



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournal.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 17 • 2017

Leadership Style and Quality of Work Life to Improve Employee Performance (Empirical Study On Bureaus of Regional Secretariat of North Maluku Province) Oleh :

¹Harries Madiistriyatno, ²Nuraini, ³Maswanto, ⁴M. Yusuf, ⁵Azmi Yahya and
⁶Ikrima M. Mustafa

^{1,6} Universitas Persada Indonesia Y.A.I, Jakarta Pusat. Indonesia, barries.madi@gmail.com

^{2,3,4} Universitas Muhammadiyah Jakarta. Indonesia, bunda_aini27@yahoo.com

*Correspondent Author : amarta.nandan@gmail.com

Abstract: This study aims to determine the effect of leadership style, Quality of Work Life, motivation and employee performance, relationship style of leadership and the Quality of Work Life together on work motivation, and the relationship between leadership styles, Quality of Work Life, work motivation together the performance of employees in the Secretariat of the Regional Bureaus North Maluku province. To find answers to these questions then there are 7 (seven) hypothesis in this study are: there is a positive and significant influence leadership style on job motivation, there is a positive and significant impact Quality of Work Life on work motivation, there is a positive and significant effect of leadership style and Quality of Work Life together on work motivation, there is a positive and significant influence of leadership style on employee performance, there is a positive and significant impact Quality of Work Life on employee performance, there is a positive and significant impact work motivation on employee performance, and there are significant positive and significant effect of leadership style, Quality of Work Life, motivation to work jointly on the performance of employees at the Secretariat of the Regional Bureaus North Maluku province. The samples are 250 people with the details of 50 questionnaires to test instruments and deserves to be researched the research method is descriptive verification where each respondent is given 70 statements consisting of 22 statements to the variables of leadership style, 14 to the variable Quality of Work Life, 16 statements of motivation and 18 statements for employee performance, scoring using a Likert scale 1 to 5, the analysis technique used is the descriptive statistical analysis which is used to describe the data that has been collected without intending to generally accepted conclusions or generalizations. For descriptive analyzes used SPSS 20.00. The model used in this study is a model of causality or relationships influence. To test the hypothesis proposed in this study, the analysis technique used is SEM (Structural Equation Modelling) that operated through a program LISREL 8.80.

Based on the analysis used thus evident that the style of leadership, Quality of Work Life, motivation positive and significant impact both directly and indirectly to the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

Keywords: leadership style, Quality of worklife, work motivation, and employee performance.

INTRODUCTION

One of the important agenda in the development of government is to create a clean and authoritative government. In order to build an effective government performance and professional government bureaucracy necessary arrangement to the fullest. Social experience shows that people often complain about the behavior of officers who provide services is less satisfactory. Bureaucracy is considered as one of the “disease” that hinder the acceleration of social welfare and a healthy governance.

This condition needs to be reformed in order to realize the government’s performance quality, so it can also give satisfaction to the users of public services, especially businessmen and investors.

Given the area became the center of various fields of development, the eye functions and role of local governments in the region to manage increasingly complex so that these problems should be anticipated. These problems include the recruitment system, career, promotion and transfer, institutional structuring of efficient and proper function (Auth), low resource capacity aparatir professional and high-performance, orientation values of behavior and culture that does not appreciate the achievements , lack of discipline, welfare, and not the implementation of reward and punishment (reward and punishment), and a slow bureaucracy. All these problems make it difficult bureaucracy to implement the tasks entrusted to the bureaucratic reform a necessity, especially to restore task bureaucracy function as a professional organization, neutral and modern.

In relation to the implementation of tasks, Bureaus North Maluku Provincial Secretariat has the task of organizing secretariat administration, financial administration, and support the implementation of the tasks and functions of the Province and provide then coordinate the necessary expertise.

The importance of human resources a strong and Profesional proposed by Dessler (2004: 13) the role of human resources as a co strategus namely human resources practices individually have to adjust the strategy organization with which an organization must design processes of its human resources to create a workforce that is committed , competent and oriented. So that in practice the desired human resources can help the organization achieve its strategic objectives.

According to Sinambela *et al* (2006: 136) defines the employee’s performance as the ability to do something with a certain expertise.

With that each agency or organization in the current era of globalization requires its employees to improve performance. The local government must be responsive to the interests of the community, to build a political career pattern system, improve the management system of effective governance, improve service and improve policy-making and public accountability. So expect the government to meet basic needs and provide the best possible service to the public.

The condition of the average quality of the professionalism of the bureaucracy is still not satisfactory, one reason is because the practice of human resource management that is not correct. The importance of

the quality of human resources as a driving force that can affect the successful achievement of organizational goals effectively and efficiently. Human resource development is a *conditio sine qua non*, or something that can not be avoided should be continuously carried out, because no matter how sophisticated the infrastructure without supported by qualified human resources, the organization can not flourish. Bureaucrats as one element of the competitiveness of the nation's strength, even as the main determinant, must have the competence and high performance for the sake of penacapaian purpose, not only the professionalism and image development of public services, but also as a glue unifying the nation.

Us the professional organization neutral and modern.

