

**“Disruptive Innovation in Modern Business Era”**

held in UMY, Indonesia, on March 28, 2018

**Department of Management**

FACULTY OF ECONOMICS AND BUSINESS  
**Universitas Muhammadiyah Yogyakarta**

in collaboration with:  
**Universiti Sains Islam, Malaysia**  
**Tamkang University, Taiwan**  
**Khon Kaen University, Thailand**



**The 4<sup>rd</sup> International Conference on Management Sciences 2018  
(ICoMS 2018)**

**March 28 2018**

**Universitas Muhammadiyah Yogyakarta, Indonesia**

**Chair Person**

Dr. Indah Fatmawati, S.E., M.Si

**Keynote Speakers:**

1. Prof. Shu Hsein Liao, Ph.D (Tamkang University, Taiwan)
2. Dr. Kawpong Polyorat (Khon Khaen University, Thailand)
3. Dr. Syadiyah Abdul Shukor (Universiti Sains Islam Malaysia)
4. Punang Amaripuja, S.E., S.T., M.IT. (Universitas Muhammadiyah Yogyakarta)

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2. Dr. Retno Widowati PA, M.Si. (Universitas Muhammadiyah Yogyakarta)
3. Dr. Indah Fatmawati S.E., M.Si. (Universitas Muhammadiyah Yogyakarta)
4. Dr. Arni Surwanti, M.Si. (Universitas Muhammadiyah Yogyakarta)
5. Ika Nurul Qamari, S.E., M.Si. (Universitas Muhammadiyah Yogyakarta)

**Chairs of Parallel Session:**

- ROOM A** : Dr. Indah Fatmawati S.E., M.Si.  
**ROOM B** : Retno Widowati PA, M.Si., Ph.D  
**ROOM C** : Ika Nurul Qamari, S.E., M.Si.  
**ROOM D** : Prof. Dr. Heru Kurnianto Tjahjono, M.M.  
**ROOM E** : Dr. Arni Surwanti, M.Si.

**Preface ICoMS 2018**  
**The 4<sup>th</sup> International Conference on Management Sciences 2018**  
**(ICoMS 2018)**  
**March 28 2018**  
**Universitas Muhammadiyah Yogyakarta, Indonesia**

Dear Presenters and Delegates,

Department of Management, Economics Faculty, University of Muhammadiyah Yogyakarta, in collaboration with the Tamkang University Taiwan, Khon Kaen University Thailand, USIM Malaysia, organized an International Conference which will be held on March 28 2018.

We are proud to know that there is a thick manuscript submissions came to our table for this conference. In detail, there are 42 international academic manuscripts which we received from Indonesia, Malaysia, Thailand. And in this conference we choose **Disruptive Innovation in Modern Business Era** as the main theme.

Our international conference is a manifestation of the Government of Indonesia through the Directorate General of Higher Education, which has encouraged the internationalization of research and teaching in order to foster high-caliber academic institutions globally and increase competitiveness in International Higher Education.

We are very confident that our presenters and delegates will get a lot of ideas together and experience of this conference. In addition, our participants will enjoy additional insight from our plenary session keynote speakers, namely, Prof.Dr.Shu-Hsien Liao from Tamkang University Taiwan, Dr. Kawpong Polyorat from Khon Kaen University Thailand, Prof. Dr. Syadiyah Abdul Shukor from USIM Malaysia, and Punang Amaripuja, S.E., S.T., M.IT. from Universitas Muhammadiyah Yogyakarta.

Through this conference, we are committed to promote and improve our mission and academic culture synthesize global progress with local knowledge. Therefore, it is my great honour to welcome you to ICoMS 2018 in great cultural city of Yogyakarta, Indonesia. I look forward to seeing you soon in the conference.

