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File size:	3.01M
Page count:	11
Word count:	3,688
Character count:	20,360
Submission date:	27-Nov-2018 05:07AM (UTC+0700)
Submission ID:	1045203957

Determination of Leadership and Spiritual Motivation on The Performance of Employees through the Satisfaction of City Government Employees Batam, Indonesia

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ABSTRACT

Batam City's vision "The City of Batam as Bandar World Madani," includes spiritual values that are integrated into performing in the society. In the government office, Batam is a very religious city. However, since there is a change of leader in every five year, the spirituality within the government office may also change. This research aims to find out the determination of leadership and spiritual motivation on the performance of employees through the satisfaction of city government employees in Batam, Indonesia. The population of this study is all employees in the city government of Batam. By employing SEM assisted software AMOS version 22, the results showed that there is a significant relationship between determination variable and satisfaction leadership. Moreover, the decision variable is significantly and positively related to spiritual motivation satisfaction. The determination variable also proven to be significantly and positively related with satisfaction performance of employees. The determination variable is significantly associated with leadership performance of employees' variable. The correlation score is as follows: 0.832 (multiple square satisfaction), 0.914 (performance of employees), 0.832 (multiples variables correlation for satisfaction). On the other hand, the magnitude of determination is the value of square multiple correlation to variable Satisfaction times 83, 2%, while the scope of determination 91, 4%. This study concludes that all independent variables have a significant and positive relations with the dependent variable, which means that the employees have performed in a civilized manner (Madani)

Keywords: Leadership, Spiritual Motivation, Performance of Employees, Satisfaction

1. Introduction

1.1. Background

Reforming the system towards better governance is a collective responsibility of all elements of the nation, which includes implementing the government apparatus at the which there are the implementation process and the responsibility to implement the mandate of the embrace. When reform era that brought the nation of Indonesia to enter the atmosphere of the new life that is full of hope for the occurrence of various corrective measures in restructuring the system of regional autonomy departed from the idea to ensure the efficiency, effectiveness, transparency, accountability and bureaucracy, and the values of democracy in practice the implementation of the regional government. Hope it is empowering local Governments to be able to build the region based on the ability and will of its area.

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1. Introduction

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Batam city vision on the period of 2016 - 2021 is "The City of Batam as Bandar World Madani," which has the meaning of spiritual values that are integrated into performing in civil. Batam is a very religious city. However, since there is a change of leader in every five year, the spirituality within the government office may also change. Batam city has the mission to improve the quality of human resources, master the science and technology and uncharged faith and piety through the enhancement and distribution of education and affordable health care for the community as well as the development of youth and sports. Moreover, it also aims to explore, develop and preserve the values of Malay cultural art and culture of other regions, as well as promoting a harmonious social life, tolerance and virtuous character. Civil society can be given meaning a cultured, polite, deliberation, religious and intelligent. As government employees, Batam is an agent to achieve the vision and mission of Batam. However, in its development, there are several cases of drugs and the spread of HIV in Batam, which can be the cause of tourism activities.

As Bandar World Madani necessarily negative things that should not happen and flourish in Batam, government officials as the engine of development of the most dominant civil society in planning, implementing and evaluating development need the support of all parties, including from researchers. Therefore, it is necessary to study the role of government officials in contributing to the achievement of the vision. Variables involved in building a global civil airport are leadership, spiritual motivation, performance of employees, and satisfaction.

1.2. *Formulation of the problem:*

From the description of the background, the problems can be formulated as follows:
1. Is there Leadership determination to satisfaction?
2. Is there a Spiritual Determination Motivation to satisfaction?
3. Is there Leadership determination of the Performance of Employees?
4. Is there a Spiritual Determination Motivation to Performance of Employees?
5. Is there satisfaction determination of the Performance of Employees?