Research Purposes

Based on the above problem formulation as for the purpose of the study is as follows:

1. To know the effect of leadership style to the work motivation Bureaus North Maluku Provincial Secretariat?
2. To determine the effect of Quality Of Work Life on work motivation at the Bureaus of North Maluku Provincial Secretariat?
3. To know the effect of leadership style, Quality Of Work Life together on work motivation at the Bureaus of North Maluku Provincial Secretariat?
4. To know the effect of leadership style on employee performance Bureaus North Maluku Provincial Secretariat?
5. To Know Quality Of Work Life influence the performance of employees in the Secretariat of the Regional Bureaus of North Maluku Province?
6. To know the effect of work motivation on employee performance Bureaus North Maluku Provincial Secretariat?
7. To know the effect of leadership style, Quality Of Work Life, motivation to work together on employee performance in the Bureaus of North Maluku Provincial Secretariat?

LITERATUR REVIEW

Leadership Style

The concept of leadership is basically derived from the word "lead" which means guided or guided. From the word "lead" spawned the verb "lead" which means to guide or lead and the noun "leader" that is, those which serve to lead, or lead, or a person who guides or leads.

The effective leader is a leader who uses the style (style) that can be realized objectives, for example by delegating tasks, conduct effective communication, motivating subordinates, implementing controls and so on Nawawi (2006: 162). Leadership style is a very important factor in determining the achievement of the goals set by the organization. Style of leadership is the central point and policy makers of the activities to be implemented within the organization.

According to Fred Luthans in Wirawan (2003: 80) style of leadership is how leaders influence followers.

Leadership style according Thoha (2004: 49) is a norm of behavior used by a person when the person is trying to influence the behavior of others.

According Sutisna (2000), the style (style) is a way of behaving that are typical of a leader of the group members.

Kartono (2010: 29) argues that the leadership styles: the leader has the traits, habits, temperament, character and personality of its own unique and distinctive, so that the behavior and gayalah which distinguishes itself from others. Style or life style will surely color the behavior and the type of leadership.

Leadership style as a leader in the behavioral patterns influence the attitudes, behaviors and so his followers. Understanding patterns of behavior is not in a static sense but in the sense of dynamic. The leadership style of a leader is subject to change depending on the quantity and quality of the followers, situation and culture of the social system. A leader can use a pattern of behavior or a different style in influencing followers.

Quality of Work Life

More than 10 or 15 years ago Quality Of Work Life (QWL), which is also called Quality of Work Life happens originated from a group of researchers in the United States are interested about how to affect the quality of the individual work experience, how the influence of work on health and satisfaction the work of the employees.

Quality Of Work Life (QWL) has been getting enthusiastic responses from the various parties. Many managers put them into practice, especially for matters relating to the stagnant performance. According to Lee and Judith (1992) in Anggoro (2006). Quality of Work Life (QWL) has given hope to the satisfaction of the needs of workers through enrichment personnel and experience within the organization. The basic philosophy of the concept is to improve the quality orgnaisasi mendapatkan something of value (Human Dignity) and growth (Growth).

Some organizations who wish to develop the Quality of Work Life (QWL), you first need to set goals to be achieved by the program. Goals and actions set forth are the responsibility of management, workers, unions, and members of other organizations. According to Lee and Judith (1992) in Anggoro (2006), that in order to implement the program Quality Of Work Life (QWL) there are a few guidelines are:

- (1) Understand that the program Quality of Work Life (QWL) is not a short-term program, a program that quickly can be carried out perfectly
- (2) The organization must create a new definition of how we work in organizations
- (3) Letting people in the organization to participate at all levels of the organization.
- (4) Build a commitment since the leadership of the organization to the lower level, with the consent and support, and should be reflected in everyday behavior.
- (5) integration of goals, strategies in the form of everyday business operations.

- (6) Management and leadership of employees working with consequences to test and finalize the proposals internally before moving towards cooperation problem solving in a committee, the management shows its commitment in aligning proposals and barriers - barriers, so that a support and responsibility for the behavior and action on other parts of the organization.
- (7) New approaches and processes within the organization. Such a process has never been a static and need constant attention responsive to developments.

According to Cascio (2003), there are two (2) ways of looking at the meaning of the Quality Of Work Life (QWL) or the quality of working life, namely:

- 1) In line with the organization's efforts to realize the goals of the organization such as promotion policy, democratic supervision, employee involvement, safe working conditions.
- 2) Quality of Work Life (QWL) is an employee perceptions about the extent to which they feel safe, satisfied with their work, and be able to grow and develop as human beings.

According to Anggoro (2006) Quality of Work Life (QWL) is a very interesting approach, which is a systems approach to design work (job design) and in the development of broad scope, especially in doing the job enrichment. QWL is not only a broad approach to job enrichment, but also a multi-disciplinary field and a blend of disciplines of industrial and organizational psychology, industrial engineering, organization theory, motivation, leadership, and industrial relations.

