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Full Length Research Paper

The Relationship Between Leadership Type, Work Motivation, Training of Employee, and Physical Work Environment Toward Employee's Performance of Fastfood Company in Yogyakarta Indonesia

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This research was aimed to analyze the leadership type, work motivation, employee's training, physical work environment, and employee's performance and the relationship between leadership type, work motivation, employee training, and physical work environment toward employee's performance at Stores of Kentucky Fried Chicken (KFC) Yogyakarta. The data were gathered in the stores KFC Yogyakarta using questionnaires that had been tested for its validity and reliability. Stores applied in this research were four stores; they were KFC BDNI, KFC Galleria, KFC Adi Sucipto and KFC Ambarukmo Plaza, while to test validity and reliability of the questionnaires in was KFC UGM. 76 Respondents were selected by census and then by their complete questionnaires. The data were statistically analyzed using the Chi-Square, Cramer's V and Spearman's Correlation. The results showed that the leadership type of the manager of the store was supportive type. The majority of respondents had a high work motivation. The training of the employee was classified in medium category. All employees assessed that physical work environment was classified in comfortable category. Most of the Employee's performance was in the high category. Employee's performance had a correlation ($P < 0.01$) with leadership type; employee's performance had a correlation ($P < 0.01$) with employee's training; employee's performance had a correlation ($P < 0.05$) with physical work environment; and employee's performance also had a correlation ($P < 0.10$) with work motivation. Leadership type, work motivation, employee's training, and physical work environment had a low strength correlation with employee's performance.

Keywords: Type of leadership, work motivation, employee's training, physical work environment, employee's performance.

INTRODUCTION

Matching organizational and employee characteristics is crucial for the success of organizations. Employees who think that an organization's values and goals match their own are more satisfied, perform better, and are less likely to leave the organization (Kjeldsen and Jacobsen, 2012). The success of an enterprise cannot be separated from competition with similar companies whether small, medium, and large one which resulted in increasing competition among firms. In anticipating of such a situation, the leaders of the company should always strive to improve the quality and quantity of human resources in order the companies they lead are able to deliver the company to achieve the expected goals earlier. Employees play a major role in running the company's life. If the employees have high productivity and work motivation is, then the wheel of the company will run faster, which ultimately resulted in the achievement of good performance targets for the company. It is not possible to obtain customer a bad image of the institution/organization because of the employees' bad work. This is where management should focus on improving employees' performance. Management should assure that all of the employees have high motivation and persistent work. Organizational support theory (Eisenberger and Stinglhamber, 2011) supposes that employees develop global beliefs concerning their positive valuation in order to satisfy socioemotional needs and to determine the organization's readiness to recognize and reward increased work effort and to provide aid when need.

Most research on strategic leadership has examined organizational performance effects from a financial perspective alone. Indeed, in the original upper echelons framework, organizational performance indicators included profitability, growth, and survival, which are the outcomes most prominent in the strategy literature (Carter and Greer, 2013). The effects of Leadership and Motivation on employees' performance have a great impact on the overall wellbeing of the attitude of workers in general and hence a critical look or consideration must be given to them by management and stakeholders. Employees are the workforce of any businesses and they carry out the duties required to achieve the desired objective of any firm. As Eskildsen and Nussler (2000) stated, employee satisfaction is impacted by the employees' perception of their job and the organization for which they work for. Employees' perception of leadership behavior is an important predictor of employee job satisfaction and commitment (Jaskyte, 2004). Individual perception of the organization is related to job attitudes (Morris & Bloom, 2002). Leadership styles can either motivate or discourage employees, which in return can cause employee's increase or decrease in their level of performance. According to Schyns and Sanders

(2007), the sources of employee job dissatisfaction include inadequate salary, conflicting job demands (from the leadership) and absence of promotion prospects. For efficiency purposes, an effective leadership style, one that positively affects employees' satisfaction and results in better performances, effectiveness and productivity is clearly desirable (Turner and Muller, 2005). In the study of transformational leadership of employees in China and Canada, it found that the transformational leadership style is effective in both countries. This is largely due to the fact that transformational leadership fulfills universal needs for autonomy supportive behaviors. Moreover, collectivistic values were positively related to an employee's autonomous work motivation (Latham and Piccolo, 2013).