1.3. *Research purposes*

1. To investigate the Leadership determination to satisfaction
2. To investigate the determinants of Spiritual Motivation to satisfaction
3. To inquire into the Leadership determination of the Performance of Employees
4. To study the determinants of Spiritual Motivation to Performance of Employees
5. To investigate the determinants of satisfaction with the Performance of Employees

2.   Literature Review

2.1.   *Leadership*

Adair and Armstrong (2003: 45) made a list of leadership qualities as follows:
1. Enthusiastic, immediately adjust everything and Communicate to other people/employees.
2. Confident namely own abilities and the confidence extended to the rest of his men (but should not be too sure, Because It tends to be arrogant).
3. True to heart, tenacious, resilient, demanding high standards, supporting respect still is not mere popularity.

4. To be honest, that is faithful to Themselves, purity yourself, trustworthiness and honesty that breeds trust.
5. Warm, warmth in interpersonal relationships, caring for others and attentive.
6. Humility items, namely willing to listen and bear the guilt, not arrogant and overbearing / force

2.1. *Spiritual Motivation*

According to Najati in Abdurrahman (2004: 140), the religious motivation is the driving force that generates activity in living beings, and causes behavior and directing it towards a purpose. Spiritual need is an innate need for the fulfillment of the which depends on the perfection of personal growth and maturity of the individual. The realization of the spiritual need highly affects the formation of self-concept, that in turn will manifest in a person's behavior. Religious motivation is a motivation that is driven by the power of the spirit and ability to mobilize the human potential for performing in civil accordance with the guidance of God. Imagine if humans do not have a spiritual motivation, the motivation that is used merely the physiology-based appetite that solely aim to meet the primary needs. Therefore, how healthy a person's religious motivation will affect the performance of the public and primary needs are met at the same time. Primary spiritual needs are a reality in human life gained by working with full responsibility and civil. (Frankl, 2011: 13)

2.2. *Performance*

The term performance is derived from the Job Performance or Actual Performance (real job performance or achievements attained by someone). Definition of employee performance is the result of the quality and quantity of work accomplished by an employee in carrying out their duties following the responsibilities are given to him. The quality of employee behavior or achieved results are fundamentally determined by the skills and abilities of the employee concerned (Alwi, 2001). Besides, it was Also the motivation and opportunity (Robbins, 2001). There are various dimensions of performance and many of them are not related. Someone may be very high in one dimension and low in the other aspects.

Factors Affecting Performance:
1. Individual factors: ability, skill, family-background, work experience, a level of social and demographic someone.
2. Psychological factors: perception, role, attitude, personality, motivation and job satisfaction.
3. The organizational factors: organizational structure, job design, leadership, awards system (reward system).

According to Mathis and Jackson (2006: 82), factors that may have some impacts on performance are:
1. Their ability.
2. Motivation.
3. Support received.
4. The existence of the work they do.
5. Their relationship with the organization.

2.3. *Satisfaction*

Robbins and Judge (2009: 113) defined job satisfaction as positive feelings about work as

the result of the evaluation of the working code. Similarly, Noe et al. (2006: 436) defined job satisfaction as a pleasant feeling as the consequence of the perception that the work meets the critical values work. Furthermore, Kinicki and Kreitner (2005: 125) defined job satisfaction as an attitude or emotional response to various aspects of a person's job. This definition implies that job satisfaction is not a single concept. One can be satisfied with one aspect of his work and made dissatisfied with one or various aspects. Similarly, Nelson and Quick (2006: 120) stated that job satisfaction is a positive emotional state and enjoyable as the result of the assessment of employment or work experience person.

As well as in the police institution, job satisfaction is a common problem that often occurs and is experienced by each member in each work unit, work unit, or individual sections in the police institution. The job satisfaction of members of the police is closely connected directly or indirectly with the motivation of members' work, fidelity (loyalty) members and their peace of the members in the work, and does not rule out the possibility of job satisfaction is also associated with the level of discipline members of the police in carrying out the task.