According to William & Keith (1996) in Kuantu (2010: 17), Quality Of Work Life (QWL) means the employees supervised are good, good working conditions, wages and benefits were appropriate, interesting work, full of challenges and lots of compensation given. QWL are either obtained through the philosophy of employee relations that affect the use of QWL Efforts, which systematically can be achieved by providing a great opportunity to employees in determining their work and their contribution to the effectiveness of the organization, therefore the managers who are proactive and human resources department (HR) must find ways to make employees more involved in the decision making process.

“QWL is employee consist of variety of systematic methods that empower employees to participate in decisions that affect them and their relationship with their work, job, and organization. Through employee involment, employees feel sense of responsibility for and even “ownership” of desicions which they have participated. To be succesful, however, employee involvement must be more than a systematic approach; it must become part of the organization's culture by being part of the firm's philosophy of management”.

The basic theory is to create participation, involvement and pride of employees to work and get rid of the fear within the organization. If this theory is not supported by oranisasi culture, it is impossible for the organization to be successful.

Work Motivation

Motivation is basically derived from the Latin is “movere” means “move”. Based on the word, it gives birth to various definitions of motivation. In Pasolong (2010: 138) Jones (1955), argues that the motivation is closely linked with how the behavior begins, strengthened, supported, directed, stopped, and subjective reactions what kind arising when all this took place.

Motivation is a desire to do their utmost to achieve organizational goals, influenced by the ability to satisfy some individual need. Motivation is generally associated with efforts to achieve the objectives while reflecting the goals of the organization can single interest related to the behavior in respect of work (Robbins, 2003: 86).

In conjunction with the work environment, Ernest J. McCormick (1985) in Mangkunagara (2001: 94) argues that “Work motivation is defined as roomates conditions influence the aurosal, direction, and maintenance of relevant behaviors in work settings”. Where is the motivation to work is defined as a condition that affects evoke, directing and maintaining behavior that is associated with the work environment.

Wexly & Yukl (1997) in Pasolong (2010: 140), says that motivation is encouragement or something of the background for someone to do something or behavior.

Herzberg in Arikunto (2001) states that “Motivation is not a single dimension, but arranged in two factors, namely motivators (satisfiers) and hygiene factors”. Motivating factors are the factors that lead to job satisfaction, such as work performance, recognition, advancement, feeling that they are doing important and responsibilities. Hygiene factors are factors which could prove to be a source of dissatisfaction, such as policy administration, in the context of psychological studies, Abin Shamsuddin Ma'mun (2003: 27) argues that in order to understand the motivation of an individual can be seen from several indicators, including (1) the duration of the activity; (2) the frequency of the activity; (3) the persistence of the activity; (4) grit, tenacity and ability to face obstacles in trouble; (5) devotion and sacrifice to achieve goals; (6) the level of aspiration to be achieved by the activities carried out; (7) the qualification level of achievement or product (output) reached ari activities performed; (8) towards the attitude towards the target activity.

Employee Performance

Performance is a term derived from the performance or actual performance. Pasolong (2010: 197) in Mangkunagara (2001), says that the performance is a result of the quality and quantity of work achieved by a person in performing its functions in accordance with the responsibilities given to him. Furthermore Mangkunagara (2001) said the comparison of the results achieved with the participation of labor union usual time per hour. While Bernadin Russel (1993) in Nalim (2014: 43) says that “employee performance depends on the ability, work effort and employment opportunities can be judged from the output”. Performance is the appearance of a person’s work in the form of quality and quantity in a ‘organizations. Performance can be an individual or group performance of employees. Three things are important in the performance goals, measurement and assessment.

Schermerhorn (1996) in Nalim (2014: 44) states the performance is the quality and quantity of contribution duty of a person or group in doing a job.

The same opinion was delivered by Newstrom and Davis (2001) in Nalim (2014: 44) that the performance of such quantity and quality of products and services, as well as the level of customer service. Thus the performance of not only the quantity will tetapai quality of a person’s work is the reason unruk creation of specific jobs in the workplace and the basis for the overall productivity of the organization.

The concept of performance can basically be viewed in terms, namely, employee performance and organizational performance. Employee performance is the work of individuals within an organization.

While the performance of the organization is the totality of the work achieved an organization, employee performance and organizational performance have a very close attachment. Achievement of organizational goals can not be separated from the resources owned by the organization that is driven or run berpern employees active as actors in efforts to achieve these goals.

Determining the purpose of each unit organizations is a strategy to improve performance. This goal will give direction and influence how should the expected performance behavior of every personnel organization.

Performance Measurement

Performance measurement is basically used for the assessment of the success or failure of implementation of activities, programs, or policies in accordance with the goals and objectives that have been established in order to realize the mission and vision of government agencies.

The performance assessment is an evaluation of a person's success or failure in performing their duties. If the appraisal of the bureaucracy, meaning the evaluation of the success or failure of bureaucracy in carrying out its duties as a public servant.

The performance assessment is basically a key factor in order to develop an effective and efficient organization, due to the policy or program that is better on the human resources that exist within the organization. Individual performance assessment is very beneficial for the dynamics of the growth of the organization as a whole, through the assessment it can be seen the actual conditions on how the employee's performance.