Only a minority of activities in personnel management are concerned with evaluating employees as individuals. These activities are primary selection and appraisal, but also include grievance and disciplinary matters. Employee performance appraisal is carried out within a practical context, which is essentially the day-to-day business of the organization (Binfor et al., 2013). Now a days training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization (Khan et al., 2011). Employees who find their organization's image attractive and/or positively evaluate their job performance in the organization are likely to exhibit a high level of both internal job satisfaction and organizational commitment (Yurchisin and Park, 2010).

Sharbrough's study looks at the correlations between leader's use of motivating language (ML) and employee job satisfaction and the perception of a supervisor's effectiveness. In both cases, there was a statistically significant correlation in this study between a leader's use of ML and employee job satisfaction and the perception of a supervisor's effectiveness (Sharbrough, 2006). Kellerman has expanded the work of Zaleznik, Kelley, and Chaleff to create what he calls a level of engagement to classify the followers of an organization (Kellerman, 2007). A common thread of communication between employers and employees emerges as a requirement for employee motivation (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; Sharbrough, 2006). Many of these case studies link high employee motivation with increased employee performance (Simms, 2007; Jakobson, 2007; Whiteling, 2007; Silverman, 2006; Sharbrough, 2006).

Companies definitely require management related to efforts to achieve certain goals for the company. The success or failure of an organization to achieve its objectives depends on the success of individual organizations themselves in carrying out their duties. Various kinds of obstacles will surely be met by the

individual organization to be able to work well so that their performance can be well received by the company and society in need. This study examined how the relationship type between leadership, motivation, employee training, and physical work environment toward employee's performance. Leadership is an important factor in providing guidance to employees especially at the present day when all of the organizational structures are completely open, so then leadership needed is one that can empower employees. Leadership that can foster employee motivation is one that can foster self-confidence of the employees in carrying out their respective duties. The research was conducted at the Kentucky Fried Chicken (hereinafter in this study is called KFC) which is an example of an international company that has proven its success and still be able to survive by using the franchise system. The company is not only able to try to develop the business in its home country, it is even capable to spread its wings over the world, including in Indonesia, and KFC is a familiar name to the society. KFC Indonesia is under the auspices of Fastfood Indonesia, Co.Ltd. Yogyakarta is a city that is large enough to develop KFC store, seen from the increasing number of the existing stores. Yogyakarta is a "student town" where so many students come from various regions. That is why KFC store in Yogyakarta has various customers from both students as well as families that emerge the need for better services to meet customer satisfaction. The diversity of consumer needs better employee's performance so that this research needs to be done at KFC in Yogyakarta.

In maintaining and developing the company, Fastfood Indonesia, Co.Ltd need to review periodically the services given to consumers. Services provided by the employees of KFC are not separated from the performance factors of Fastfood Indonesia, Co.Ltd. Therefore this study tries to answer some of the following research questions:

1. How does the type of leadership that is applied by the store manager, employees' work motivation, training, and physical work environment of the employees?
2. How does the employee's performance?
3. How does the relationship between the type of leadership, employees' motivation, employees' training and physical work environment toward the employees' performance?

Research Objectives

1. Identify the type of manager leadership, employee's motivation, implementation of employee training, and physical work environment of KFC Store in Yogyakarta.
2. Identify the employee's performance of KFC Store in Yogyakarta.

3. Examine the correlation between the type of leadership, motivation, employee training, and the physical work environment toward employee's performance of KFC Store in Yogyakarta.

MATERIALS AND METHODS

Respondents of this study were employees of Fastfood Indonesia,Co.Ltd., at KFC store in Yogyakarta. The survey have done in eight stores in Yogyakarta that gave permission to be investigated. 4 stores were used in the research and one of them was used to test the validity and reliability of the questionnaire. The participants were all of the employees who work at KFC stores used for research. The participants selected were they who completely filled out the questionnaire given. Data were collected by survey. There are two stages in the data collection. The first stage is preparation by searching for information at PT Fastfood Indonesia Tbk., about the number of stores and employees of KFC in Yogyakarta, questionnaire development, and testing the validity and reliability of the questionnaire. The second phase is the implementation by spreading twenty-nine questionnaire that had been tested for its validity and reliability previously in KFC UGM. 132 questionnaires were given to the employees at four KFC stores in Yogyakarta, and then they were selected based on the completeness in fulfilling its contents. Table 1 shows the number of questionnaires filled out by the employees and the number taken as data in each branch store of KFC.