In general, people found reviews their salary every month is a key factor to Achieve job satisfaction of members of the Police. This is due to get a salary, members can carry out their daily lives and can even provide for his family. But the salary received is not always a major factor for Achieving the job satisfaction of every member of the Police. In fact, in addition to Salaries, the Government Also added Reviews their performance benefits to each member every month to support and Enhance motivation and job satisfaction of members of the police, but there are many members of the police that were not satisfied with the work even though it was supported by the Salaries and benefits of performance,

2.4. Framework of thinking

To perform a correlation test, this study employed the correlation and regression analysis, in which the two independent variables (X1, X2) are connected to the dependent variables (Y) and (Z) with a pattern of relationships:
i.   the relationship between the variables X1 to the variables (Y) and (Z),
ii. the relationship between the variables X2 to variable (Y) and (Z),
iii. the relationship between the intervening variables (Y) to the dependent variable (Z)

2.5. Hypothesis:

Based on the formulation of the problem, the hypotheses are as follows:

1. There is a determination Leadership towards satisfaction
2. There is a determination Spiritual Motivation to satisfaction
3. There is a determination of the Performance of Employees Leadership
4. There is a determination Spiritual Motivation to Performance of Employees
5. There is a satisfaction determination of the Performance of Employees

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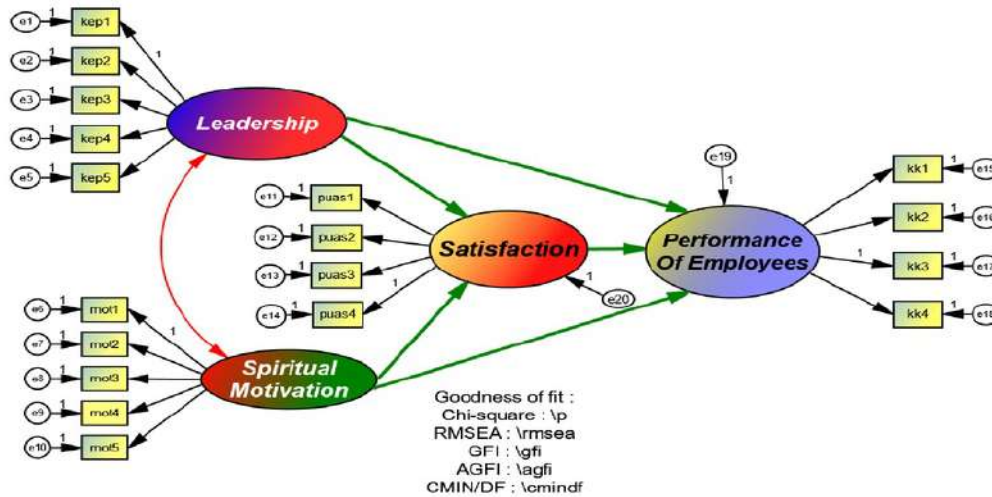
Figure 1. Research Model

Table 1. Number of employees

Employment	Echelon	Amount
(1)	(2)	(3)
Civil Servants (PNS)	III	122
Civil Servants (PNS)	II	38
Amount	III & II	160

Source: Secondary data (Batam City Regional Officers Agency 2017)

3. Research Methodology

3.1. Population and Sample

3.1.1. Population

The population is a collection of the whole object to be measured in the study (Cooper and Schindler, 2003: 179). The people in this research are 160 employees within the Regional Personnel Agency (BKD). According to a theory, if the population is less than 100, then the sample must be the whole population. However, if the population is more than 100, the sample must be considered between 10%-25% of the population. The sampling technique used in this study is judgmental (purposive), which falls under non-probability sampling (Black and Champion, 2001: 233; Cooper and Schindler, 2003: 198). This method was chosen to ensure that only the samples that have certain elements that have been established by researchers will be taken as the samples (Black and Champion, 2001: 264). Table 1 shows details of Civil Servants and Employees Population Echelon Echelon II and III The Government of Batam