According to Leon C. (In Mangkunagara 2007: 69) argues that the Performance Appraisal is the process and employer uses to Determine Whether an employee is performing the job as intended. Appraisal or performance evaluation is a process used to determine whether a person's manager employees do work as expected.

Donovan & Jackson (1991) in Pasolong (2010: 207), states that theoretical performance assessment is closely associated with job analysis. That is an assessment can not be done if there is still a lack of clarity about the work itself. Therefore, the effectiveness of the assessment is highly dependent on the limitations explanation or definition of a job itself, which is the human resources, so that it can be said that the effectiveness of the performance assessment is dependent upon both the poor management of its human resources. Nasucha (2004) in Pasolong (2010: 209), said that the results of performance measurement can be used to determine several things, among others: (1) determine that the gains and pemgaruh that are running can be achieved, (2) obtain assurance that the objectives can be and are being achieved, (3) monitor and control the development of the plan has been defined, (4) ensuring the use of resources, (5) assess the effectiveness of an activity, (6) provide a basis for calculating awards and incentives, and (7) determine that value for money can be obtained. Factors influencing the performance of employees divided into groups of variables, Mangkunagara (2001) in Nalim (2014: 46), namely:

- 1) The individual variables: ability and mental and physical skills, background: family, social level, experience. Demographics: age, ethnicity, gender.
- 2) Variables organizational: resources. Leadership, compensation, structure.

- 3) Variable psychology: perception, attitude, personality, learning, motivation.

These three variables affect the behavior of the individual to determine what will be done, which ultimately affects performance is the result of what to expect as the final destination.

Dimensions to be used as a measure of performance, according to Nawawi (2000) in Nalim (2014: 46) is:

- 1) Level of work ability (competence) to carry out a good job obtained from the education and training as well as those derived from work experience.
- 2) The level of executive ability in providing the motivation to work, so workers as individuals work with maximum effort, which allows the achievement of results in accordance with the wishes and needs of the community.

From these dimensions, the definition of performance assessment is a process of assessing the work of employees using performance assessment instrument by comparison with standards. Through the assessment that we can know whether the job is appropriate or not the job description that has been developed previously.

For human resource management, performance appraisal process may indicate a need for additional-development as a tool to improve performance. With the performance evaluation results indicating that an employee has the potential to work well in a position be promoted, then the employee has the opportunity to occupy a higher position.

Mangkunagara (2007: 60) that states the purpose of performance evaluation is to improve or enhance the performance of organizations through human performance improvement organization.

More specifically the purpose of performance evaluation is:

- 1) Enhancing mutual understanding between employees on performance requirements.
- 2) Record and recognizes the work of an employee so that they are motivated to make a better, or at least equal to the outstanding achievements of the former.
- 3) Provide appropriate to employees to discuss the wishes and aspirations, and raise awareness of career or job entrusted to now.
- 4) define or redefine the future goals so that employees are motivated to perform up to his potential.
- 5) Checking the implementation and development plan in accordance with

Training needs, specialized training plan, and then agreed to the plan if there are things that need to be changed.

Research Hypothesis

Based on the framework above, it can be arranged hypothesis as follows:

- H1: There is a leadership style influence on the motivation of employees working in the Secretariat of the Regional Bureaus of North Maluku Province
- H2: There is a Quality of Work Life influence on work motivation at the Secretariat of the Regional Bureaus of North Maluku Province

- H3: There is the influence of leadership style and Quality Of Work Life together on the motivation of employees working in the Secretariat of the Regional Bureaus of North Maluku Province
- H4: There is a leadership style influence on the performance of employees at the Secretariat of the Regional Bureaus of North Maluku Province
- H5: There is a Quality Of Work Life influence the performance of employees in the Secretariat of the Regional Bureaus of North Maluku Province
- H6: There is the effect of work motivation on employee performance to the Secretariat of the Regional Bureaus of North Maluku Province
- H7: There is the influence of leadership style, Quality Of Work Life and motivation to work jointly on the performance of employees at the Secretariat of the Regional Bureaus North Maluku province.

RESEARCH METHODS

The research method is descriptive verification. Descriptive research is research that aims to obtain a description of the characteristics of variables. While verification is basically to test the truth of a hypothesis which is implemented through field data collection.

Given the descriptive nature of this study, the research method used is the method of survey (survey research) is research that aims to identify and determine the position of instantaneous variables based on data available at the time the research and the relationship between the variables studied.

The unit of analysis of this study is the individual who is to say, using the observation unit on civil servants in the Secretariat Bureaus North Maluku province.

According to Santoso (2011: 70) for the model SEM with a number of latent variables (constructs) up to five, and each construct is explained by three or more indicators, the number of sample data is considered adequate 100-150. The sample is generally accepted as a representative sample in SEM analysis.

The number of samples is also determined by the 5-10 samples per parameter. In this study there were 4 construct a total of 50 parameters / indicators.

Based on the above provisions, the minimum number of samples to be taken in this study were $5 \times 50 = 250$ respondents indicator of total respondents 546 employees. To test sample of 50 respondents.