Best wishes,

Dr. Indah Fatmawati

Chair of ICoMS 2018

<http://icoms.umy.ac.id/call-for-papers>

## TABLE OF CONTENTS

**The 4<sup>th</sup> International Conference on Management Sciences 2018 (ICoMS 2018)**

Wednesday, March 28 2018

Universitas Muhammadiyah Yogyakarta, Indonesia

No	Article	Page
1	<b>Preface ICoMS 2018</b>	ii
2	<b>Table of Contents</b>	iii
	<b>ROOM A</b> <b>Chairs of Parallel Session:</b> Dr. Indah Fatmawati S.E., M.Si.	
3	<b>PAPER ID 18.023:</b> The Effect of Corporate Brand Image, Store Image, Perceived Risk and Price Image on Purchase Intention: A Study on “Carrefour” Private Label Brand <b>M. Alimardi Hubeis and Daniel Tumpal Hamonangan Aruan, Ph.D</b>	<b>1-15</b>
4	<b>PAPER ID 18.030:</b> Customer’s Skepticism in Islamic Banking <b>Alex Fahrur Riza and Dwi Marlina Wijayanti</b>	<b>16-29</b>
5	<b>PAPER ID 18.031:</b> A Concept of City Branding: Gresik Halal Life Style <b>Tyas Ajeng Nastiti, Alfina, and Nova Ridho Sisprasajo</b>	<b>30-35</b>
6	<b>PAPER ID 18.061:</b> The Effect of Corporate Social Responsibility on Word of Mouth with Trust and Corporate Reputation as Intervening Variable <b>Alif Supriyatno and Siti Dyah Handayani</b>	<b>36-46</b>
	<b>ROOM B</b> <b>Chairs of Parallel Session:</b> Retno Widowati PA, M.Si., Ph.D	
7	<b>PAPER ID 18.011:</b> Pattern of Community Economy Under the Process of Globalization: Case study Don Kaew Village, Maung District, Beung Gaan Province. <b>Asst. Prof. Dr. Bodee Putsyainunt</b>	<b>47-55</b>

8	<b>PAPER ID 18.013:</b> Strategic Management Analysis Development of Cattle Agribusiness In NorthSulawesi With Concept Approach "Cooperative Farming" <b>Jolyanis Lainawa</b>	<b>56-66</b>
9	<b>PAPER ID 18.047:</b> Dispute Settlement on Violation of Business Ethics: A Legal Framework to Innovative Future <b>FE Fikran Alfurqon, Dinda Andriandita and Rima Ayu Andriana</b>	<b>67-71</b>
10	<b>PAPER ID 18.014:</b> Analysis of Sustainable Competitiveness of Tourism Sector In Ternate, North Maluku Province <b>Muharto</b>	<b>72-87</b>
11	<b>PAPER ID 18.020:</b> Analysis of University Entrance Decision Through Promotion, Student Purchasing and Awareness <b>Anik Tri Suwarni, Rorim Panday and Andrian</b>	<b>88-100</b>
12	<b>PAPER ID 18.034:</b> Development of Awqaf Products in the State of Negeri Sembilan Post-Wakaf Enactment (Negeri Sembilan) 2005: Effectiveness of Promotion Campaigns <b>Prof. Dato' Dr. Mohammad Haji Alias, Haji Azzero Effendi Abdul Kadir, Nur Izzati Adnan, Nur Hidayah Mazlan and Nik Norsalina Raja Dollah</b>	<b>101-117</b>
13	<b>PAPER ID 18.056:</b> Small and Medium Enterprises (SMEs) Community Strategy to Increase Consumer Interest of Handycraft Products at Tanggulangin Sidoarjo <b>Dra. Lilik Indayani, MM and Dewi Andriani, SE., MM</b>	<b>118-121</b>
14	<b>PAPER ID 18.057:</b> Knowledge Sharing and Innovation Capability to Encourage Competitive Advantage (Empirical Study on Small Medium Enterprises Giriloyo Art Batik, BantulIndonesia) <b>Ayu Candrawati and Ika Nurul Qamari</b>	<b>122-128</b>
<b>ROOM C</b> <b>Chairs of Parallel Session:</b> Ika Nurul Qamari, S.E., M.Si.		
15	<b>PAPER ID 18.051:</b> Financial literacy For Family Welfare Within Financial Planning: Study Demographic of community in Tanjung Balai City, North	<b>129-140</b>