Determination of Leadership and Spiritual Motivation on The Performance of Employees through The Satisfaction of City Government Employees Batam, Indonesia
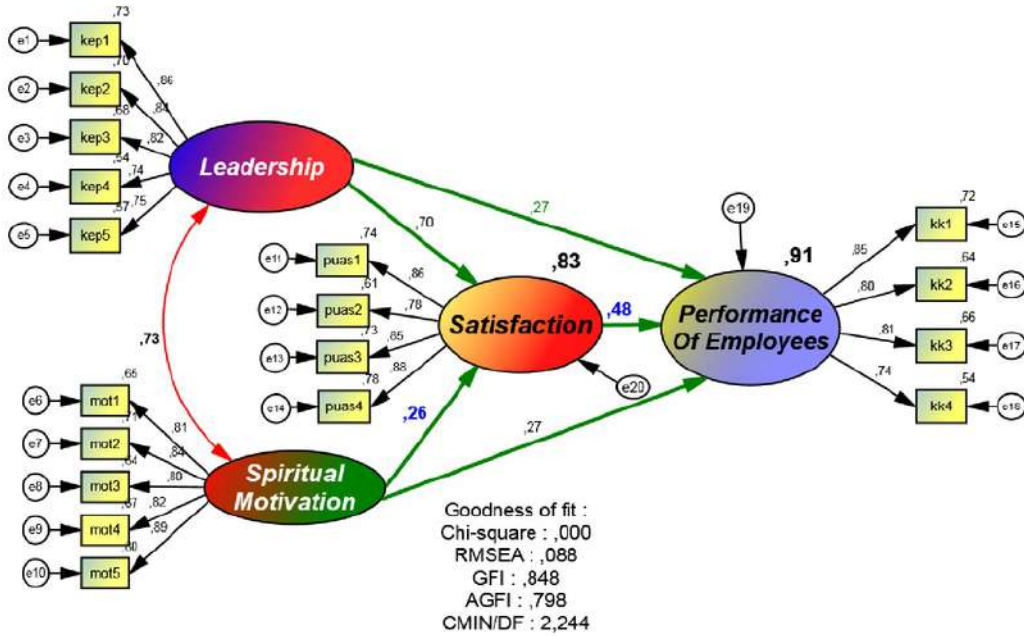

Figure 2. Output Effect Analysis by SEM

3.1.2. Sample

Samples is an element of the population selected to represent the population in the research (Cooper and Schindler, 2003: 82). In this cut-off, the sample size adapted to the analysis, the model used is Structural Equation Model (SEM). The sample size for SEM using the model of estimation Maximum Likelihood Estimation (MLE) is 100-200 samples (Hair et al., 1998: 605; Ghazali, 2005: 17), or as much as 5-10 times the number of parameters estimated (Ferdinand, 2000: 44).

3.1.3. Effect Analysis by SEM

Data score of respondents' answers to any further processed with statistical indicators Full Model Structural Equation Modeling (SEM) using AMOS software for Windows version 22.0 was Obtained display like the image processing results Structural Equation Modeling (SEM) following

From Figure 1, can be made following the model equations structurally:

H1 : $Y = \gamma y.x1X1 + e1$, → Direct Effects X1 on Y,
H2 : $Y = \gamma y.x2X2 + e1$, → Direct Effects X2 on Y,
H3 : $Z = \gamma z.x1X1 + e2$, → Direct Effects on Z,
H4 : $Z = \gamma z.x2X2 + e2$, → Direct Effects X2 on Z,
H5 : $Z = \beta zyY1 + e2$, → Direct Effects Y on Z.