Draft Hypothesis Testing

- 1) The first part, the data analysis with qualitative approach that is based on data extracted from the field.
- 2) Part Two, data analysis with quantitative approach, namely with statistics Structural Equation Modelling (SEM) based on the type of data collected and its relevance to the research objectives.

RESULTS AND DISCUSSION

Testing was conducted on 7 (seven) hypothesis proposed in Chapter III by comparing the value of CR (Critical Ratio) or t_{value} obtained from the printout of LISREL 8.80. The hypothesis proposed would be acceptable if the value of CR or $t_{\text{value}} > t_{\text{table}} (0.05)$. t_{table} value is based on statistical tables is 1.96.

Result of Regression Equation

Persamaan Sub-Struktural (*Standardized Estimates*) :

$$\text{MK} = 0.36 \cdot \text{GK} + 0.51 \cdot \text{QWL}, \text{Errorvar.} = 0.44, R^2 = 0.56$$

(0.072) (0.079)
5.03 6.36

Persamaan Struktural (*Standardized Estimates*) :

$$\text{KP} = 0.53 \cdot \text{MK} + 0.21 \cdot \text{GK} + 0.17 \cdot \text{QWL}, \text{Errorvar.} = 0.35, R^2 = 0.65$$

(0.10) (0.069) (0.076)
5.20 3.05 2.

In the **Sub-Structural** equation it can be seen that the influence of leadership style on the motivation of 0.36 units, meaning that any effort to improve the unit's leadership style will increase the motivation of employees amounted to 0.36 unit.

For variable Quality Of Work Life has a regression of 0.51 units, meaning that any effort to improve the Quality Of Work Life unit will increase the motivation of 0.51 units. While the coefficient of determination of 0.56 units, meaning that leadership style variable and Quality of Work Life can explain sebesar 0.56 or 56% influence on work motivation, while the rest of 0.44 or 44% influenced by other factors that are not in the rigorous inclusive factors that have been identified or not identified in Chapter I.

On Structural equation it can be seen that the influence of leadership style on performance of 0.21 units, meaning that any effort to improve the unit's leadership style will improve employee performance by 0.21 units.

For variable Quality of Work Life has a regression coefficient of 0.17 units, the Quality of Work Life variables have a significant effect on employee performance of 0.17 units.

Work motivation variable regression coefficient of 0.53 units, meaning that any effort to increase the motivation of the work force will improve the performance of 0.53 units. While the determination coefficient of 0.65 units of meaning that leadership style variable, Quality of Work Life and work motivation can be explained by 65% influence on employee performance. While the rest of 0.35 or 35% are influenced by other factors not examined, including the factors that have been identified or not identified in Chapter I.

Testing Hypothesis 1

Statement

$H_{0;\beta_i}$: leadership style partially no effect on the motivation of employees working in the secretariat of the Regional Bureaus North Maluku Province.

$H_{0;\beta_i}$: Leadership Style partially influence on the motivation of employees working in the Secretariat of the Regional Bureaus North Maluku province.

Conclusion

CR value or $t\text{-hitung}$ $5.03 > 1.96$ (See Sub-Structural Equation) then H_0 is rejected and H_1 accepted, so the conclusion is: **“There is a positive and significant influence of leadership style on employee motivation in the Bureaus Provincial Secretariat North Maluku”**.

Testing Hypothesis 2

Statement

$H_{0:\beta_i}$: Quality Of Work Life partially no effect on employee motivation Bureaus in the Regional Secretariat of North Maluku province.

$H_{0:\beta_i}$: Quality Of Work Life partially influence on the motivation of employees working in the Secretariat of the Regional Bureaus North Maluku province.

Kesimpulan

Because the value CR atau t_{hitung} 6,36 > 1,96 (See Sub-Structural) then H_0 rejected dan H_1 accepted. So the conclusion is: **There is a positive and significant impact Quality Of Work Life on the motivation of employees working in the Bureaus of North Maluku Provincial Secretariat”.**

Testing Hypothesis 3

Statement

$H_{0:\beta_i}$: Leadership Style and Quality Of Work Life partially no effect together on the motivation of employees working in the Secretariat of the Regional Bureaus North Maluku province.

$H_{0:\beta_i}$: Leadership Style and Quality Of Work Life partially influence together on the motivation of employees working in the Secretariat of the Regional Bureaus North Maluku province.

Conclusion

In Full Feasibility Model SEM SEM mengindasikan that the full model is significant that the conclusion is: **“There is a positive and significant effect of leadership style and Quality Of Work Life on the motivation of employees working in the Bureaus of North Maluku Provincial Secretariat”.**

Testing Hypothesis 4

Statement

$H_{0:\beta_i}$: partially leadership style does not affect the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

$H_{0:\beta_i}$: Leadership Style partially affect the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

Conclusion

The value CR atau t_{value} 3,05 > 1,96 (*Sub-Structural Equation*) then H_0 rejected and H_1 accepted, so the conclusion is : **There is a positive and significant impact on employee performance leadership style in Bureaus Provincial Secretariat Maluku North”.**

Testing Hypothesis 5

Statement

$H_{0:\beta_i}$: Quality of worklife partially no effect on the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