	Sumatera <b>Irawan, Yossie Rossanty, and Muhammad Dharma Tuah Putra Nasution</b>	
<b>16</b>	<b>PAPER ID18.048:</b> Marginal Expected Shortfall Analysis in Banking Emerging Market ASEAN <b>Arif Satrio Wicaksono and Dony Abdul Chalid</b>	<b>141-159</b>
<b>17</b>	<b>PAPER ID 18.052:</b> Estimating the Potential Bankruptcy on Banking Sector in Indonesia: Using Method of Altman Z – Score and Springate <b>Yossie Rossanty, Irawan, and Muhammad Dharma Tuah Putra Nasution</b>	<b>160-168</b>
<b>18</b>	<b>PAPER ID 18.015:</b> Analysis Of Factors Influencing Values Of Mining Company In Indonesia Stock Exchange <b>Beta Asteria</b>	<b>169-179</b>
<b>19</b>	<b>PAPER ID 18.029:</b> Price Discovery in Indonesia Government Bond Market <b>Yasir Maulana and Buddi Wibowo</b>	<b>180-185</b>
<b>20</b>	<b>PAPER ID 003:</b> Analysing The Factors That Influence The Adoption Of Internet Payment System By Malaysian Public Users <b>Muhamad Sade Mohamad Amin and Mohd Fuaad Said</b>	<b>186-200</b>
<b>21</b>	<b>PAPER ID18.007:</b> Innovation in Operations and Project Development Strategy at PHE ONWJ to Sustain The Business in Implementing Gross Split Production Sharing Contract <b>Nanang Sahroini and Aries Firman</b>	<b>201-214</b>
<b>22</b>	<b>PAPER ID 18.017:</b> Geographic Information System Proposes Determination of Business Location Feasibility: Case Study Small Business Culinary in Pontianak <b>Mochammad Ridwan Ristyawan</b>	<b>210-222</b>
	<b>ROOM D</b> <b>Chairs of Parallel Session:</b> Prof. Dr. Heru Kurnianto Tjahjono, M.M.	
<b>23</b>	<b>PAPER ID 18.012:</b> Analysis of Performance Management Implementation in Realizing The Inclusive Health With Balanced Scorecard Approach (BSC)	<b>223-237</b>

	At North Minahasa District Health Office <b>Joice L.M.Katuuk, Bernhard Tewal, James Massie, and Victor Lengkong</b>	
24	<b>PAPER ID 18.016:</b> Organizational Justice, Ethical Leadership And Commitment Predictors Of OCB <b>Dwi Novitasari and Asri Laksmi Riani</b>	238-249
25	<b>PAPER ID 18.027:</b> Transformational Leadership and Organizational Citizenship Behavior in Public Sector: The Mediating Role of Psychological Empowerment and Affective Commitment <b>Puti Indrasari and Aryana Satrya</b>	250-256
26	<b>PAPER ID 18.049:</b> The Effect of Leadership, Control System, and Motivation To Work on Effectiveness of Organization of Bhayangkara Jakarta Raya University <b>Semuel Rusen Kabangnga</b>	257-261
27	<b>PAPER ID 18.022:</b> Pre and Post Merger and Acquisition Decisions Related to The Company's Operating Performance in Indonesia <b>Agus Windu Atmojo and Rizal Edy Halim</b>	262-270
28	<b>PAPER ID 18.055:</b> Types, Actors, and Modes of Sexual Harassment against Female Nurses at Hospitals in Jakarta <b>Wahyu Muhamad Zen, Muhammad Irfan Syaebani, and Monica Devina</b>	271-283
29	<b>PAPER ID 18.045:</b> Damaging Business Principles in Umroh Services Company (An Ethical Perspective Analysis at Solusi Balad Lumampah Ltd) <b>Yulindha Permatasari</b>	284-292
30	<b>PAPER ID 18.054:</b> The Competitive Strategies of BPR Conventional in Lowering Bad Debts Through The Collateral Taken Over (AYDA) on Pt BPR Candisaka Arta Sidoarjo <b>Sumartik, SE., MM and Misti Hariasih, SE., MM</b>	293-296
31	<b>PAPER ID 18.001:</b> Profitability Analysis on Healthcare Company in Indonesia Stock Exchange <b>Teti Anggita Safitri</b>	297-303