Table 2. Goodness of Fit

Goodness of Fit Index	Cut-off Value	Model Result	Information
Chi-square (χ^2)	It is expected that small	0.000	Good
Relative Chi-square (χ^2/df)	$\leq 3,00$	2.244	Good
RMSEA	$\leq 0,08$	0.088	Good
GFI	$\geq 0,90$	0.848	Marginal
AGFI	$\geq 0,90$	0.798	Not Good

Figure 3. Batam City

The Goodness of Fit Index is as shown in the figure above. The details can be found on Table 2. Observing the cut-of-value and goodness of fit of the model, the results in Table 2 shows that three criteria are considerd as good, one as marginal, and one as not good. Criteria met is Chi-square (c^2) Relatives Chi-square (c^2/Df) and RMSEA, GFI and the which is marginally not good is. Because there are three criteria are fulfilled and marginal four of the five criteria required, then the above models can be Expressed as a good example of (Solimun, 2004: 71).

4. Results

4.1. Research Object

Batam City is a city in the Province Riau Islands, Indonesia. The city consists of Batam Island, Rempang and Galang Island, and other small islands in the region Singapore Strait and Malacca Strait, Pulau Batam, Rempang, and Galang, which are connected by bridges Barelang. According to the Department of Population and Civil Registration Batam per 2015, total population reached 1,037,187 inhabitants Batam, and in 2017 the total population is 1,500 residents. Batam is a city with a very strategic location. Besides being in the international shipping lanes, the city has a very close distance and is directly adjacent to Singapore and Malaysia. Batam is one of the fastest growing cities in Indonesia. When it was built in the 1970s by the Batam Authority (currently named BP Batam), this city inhabited only about 6,000 residents, and within 40 years the population of Batam grows up to 158 times more. (Https://id.wikipedia.org, 2017)

4.2. Analysis of Structural Equation Model

Data score of respondents' answers to any further processed with statistical indicators Full Model Structural Equation Modeling (SEM) using AMOS software for Windows version 22.0 was obtained display like the image processing results Structural Equation Modeling (SEM) following

Table 3. Standardized Direct Effects (Group number 1 - Default model)

	MOT	LEAD	FACT	PERF
FACT	.262	.703	.000	.000
PERF	.272	.267	.480	.000

Table 4. Regression Weights: (Group number 1 - Default model)

	Estimate	SE	CR	P	Label
FACT <--- LEAD	.686	.086	7.928	***	par_17
FACT <--- MOT	.328	.099	3.323	***	par_18
PERF <--- FACT	.355	.103	3.454	***	par_16
PERF <--- LEAD	.193	.092	2.084	.037	par_19
PERF <--- MOT	.252	.071	3.561	***	par_20

Table 5. Standardized Regression Weights: (Group number 1 - Default model)

	estimate
FACT <--- LEAD	.703
FACT <--- MOT	.262
PERF <--- FACT	.480
PERF <--- LEAD	.267
PERF <--- MOT	.272

5.   Discussion

5.1.   *Structural Equation Model Analysis*

Testing structural equation modeling is done by using the regression coefficient (g) for the Acceptance: Leadership (LEAD = X1), Spiritual Motivation (MOT = X2), Satisfaction (FACT=Y), Performance of Employees (PERF=Z), through the table output from the sub menu view/ set. Based on the calculation of regression coefficient (regression weight) can be presented as the output table is provided in Table 5 and Table 6 below:

1. Determination variable to variable Satisfaction Leadership has standardized estimate (regression weight) equal to, 703 with Cr (Critical ratio = identical to the value t-test) of 7.928 on a probability = 7.928 *** CR value ≥ 2.00 and Probability = *** ≤ 0.05 indicates that the determination variable to variable Satisfaction Leadership is a significant positive.
2. Determination variable to variable Spiritual Motivation Satisfaction has standardized estimate (regression weight) equal to, 262 with Cr (Critical ratio = identical to the value t-test) of 3.323 on a probability = 3.323 *** CR value ≥ 2.00 and Probability = ** * ≤ 0.05 indicates that the determination variable to variable Spiritual Motivation Satisfaction is significantly positive.