$H_{0:\beta_i}$: Quality of Work Life partially affect the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

Conclusion

The value CR or $t_{\text{value}} 2,21 > 1,96$ (Sub-Structural Equation) then H_0 rejected and H_1 accepted, so the conclusion is : **“There is a positive and significant impact Quality Of Work Life on employee performance in Bureaus North Maluku Provincial Secretariat “.**

Testing Hypothesis 6

Statement

$H_{0:\beta_i}$: Motivation partially no effect on the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

$H_{0:\beta_i}$: Motivation partially affect the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

Conclusion

The value CR or $t_{\text{value}} 5,20 > 1,96$ (Sub-Structural Equation) then H_0 rejected and H_1 accepted, so conclusion is : **“There is a positive and significant impact on the performance of employee motivation to work in the Secretariat of the Regional Bureaus Maluku Province North”.**

Testing Hypothesis 7

Statement

$H_{0:\beta_i}$: Leadership Style, Quality Of Work Life and work motivation partially no effect together the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.

$H_{0:\beta_i}$: Leadership Style, Quality Of Work Life and work mitivasi partially influence together the performance of employees in the Secretariat of the Regional Bureaus North Maluku province..

Conclusion

In Table 4:35 Full Feasibility Model SEM SEM mengindasikan that the full model is significant that the conclusion is: **“There is a positive and significant effect of leadership style, Quality Of Work Life and work motivation on employee performance in the Bureaus of North Maluku Provincial Secretariat”.**

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. In sub-structure, leadership style partially positive and significant impact on the motivation of employees working in the Secretariat of the Regional Bureaus Employees North Maluku Province is 0.36. As for the dimensions of the most dominant variable is Delegating leadership (X4) with a loading factor of 0.96. Delegating on the dimensions (X4) a statement that greatly influenced my leadership to provide guidance to subordinates are appropriate as needed (GK21).

2. In the sub-structure of the Quality Of Work Life partially positive and significant impact on the motivation of employees working in the Secretariat of the Regional Bureaus in North Maluku province that is equal to 0.51. As for the dimensions of the most dominant is the Save Environment (X7) with my statement following the establishment of working hours (QWL10).
3. In the sub-structure, together leadership style and Quality Of Work Life positive and significant effect on work motivation at the Bureaus of North Maluku Provincial Secretariat contributed sebsar 56%. When viewed partially, Quality Of Work Life more dominant motivation to work while the dimensions are predominantly Achievement (Y7) with my statement following the establishment of working hours (QWL10).
4. Then in structure, leadership style positive and significant impact on the performance of employees in the Secretariat of the Regional Bureaus North Maluku province. Membuktikan findings that the application of leadership style indirectly through work motivation positively and significantly improve employee performance Bureaus North Maluku Provincial Secretariat of the directly.
5. In the structure, Quality of Work Life indirectly melalui motivation to work more positively and significantly improve the performance of the direct employee who does not give effect to lower the performance of employees in the Secretariat of the Regional Bureaus North Maluku province.
6. In the structure, motivation positive and significant impact on the performance of employees in the Secretariat of the Regional Bureaus North Maluku province. The findings of the dominant dimension is outstanding (Y1) with my statement attempted to perform well (MK1).
7. Still on the structure, together style of leadership, Quality Of Work Life and employee motivation positive and significant impact on the performance of employees in the Secretariat of the Regional Bureaus North Maluku province contributed 65%. When viewed partially, motivation is more dominant influence employee performance with outstanding dimensional (Y1) with my statement attempted to perform well.

Recommendation

Based on the findings and the analysis and conclusions and policy implications, then put forward a few suggestions that can be made as consideration for the employees in the Secretariat of the Regional Bureaus of North Maluku Province in enhancing motivation and performance of employees as well as for further research.

1. For Organizations
 - a) If you want to improve the performance of employees in the Secretariat of the Regional Bureaus of North Maluku Province, the leadership needs to implement jointly enhance and improve leadership style variable, Quality Of Work Life and work motivation.
 - b) If you want to increase the performance of the employees in the Secretariat of the Regional Bureaus of North Maluku Province through work motivation leadership needs to give freedom to employees to excel, in order to improve the quality of work better, which in turn creates a healthy condition within the organization.

- c) Meanwhile, to increase the motivation of the employees in the Secretariat of the Regional Bureaus of North Maluku Province, leaders need more boost and implement leadership style as expected by the employees, and to improve Quality of Work Life by following the determination of the working hours that have been made by the organization and continuously motivate employees and ultimately increase performance.
2. For Advanced Research
 - a) On further research, it is expected not only to end up on research on the motivation of employees working alone but can be continued on the measurement of work motivation of human resources and other organizations, organizations that have a larger scope.
 - b) This study used four variables including leadership style, Quality Of Work Life, motivation and performance of employees. In a subsequent study expected that the researchers were able to examine the factors capable memmpengaruhi work motivation and performance of employees so that adds to the horizon and a depth of knowledge more widely and deeply.