The questionnaire used consists of two parts: the first and second parts. The first part was an open questionnaire in which there were open questions to know the identity of respondents, gender, education, length of work, age, and position level. The second part was a closed questionnaire used to determine the employee's performance and the factors that influence the form of leadership, motivation, training, and physical work environment. Measurement scale used in this study was the Likert's scale.

DATA ANALYSIS

Chi Square analysis was used to determine the relationship between the type of leadership with employee's performance. When there was a significant relationship, Cramer's V test was done after. Spearman's Correlation was used to determine the relationship between employee's motivation and performance, training and employee's performance, and physical work environment and employee's performance. Table 2 shows the relationship categories of Cramer's V analysis.

Table 1. Questionnaire Distribution

KFC Branch	Number of questionnaire distributed	Number of questionnaire completely filled out
KFC BDNI	30	16
KFC Ambarukmo Plaza	28	23
KFC Gelael	23	21
KFC Galleria	20	16

Table 2. The relationship categories of Cramer's V analysis

Relationship categories	Relationship level
Very strong	0,70 – 1,00
Strong	0,50 – 0,69
Moderate	0,30 – 0,49
Weak	0,10 – 0,29
Very weak	0,00 – 0,09

Definition of Operational Variables

Type of leadership of a manager is a style that a manager used to influence his subordinates to achieve the desired goal. Type of leadership at KFC stores in this study was the type of leadership according to the judgment of the employee against the manager's behavior, which is associated with leadership duties. Employee assessment on the type of leadership based on four dimensions, namely (a) the structural dimension, (b) facilitative dimensions, (c) supportive dimensions, and (d) participatory dimension.

Employee's motivation is the driving force that makes a member of an organization willing to exert the ability in the achievement of organizational goals and objectives that have been defined previously. Motivation of this research is employee's motivation which consists of internal and external motivation. Dimensions and indicators of internal motivation consist of a full appreciation of work, enjoy with tasks, personal loyalty, and wise discipline. External motivation is measured from the good working conditions, good security, sympathetic help on personal problems, salary, interesting work as well as the promotion and growth of the organization.

Training is a program intended to improve the mastery of various skills and techniques in implementing specific, detailed and regular tasks. Training in this study was assessed by employees. Dimensions and indicators of employee training assessment are schedule, a conducive atmosphere, trainee reactions and lessons in the training.

Physical work environment is everything around the employees who can influence them in carrying out the tasks assigned. Physical work environment in this study was assessed by the employees. Factors of the physical work environment used as an indicator in the study were

as follows: coloring, lighting, air, noise, space, safety and hygiene.

Performance is capability achieved and desired from the employee's behavior in carrying and completing the work tasks that became the responsibility of the individual or group. Employee's performance in this research was based on self-perceptions of the employee about the honest and dishonest in the workplace. Employee's performance measurement indicators included: attendance, tardiness, safety violations, lazy attitude, theft, free facilities, damage, and alcohol use and smoking during working hours.

RESULTS AND DISCUSSION

Characteristics of Respondents

Employees' characteristics who became participants in this study can be seen in Table 3. It shows that the majority of respondents were male, 68.42%. That was because the tasks in KFC mostly physical in nature, so the recruitment and also the ability of employees were mostly male. Most of the participant's education level is senior high school, while those who were graduated from college only 5.26%. This happened because KFC required recruitment of high school level, while higher education will work in the store management team. For the position or status of most of the participants were in the "Star" status, 48.68%, "All Star" 46.05%, while the rest were still in training status. 28.05% of employees did shift rolling over three times, 25% did twice, 21.05% once, and 25% none. Shift rolling was necessary to avoid boredom and to keep the employees' spirit and motivation.

Table 3. Characteristics of Employee Participants at KFC in Yogyakarta

Characteristics	Number (Person)	%
Gender		
Male	52	68.42
Female	24	3.58
Education Level		
Senior high school	72	94.74
University	4	5.26
Position/Status		
Training	4	5.26
Star	37	48.68
All Star	35	46.05
Shift Rolling		
Never	19	25.00
1 x	16	21.05
2 x	9	25.00
3x or more	22	28.95

Table 4. Distribution of four type of store manager leadership at KFC in Yogyakarta