Table 6. Squared Multiple Correlations: (Group number 1 - Default model)

	estimate
FACT	.832
PERF	.914

3. Satisfaction variable determination to variable Performance of Employees has standardized estimate (regression weight) equal to, 480 with Cr (Critical ratio = identical to the value t-test) of 3,454 on probability = 3.454 *** CR value ≥ 2.00 and Probability = * ** ≤ 0.05 indicates that the determination variable to variable Satisfaction Performance of Employees are significantly positive.
4. Determination Leadership variable to variable Performance of Employees has standardized estimate (regression weight) equal to, 267 with Cr (Critical ratio = identical to the value t count) equal to the probability = 2.084, 2.084 CR 037 value ≥ 2.00 and Probability =, 037 ≤ 0.05 indicates that the determination variable to variable Leadership Performance of Employees are significantly positive.
5. Determination, Motivation Spiritual variable to variable Performance of Employees has standardized estimate (regression weight) equal to, 272 with Cr (Critical ratio = identical to the value t count) equal to the probability = 3.561, 2.084 CR 037 value ≥ 2.00 and Probability = * ** ≤ 0.05 indicates that the variable determination Spiritual Motivation to variable Performance of Employees is a significant positive

5.2. *Determination Analysis*

Analysis of measurement models with determination is used to determine the variable contribution. Therefore, used Square Multiple Correlation in the following table 6.

Square Multiple Correlation for Satisfaction = .832, for the Performance of Employees =, 914 According to Ferdinand, (2002: 114) values Square Multiple Correlationuntuk variables Satisfaction R^2 = .832 is identical to R^2 in SPSS for, 832 then the magnitude of Determination is the value of Square Multiple Correlation to variable Satisfaction times 100% = .832 x 100% = 83.2%. Thus, it can be stated that the change Satisfaction is determined by the Spiritual Leadership and Motivation by 83.2%. For the Performance of Employees R^2 = .914 then the amount of determination = .914 x 100% = 91, 4%. Thus, it can be stated that the changes to the Performance of Employees be determined by Leadership and Spiritual Motivation and Satisfaction by 91. 4%.

6. Conclusions

From the formulation of the problem, hypotheses and after analyzing the issue by utilizing the structural equation model (SEM) analysis and determination analysis, it can be concluded that:
1. Determination Leadership variable to variable Satisfaction is significantly positive.
2. Determination variable to variable Spiritual Motivation Satisfaction is significantly positive.
3. Satisfaction variable determination to variable Performance of Employees is significantly positive.
4. Determination Leadership variable to variable Performance of Employees is significantly positive.
5. Determination, Motivation Spiritual variable to variable Performance of Employees, is a significant positive

6. Square Multiple Correlation to Satisfaction = 83.2%, and for the Performance of Employees = 91.4%, the amount of square Multiple significant correlation Karen approaching 100%, the rest will be influenced by other variables that have not been studied.

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11th International Conference on Business and Management Research (ICBMR 2017) Determination of Leadership and Spiritual Motivation on The Performance of Employees through the Satisfaction of City Government Employees Batam, Indonesia Chablullah Wibisono1 1 Batam University Email: chablullah.wibisono@univbatam.ac.id ABSTRACT Batam City's vision "The City of Batam as Bandar World Madani," includes spiritual values that are integrated into performing in the society. In the government office, Batam is a very religious city. However, since there is a change of leader in every five year, the spirituality within the government office may also change. This research aims to find out the determination of leadership and spiritual motivation on the performance of employees through the satisfaction of city government employees in Batam, Indonesia. The population of this study is all employees in the city government of Batam. By employing SEM assisted software AMOS version 22,