REFERENCE

- Arikunto, Suharsimi, (2001), *Dasar-dasar Evaluasi Pendidikan*. Jakarta: PT Bumi Aksara.
- Anggoro, A. (2006), *Hubungan Komponen Quality of Work Life dengan Produktifitas Perawat Ruang Rawat Inap Rumah Sakit Umum Fakultas Kedokteran Universitas Kristen Indonesia*. Tesis Pasca Sarjana Program Kajian Administrasi Rumah Sakit UI:Jakarta.
- Anoesyirwan Moeins. *Analisis Hubungan Antara Kompensasi dan Gaya Kepemimpinan Manager Dengan Kinerja Karyawan PT. SMEP PACIFIC*. Jurnal Universitas Persada Indonesia.
- Aldefer, C. P. (2005), *An Emperial Test of New*, New York.
- Cascio, Wayne F. (1986), *Managing Human Resources: Productivity, Quality of Work Life, Profit*: International Edition McGraw-Hill Companies, Inc.
- . (2003), *Managing Human Resources: Productivity, Quality of Work Life, Profit*: sixth Edition, New York: McGraw-Hill/ Irwin.
- Davis, Ketih dan Newstrom. (2000), *Perilaku Organisasi*. Jakarta Edisi ketujuh : Erlangga.
- Dessler, Gary. Alih Bahasa Eli Tanya. (2004), *Manajemen Sumber Daya Manusia edisi 9*. Jakarta: Indeks.
- Deviliasti, Veni (2013), *Pengaruh Kepemimpinan dan Pengembangan Karir terhadap Efektifitas Organisasi dan Implikasinya Pada Kinerja Pegawai Pemerintah Kota Bandar Lampung*. Disertasi Program Doktor Ilmu Manajemen. Fakultas Ekonomi Universitas Persada Indonesia. Jakarta.
- Djojosoekarto, (2004), *Akuntabilitas Publik dan Fungsi Pengawasan DPRD*. Jakarta: Sekretariat Nasional Adeksi.
- Ferdinand, Augusty. (2000), *Structural Equation Modeling dalam Penelitian Manajemen*, Cetakan Pertama. Semarang : BP UNDIP.
- Ghozali, Imam. (2005), *Structural Equation Modeling: Teori, Konsep dan Aplikasi Lisrel 8.54*: Semarang: Badan Penelitian Universitas Diponegoro
- . (2011), *Aplikasi Analisis Multivariate dengan Program IBM SPSS 19 Edisi 5*. Semarang: BP UNDIP.
- Harianja, Marihot TE. (2002), *Manajemen Sumber Daya Manusia: Pengadaan, Pengembangan, Pengkompensasian dan Peningkatan Produktivitas Pegawai*. Jakarta. PT. Grasindo.
- Herzberg, (2006), *The Motivation to Work Edisi Manajemen Kinerja*, Terjemahan Cecilia Engko, Jakarta : Penerbit Prestasi Pustaka Publisher.