<b>ROOM E</b>		
<b>Chairs of Parallel Session:</b>		
Dr. Arni Surwanti, M.Si.		
<b>32</b>	<b>PAPER ID 18.005:</b> Cryptocurrency and Constituency: Understanding the Existence of Bitcoin and Its Regulation in Indonesia  <b>Tareq Muhammad Aziz Elven</b>	<b>304-311</b>
<b>33</b>	<b>PAPER ID 18.006:</b> Working Capital Management of PT Waskita Beton Precast Tbk  <b>Eva Zaliha Satyati, ST and Ir. Drs. H. Arson Aliludin, S.E, DEA</b>	<b>312-321</b>
<b>34</b>	<b>PAPER ID 18.008:</b> Financial Feasibility Study Of Mix-Use Building Area Investment Plan  <b>Nurul Sandy Putri and Arson Aliludin</b>	<b>322-333</b>
<b>35</b>	<b>PAPER ID 18.018:</b> The Effect of Internal Control and Internal Audit on Effort to Minimize the Income Statement Fraud (Case Study at PT Jasa Marga (Persero) Tbk)  <b>Cahyadi Husadha and Desi Wulandari</b>	<b>334-345</b>
<b>36</b>	<b>PAPER ID 18.021:</b> Impact Implementation of PSAK 70 Related to Tax Amnesty on Reporting of the Firm (Case Study on CV Btari Senja)  <b>Widi Winarso and Rorim Panday</b>	<b>346-352</b>
<b>37</b>	<b>PAPER ID 18.032:</b> Financial Restructuring on Distress Firm in Indonesia  <b>Sri Dwi Ari Ambarwati</b>	<b>353-367</b>
<b>38</b>	<b>PAPER ID 18.037:</b> Creative Funding and Marketing in Sharia Banking  <b>Fifi Swandari</b>	<b>368-373</b>
<b>39</b>	<b>PAPER ID 18.044:</b> Optimal International Financial Cooperation: Solution to the Growing Breakdown of Global Cooperation  <b>Chairuddin Syah Nasution</b>	<b>374-386</b>
<b>40</b>	<b>PAPER ID 18.059:</b> Awairness Raising Experience In Efforts To Improve The Welfare Of Persons With Disabilities Through The Role Of The Community-Based Rehabilitation Group In The Student Course Work Of	<b>387-395</b>





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# The Effect of Leadership, Control System, and Motivation To Work on Effectiveness of Organization of Bhayangkara Jakarta Raya University

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## ABSTRACT

This causal study is aimed to obtain information related to the effect of leadership, control system, and motivation to work on effectiveness of organization. The research will be conducted on July 2018 with 116 samples selected randomly. The data will be analyzed by path analysis after all variables are put into correlation matrix. The research would result that are there any direct effects of : (1) leadership on effectiveness of organization, (2) leadership on motivation to work, (3) control system on effectiveness of organization, (4) control system on motivation to work, and (5) motivation to work on effectiveness of organization. The result should be put into consideration in improving the effectiveness of organization.

**Keywords:** leadership, control system, motivation to work, effectiveness of organization

## 1. INTRODUCTION

### 1.1. Background to the study

In the period of transformation from industrial era into the information age the basis of competitive advantage has change from resource-based economy to a knowledge-based economy . This change has placed the university in a central position to produce economic benefits. As the springs of knowledge and a place to produce knowledgeable beings, universities have a vital role in determining the welfare of the nation.

As public-oriented institutions, universities have a multi-stakeholder meaning that higher education institution is required to accommodate and satisfy the needs and desires of all the stakeholders. These demands are actually not an easy task, especially for public and private university.

The stakeholders of higher education institution consist of ranging from government, alumni, students, parents students, faculty staff, users, donors, and community.