Type of Leadership	KFC BDNI (person)	KFC Amplatz (person)	KFC Galeria (person)	KFC Gelael (person)	Total Person (percentage)
Structural	4	6	6	4	20 (26.32)
Facilitative	3	1	3	0	7 (9.21%)
Supportive	5	13	2	8	28 (36.84)
Participatory	4	3	5	9	21 (27.63)
Total	16	23	16	21	76 (100.00%)

Categories of Employee's Performance, Type of Leadership, Work Motivation, Training, and Physical Work Environment at KFC

There are four kinds of KFC managers' type of leadership; structural, facilitative, supportive and participatory leadership. KFC manager category of leadership according to the employees can be seen in Table 4. It can be seen that most of the employees' perception about the manager's type of leadership is supportive one, 36.84%, followed by participatory 27.63%, structural 26.32%, and facilitative 9.21%.

Strong employee's perceptions about the type of supportive leadership suggested that manager took the lead by encouraging and rewarding his employees who were personally excel and also built a close relationship with them. He gave an example and encouraged them. Training for employees of KFC was conducted for freshmen and when they were promoted for a higher career level from Star to All Star, or from All Star to the Assistant Manager. Training score of the employees at KFC mostly belonged to the intermediate category. It means that the accuracy of the schedule on the training schedule was not exactly to what was done in the training, participants' reactions during training were also less responsive to the material presented, and the conducive atmospheres as well as the lessons learned by

employees were less effective. Employee's assessment distribution towards training can be seen in Table 5. 71.05% of the employees had high motivation and 28.95% of the remaining was low. The internal motivation was mostly higher than the external one. The internal motivation was high until 90.79% and the rest of 9.21% was low. The employees with high external motivation was 72.37%, 26.31% was intermediate, and 1.32% was low (Table 5). Therefore, the employee's internal motivation was higher than the external one. High internal motivation, although both were relatively high, was very profitable for the company. It means that the spirit or drive to work was influenced by motivation within themselves. This is because working at KFC is enjoyable for them since they felt comfortable and good while working. They also felt comfortable with their job in accordance with their personality or previous descriptions about it, interesting and also convenience. Those greater internal factors will make management more quickly to achieve the company's goals.

Physical work environment, according to all of the KFC employees, included in the category of comfortable environment. It means that the coloring was in accordance with the needs of the room, lighting was good enough to run the job, the air condition was not too humid and comfortable, noise can be reduced by setting up the room, sufficient space to move freely and easily to do the

Table 5. Variable distribution of training and employee's motivation of KFC in Yogyakarta

	Categories or level		
	Low	Intermediate	High
Preception of employee to the training	0%	52.63%	47.37%
Motivation of employee	0%	28.95%	71.05%
- Extrnal motivation	1.32%	26.31%	72.37%
- Internal motivation	0%	9.21%	90.79%

Table 6. The percentage distribution of the physical work environment variables in four KFC stores in Yogyakarta

Physical work environment	Categories Comfortable	Uncomfortable
Number (person)	76	0
(%)	100	0

Table 7. The percentage distribution of the employee's performance variable in four KFC store in Yogyakarta

	Categories employee's performance	
	High	Low
Number (person)	72	4
(%)	94.4	5.26

Table 8. The relationship between the employee's performance and type of manager leadership

Type of leadership	Employee's Performance		Number
	High	Low	
Structural	17(22.37%)	3(3.95%)	20
Participatory	21(27.63%)	0(0%)	21
Supportive	27(35.53%)	1(1.32%)	28
Fasilitative	7(9.21%)	0 (0%)	7
Total	72	4	76
Chi square = 23.405*			
Phi = 0.259			

*significant at $P < 0.01$

job, good safety when running equipment, as well as the cleanliness of the working environment was always well maintained. Distribution of the physical work environment category of KFC according to the employees can be seen in Table 6.

Employee's performance of KFC were in the category of high performance 94.74%, and the remaining 5.26% in the low category. The high level of performance can be seen from the self-perception of honest and dishonest behavior in the workplace including absences, tardiness, alcohol and cigarettes consumers, safety violations, lazy attitude, theft, free facilities, and damage. High performance can be interpreted that employees rarely made or permitted to abstain, attempted to come on time because it will affect their work and also their colleagues, avoided lazy attitude to always focus on work, awareness responsibilities of security and comfortable, and

responsibility in terms of property damage if it was performed by an employee. Distribution of employee performance categories can be seen in Table 7.