- Himpunan Peraturan Perundang-undangan. (2014), *Peraturan Presiden Nomor 29 Tahun 2014 Tentang Akuntabilitas Pemerintah (LAKIP)*. Bandung : Fokusindo Mandiri.
- Himpunan Peraturan Perundang-undangan. (2014), *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 53 Tahun 2014 Tentang Petunjuk Teknis Perjanjian Kinerja, Laporan Kinerja dan Tata Cara Revisi atas Laporan Akuntabilitas Kinerja Instansi Pemerintah (LAKIP)*. Bandung : Fokus Media.
- Kartono, Kartini. (2010), *Pemimpin dan Kepemimpinan*. Jakarta: PT. Raja Grafindo persada.
- Kuanto, Adi. (2010), *Hubungan Quality of Work Life dengan Kinerja Perawat di Ruang Rawat Inap Rumah Sakit Bhakti Yudha Depok Tahun 2010*. Tesis Fakultas Kesehatan Masyarakat Program Studi Kajian Administrasi Rumah Sakit UI: Depok.
- Kussetiarso, Sunar. (2002), *Pengaruh Komponen Quality of Work Life (QWL) terhadap Motivasi Kerja Karyawan PT. YKK Alumico Indonesia*. Tesis Jurusan Ilmu Administrasi (Kekhususan Administrasi dan Pengembangan Sumber Daya Manusia UI: Depok.
- Latan, Hengky. (2012), *Structural Equation Modeling: Konsep dan Aplikasi Menggunakan Program Lisensi 8.80*: Bandung. Alfabeta.
- Mangkunegara. Anwar Prabu A.A. (2001), *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rosdakarya.
- Nalim. (2014), *Pengaruh Gaya Kepemimpinan dan Kompensasi terhadap Motivasi Kerja serta Implikasinya pada Kinerja Pegawai di Bagian-bagian Sekretariat Kabupaten Merangin*. Disertasi Program Doktor Ilmu Manajemen. Fakultas Ekonomi Universitas Persada Indonesia. Jakarta.
- Nawawi, Hadari. (2006), *Kepemimpinan Yang Efektif* .Yogyakarta: Gajah Mada University Press.
- Nawawi, Hadari, (2008), *Manajemen Sumber Daya Manusia untuk Bisnis yang kompetitif*.Yogyakarta: Gajah Mada University Press.
- Neuman, W. Lawrence. (2006), *Social Research Methods: Qualitative and Quantitative Research*. USA: University of Wisconsin.
- Newstrom, Jhon W and Keith Davis. (2002), *Organizational Behavior, Human Behavior at Work*, New York McGraw-Hill.
- Nur Hafida. (2010), *Analisis Implementasi Peran Kepemimpinan Top Manager Sebagai Upaya Meningkatkan Motivasi Kerja Dalam Perspektif Teori Hirarki Kebutuhan Maslow Pada Koperasi Unit Desa (KUD) Kabupaten Malang*. Jurnal UNM. Malang.
- Pasolong, Harbani. (2010), *Kepemimpinan Birokrasi*. Bandung. Alfabeta.
- Robbins, Stephen P. (2003), *Perilaku Organisasi-Konsep, Kontroversi, Aplikasi*, Alih Bahasa Hadyana Pujaatmaka dan Benyamin Molan. Jakarta: PT Prenhallindo.
- Santoso, Singgih. (2011), *Structural Equation Modeling (SEM) Konsep dan Aplikasi dengan Amos 18*. Jakarta: PT. Elex Komputindo Kompas Gramedia.
- Sinambela, Lijan Poltak Dkk. (2006), *Reformasi Pelayanan Publik: Teori, Kebijakan, dan Implementasi Sosiologi*. Jakarta: Bumi Aksara.
- Sukardi. (2005), *Metodologi Penelitian Pendidikan Kompetensi dan Praktiknya*. Jakarta: Bumi Aksara.
- Sudjana. (2005), *Statistika untuk Penelitian, Cetakan Kedua*, Bandung: Alfabeta.
- Sugiyono, (2010), *Statistika untuk penelitian*. Bandung: Alfabeta.
- , (2009), *Metode Penelitian Administrasi*. Bandung: Alfabeta.
- , (2004), *Statistika untuk Penelitian*. Bandung: Alfabeta.
- Sutisna, Oteng. (2000), *Administrasi Pendidikan Dasar Teoritis untuk Praktek Profesional*. Bandung: Angkasas.
- Suparno, Edy, (2002), *Sistem Manajemen Kinerja*. Jakarta: Gramedia Pustaka Utama.
- Syamsuddin, M. A, (2003), *Psikologi Pendidikan*. Bandung: Rosdakarya Remaja.
- Stoner, James A. F dkk. (1996), *Manajemen*. Jakarta: PT. Indeks Gramedia Group.
- Thoha, Miftah. (2004), *Kepemimpinan dalam Manajemen*. Jakarta: PT. Raja Grafindo Persada.
- Tobari. (2014), *Pengaruh Diklat Dan Kemampuan Manajerial terhadap Budaya Organisasi Serta Implikasinya Pada Kinerja Pejabat Struktural Dilingkungan Pemerintah Provinsi dan Kabupaten/ Kota Se Sumatera Selatan*. Disertasi Fakultas Ekonomi. Program Studi Doktor Ilmu Manajemen Universitas Persada Indonesia YAI. Jakarta.

- Undang-Undang R.I Nomor 5 Tahun (2014), *Tentang Aparatur Sipil Negara*. Bandung: Fukusindo Mandiri.
- Usman, Husaini. (2012), *Manajemen: Teori Praktik dan Riset Pendidikan*. Jakarta: Bumi Aksara.
- Vroom H.V, (2005), *Motivasi*, Jakarta: Gramedia Pustaka Utama.
- Waluyo, Winoto. (2011), *Panduan Aplikasi SEM Untuk Aplikasi Model Dalam Penelitian Teknik Industri, Psikologi, Sosial dan Manajemen*, Jakarta : PT. Indeks.
- Widarjono, A. (2010), *Ekonometrika : Pengantar dan Aplikasinya*, Jogjakarta: Ekonisia.
- Wijaya, Tony. (2009), *Analisa Data Menggunakan SPSS*, Yogyakarta: Universitas Atma Jaya.
- Wijanto, Setyo Hari. (2008), *Structural Equation Modeling dengan Lisrel 8.8 Konsep dan Tutorial: Graha Ilmu*.
- Winardi, (2004), *Manajemen Perilaku Organisasi. Edisi Revisi*, Jakarta : Prenada Media.
- Wirawan. (2003), *Kepemimpinan; Teori, Psikologi, Perilaku Organisasi, Aplikasi dan Penelitian, Contoh Aplikasi untuk Kepemimpinan Wanita, Organisasi Bisnis, Pendidikan, dan Militer*. Jakarta: PT. Raja Grafindo Persada.
- Yukl, Gary. (2009), *Kepemimpinan dalam Organisasi Edisi Ke- 5 (Terjemahan)*. Jakarta: Prenhallindo.
- Yopi Yulius. (2008), *Pengaruh Gaya Kepemimpinan dan Kompetensi Kerja Terhadap Motivasi Kerja Serta Implikasinya Terhadap Kinerja Pegawai Operasional*. Disertasi Universitas Persada Indonesia.