In respons to the need and desires of all stakeholders Top Management of

Bhayangkara Jakarta Raya University have decided a Vision:

**To be an eminent nationally- recognized University with an emphasis on nationality perspective with security basis in order to produce human resouces who can compete with good ethics behavior.**

Mission ;

- 1.To produce good quality of graduates for enhancing quality of human resource;
2. To provide educational services in line with adaptive Higher education curriculum that follow the development of science, technology and art;
3. To conduct research and scientific studies for development of science and technology in basic science and its application;
4. Carrying out community services through the used of expertise and application of science and technology to enhance quality of life of community.

An organization can be effective if organization can get high performance with

achieving its mission and goal . The level of organization effectiveness is important to know because can be used to measure the success of any organization. To understand well this subject, Robert Kreitner and Angelo Kinicky(2007) suggest four approach :

1. Goal Accomplishment;
2. Resource Acquisition;
3. Internal Processes;
- 4.Strategic Constituencies Satisfaction

The university good governance is supposed to produce a good quality index in both administration and implementation of higher education institution. Higher Educational Institution is a unit of education that conduct a higher education. Higher Educational Institution could be conducted either by government or private. The number of private higher educational institutions in Indonesia have grown dramatically in the past decade, especially in Java, namely in Jakarta, and Yogyakarta, as well as Bandung.

To assure the quality of the education, the government of Indonesia has created an educational accreditation system under which services and operations of the educational institutions are evaluated periodically by an external body to determine if applicable standards are met. In Indonesia, the function of the educational accreditation is conducted by an agency under Ministry of Research, Technology, and Higher Education, called the National Accreditation Board for Higher Education or Badan Akreditasi Nasional Perguruan Tinggi (BAN-PT) , established in 1994 . Indonesia's higher education accreditation system awards three grades, according to their scoring on 7 points of best practice, those are:

- A (Very Good) with a score between 361-400
- B (Good) with a score between 301-360
- C (Fair) with a score between 200-300
- Non Accredited institutions with a score for less than 200.

Since July 4<sup>th</sup> 2015, Bhayangkara Jakarta Raya University has succeeded to have grade

B of institution accreditation with the certificate Number: SAIPT 000653, while the grade of accreditation on study programs are as follows:

Tabel 1. Accreditation of Study Program of Bhayangkara Jakarta Raya University

Level	Study Program	Accreditation
Bachelor degree	Law	B
Bachelor degree	Management	B
Bachelor degree	Communication Science	B
Bachelor degree	Accounting	C
Bachelor degree	Information Engineering	C
Bachelor degree	Chemical Engineering	C
Bachelor degree	Environmental Engineering	C
Bachelor degree	Industrial Engineering	C
Bachelor degree	Petroleum Engineering	C
Master degree	Management	B
Master degree	Law	B
Bachelor degree	Educational	Not Yet Accredited
Bachelor degree	Sport	Not Yet Accredited

At present, University of Bhayangkara Jakarta Raya expect to obtain grade A (Very Good) on the next accreditation. Organization effectiveness is the key word to accomplish such goal. According to Mullins(2005),the effectiveness of an organization are effected by various factors, beginning from individualism as a motion spirit until external factor such as economy, technology, etc.

Handy in Mullin (2005) has identified that there are more than 60 factors that affect the effectiveness of organization. Because we have the constraints either in time or in cost, we are only going to examine the effect of leadership, control system and motivation to work on the effectiveness of organization in this research.

### 1.2. The Purpose of the Research

Hopefully that by doing this research will give benefit to all parties in the management, especially to the top management of Bhayangkara Jakarta Raya University to accomplish the strategic goal, grade A in accreditation institution

### 1.3. Research Questions

This study develops several research questions as follow :

- Is there any direct effect of Leadership on Effectiveness of organization ?;
- Is there any direct effect of Leadership on motivation to work?;
- Is there any direct effect of control system on effectiveness of organization?;
- Is there any direct effect of control system on motivation to work?;
- Is there any direct effect of motivation to work on effectiveness of organization?.

## 2. LITERATURE REVIEW

### 2.1. Effectiveness of Organization

Effectiveness of organization is the achievement of organization which successfully accomplish toward its stated goals. A good way to better understand this complex subject is to consider four generic approaches to assessing an organization's effectiveness as follows :

- Goal Accomplishment : the organization achieves its stated goals.
- Resource Acquisition ; the organization acquires the resources it need.