Relationship between Employee's Performance with Style of Leadership, Work Motivation, Training and Physical Work Environment of KFC

Chi Square analysis result (Table 8) showed a significant correlation ($P < 0.01$) between the type of leadership and employee's performance. The analysis results proved the hypothesis that there is a relationship between the type of leadership and employee performance. The coefficient result of Cramer's V test was 0,259 and it can be seen from Table 2 that shows a weak relationship between the type of leadership and employee performance.

Table 9. The relationship between the employee's performance with work motivation, employee training and physical work environment

Variables	correlation coefficient	Significancy
Work motivation	0.196*	0.090
Training	0.497***	0.000
Physical Work Environment	0.239**	0.038

* Significant at $P < 0.10$ ** Significant at $P < 0.05$ *** Significant at $P < 0.01$

Spearman correlation analysis result (Table 9) showed the coefficient value of correlation between the relationship between the employee's motivation and performance was 0.196 ($P < 0.10$). It indicates that there is a positive correlation between employee's motivation and performance. Spearman's correlation analysis result proves the hypothesis that there is a positive relationship between work motivation and employee's performance. This means that the higher work motivation, the higher employee's performance will be. High performance generally associated with high motivation. Conversely, low motivation associated with low performance. High performance is a function and interaction between motivation, competency and opportunities of supporting resources. From the much amount of literature available on employee motivation, it is clearly evident that a lot of surveys regarding employees and what motivates them have been undertaken. These employee motivation surveys have been conducted in many different job situations, among different categories of employees using different research methods and applications (Hershey & Blanchard, 1969), Kovach, 1987), (Wiley, 1997), (Lindner, 1998). Wiley (1997) suggest that recognition, promotion and responsibilities are longstanding motivators to employees performance and that the most successful method of motivating is to build challenge and opportunity for achievement into the job itself. According to a research carried out by Kovach (1987) on industrial employees who were asked to rank ten "job rewards" factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion & Growth (8) employees loyalty (9) Good working conditions (10) tactful discipline.

The correlation coefficient between the training variables towards employees' performance (Table 9) was 0.483 ($P < 0.01$). It describes a positive correlation between training and employee's performance. Spearman's correlation analysis result proves the hypothesis that there is a positive relationship between training and employee's performance. The higher value

of training employees, the higher the employee performance will be. For organizations to achieve a competitive advantage through training, the HR system needs to be aligned with the business strategy (Delery, 1998; Huselid, 1995; Jackson et al., 2014; Jackson, Schuler, & Rivero, 1989; Jiang, Lepak, Hu, & Baer, 2012; Jiang, Takeuchi, & Lepak, 2013; Ostroff & Bowen, 2000). If most employees establish training goals, it sends a strong signal that training is important and, therefore, all employees should enroll in training. Individuals have a strong desire to foster and maintain social relationships (Cialdini & Goldstein, 2004).

Correlation coefficient value between physical work environment and employee's performance (Table 9) was 0.239 ($P < 0.05$). It explains the value of a positive correlation between physical work environment and employee's performance. Spearman's correlation analysis result proves the hypothesis that there is a positive relationship between physical work environments towards the employee's performance. This means that the higher the comfort level of the physical work environment, the higher level of employee's performance will be. Sometimes a person's performance is not related to their competence, because there are personal and environmental factors that affect his work performance. According to Boles et al. (2004), when the employees' are physically and emotionally have the desire to work, then their performance outcomes shall be increased. by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees' performance which will leads to the increasing number of productivity at the workplace. A physical work environment can result a person to fit or misfit to the environment of the workplace. A physical work environment can also be known as an ergonomic workplace. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees. By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury (Cooper & Dewe, 2004). Moreover, result of the employees' performance can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace (Brill, 1992).

CONCLUSION

Leadership that was more dominant at KFC stores in Yogyakarta was supportive one, followed by participative, structural and the last was facilitative. Employee training has an intermediate value. For the physical work environment, all of the employees assessed it as a comfortable environment. Most of them had a high performance level. Variables that correlated with the employee's performance is the type of leadership, motivation, training, and physical work environment with a weak correlation each other. Implementation of training needs to be improved in terms of the suitability between schedule and the implementation, so that the employee can prepare their self with the material in accordance with the schedule. It will them better during training so that it will affect work discipline in the future. The training materials also need to be tailored to the needs of the employee's job, because some employees feel that their knowledge of the tasks cannot be fully obtained from the training.

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