- Internal Processes; the organization functions smoothly with a minimum of internal strain.
- Strategic Constituencies Satisfaction; the demands and expectations of key interest groups are at least minimally satisfied.

Well-managed organizations mix and match effectiveness criteria to fit the unique requirement of the situation. Manager need to identify and seek input from strategic constituencies. This information, when merged with the organization's stated mission and philosophy, enables management to derive an appropriate combination of effectiveness criteria (Robert Kreitner and Angelo Kinicky, 2007 ).

### 2.2. Leadership

Leadership is an attempt to use influence to motivate individuals to accomplish some goals (Ivancevich et al, 2009). Leadership is about coping with change, part of the reason it has become so important in recent years is that business world has become more competitive and more volatile. Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes (Richard L. Daft, 2005). Leadership is a process between a leader and followers, leadership involves social influence, leadership occurs at multiple levels in an organization and leadership focuses on goal accomplishment (Robert Kreiner and Angelo Kinicky, 2007 ). Good

### 2.3. Control System

There are five essential elements in an organizational control system as follow :

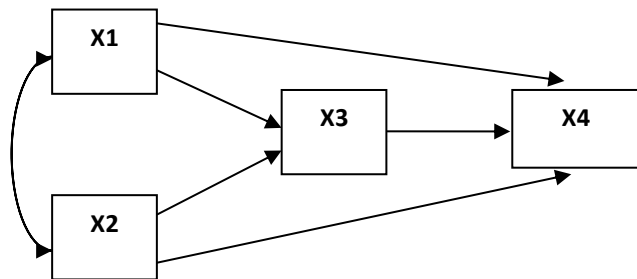
- Planning what is desired;
- Establishing standards of performance;
- Monitoring actual performance;
- Comparing actual achievement against the planned target; and
- Rectifying and taking corrective action (Laurie J. Mullins, 2005).

### 2.4. Motivation To Work

Motivation is defined as a set of energetic forces that originates both within and outside an

employee, initiates work related effort, and determines its direction, intensity, and persistence (Colquitt et al, 2009). Another definition stated that motivation as the degree to which an individual wants and chooses to engage in certain specified behaviors (Mitchell in Laurie J. Mullins 2005).

Motivation also represent those psychological process that cause the arousal, direction and persistence of voluntary actions that are goal directed (Robert Kreiner and Angelo Kinicki,2007).



X1= Leadership      X3 = Motivation To Work  
 X2 = Control System      X4 = Effectiveness of Organization

Figure 1. Model of Research

**Hypothesis :**

- H1 : There is positive direct effect of Leadership on Effectiveness of Organization;
- H2 : There is positive direct effect of Leadership on Motivation to Work
- H3 : There is positive direct effect of Control System on Effectiveness of Organization;
- H4 : There is positive direct effect of Control System on Motivation To Work
- H5 : There is positive direct effect of Motivation To Work on Effectiveness of Organization

**3. RESEARCH METHODOLOGY**

**3.1. Place and Time of Research**

This research will conduct at Bhayangkara Jakarta Raya University that located at Jalan Raya Perjuangan North of Bekasi City West Java. Time for research will conduct from July until September 2018.

**3.2. Data Collection Method**

This research will use two kind of data, primary data and secondary data. Primary data is the data collect from employee as respondent as a result of the questionnaire used likert scale, that will conduct by researcher. Questionnaire method used is the list of written questions sent directly to the employee to get their perceptive. Secondary data collection will collect through scientific papers, journals and collection of information from newspaper and magazines.

**3.3. Population and Sampling of Research**

Population of this research are all employees from Bhayangkara Jakarta Raya University which consist of administration, lecturers, manager and submanager at Bhayangkara Jakarta Raya University. Populations around 400 people.

Sampling method will use simple random sampling for 116 employees at Bhayangkara Jakarta Raya University.

**3.4. Data Analysis Method**

The data which get from this research will be analysis with descriptif and inferencial analysis. Descriptif analysis consist of mean, median,modus, varians and deviation standard.

Inferencial analysis will be used to examined hypotesiss by using path analysis.

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