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This study concludes that all independent variables have a significant and positive relations with the dependent variable, which means that the employees have performed in a civilized manner (Madani) Keywords: Leadership, Spiritual Motivation, Performance of Employees, Satisfaction 1. Introduction 1.1. Background Reforming the system towards better governance is a collective responsibility of all elements of the nation, which includes implementing the government apparatus at the which there are the implementation process and the responsibility to implement the mandate of the embrace. When reform era that brought the nation of Indonesia to enter the atmosphere of the new life that is full of hope for the occurrence of various corrective measures in restructuring the system of regional autonomy departed from the idea to ensure the efficiency, effectiveness, transparency, accountability and bureaucracy, and the values of democracy in practice the implementation of the regional government. Hope it is empowering local Governments to be able to build the region based on the ability and will of its area. Batam city vision on the period of 2016 - 2021 is "The City of Batam as Bandar World Madani," which has the meaning of spiritual values that are integrated into performing in civil. Batam is a very religious city. However, since there is a change of leader in every five year, the spirituality within the government office may also change. Batam city has the mission to improve the quality of human resources, master the science and technology and uncharged faith and piety through the enhancement and distribution of education and affordable health care for the community as well as the development of youth and sports. Moreover, it also aims to explore, develop and preserve the values of Malay cultural art and culture of other regions, as well as promoting a harmonious social life, tolerance and virtuous character. Civil society can be given meaning a cultured, polite, deliberation, religious and intelligent. As government employees, Batam is an agent to achieve the vision and mission of Batam. However, in its development, there are several cases of drugs and the spread of HIV in Batam, which can be the cause of tourism activities. As Bandar World Madani necessarily negative things that should not happen and flourish in Batam, government officials as the engine of development of the most dominant civil society in planning, implementing and evaluating development needs the support of all parties, including from researchers. Therefore, it is necessary to study the role of government officials in contributing to the achievement of the vision. Variables involved in building a global civil airport are leadership, spiritual motivation, performance of employees, and satisfaction. 1.2. Formulation of the problem: From the description of the background, the problems can be formulated as follows: 1. Is there Leadership determination to satisfaction? 2. Is there a Spiritual Determination Motivation to satisfaction? 3. Is there Leadership determination of the Performance of Employees? 4. Is there a Spiritual Determination Motivation to Performance of Employees? 5. Is there satisfaction determination of the Performance of Employees? 1.3. Research purposes 1. To investigate the Leadership determination to satisfaction 2. To investigate the determinants of Spiritual Motivation to satisfaction 3. To inquire into the Leadership determination of the Performance of Employees 4. To study the determinants of Spiritual Motivation to Performance of Employees 5. To investigate the determinants of satisfaction with the Performance of Employees 2. Literature Review 2.1. Leadership Adair and Armstrong (2003: 45) made a list of leadership qualities as follows: 1. Enthusiastic, immediately adjust everything and Communicate to other people/employees. 2. Confident namely own abilities and the confidence extended to the rest of his men (but should not be too sure, Because It tends to be arrogant). 3. True to heart, tenacious, resilient, demanding high standards, supporting respect still is not mere popularity. 4. To be honest, that is faithful to Themselves, purity yourself, trustworthiness and honesty that breeds trust. 5. Warm, warmth in interpersonal relationships, caring for others and attentive. 6. Humility items, namely willing to listen and bear the guilt, not arrogant and overbearing / force 2.1. Spiritual Motivation According to Najati in Abdurrahman (2004: 140), the religious motivation is the driving force that generates activity in living beings, and causes behavior and directing it towards a purpose. Spiritual need is an innate need for the fulfillment of the which depends on the perfection of personal growth and maturity of the individual. The realization of the spiritual need highly affects the formation of self-concept, that in turn will manifest in a person's behavior. Religious motivation is a motivation that is driven by the power of the spirit and ability to mobilize the human potential for performing in civil accordance with the guidance of God. Imagine if humans do not have a spiritual motivation, the motivation that is used merely the physiology- based appetite that solely aim to meet the primary needs. Therefore, how healthy a person's religious motivation will affect the performance of the public and primary needs are met at the same time. Primary spiritual needs are a reality in human life gained by working with full responsibility and civil. (Frankl, 2011: 13) 2.2. Performance The term performance is derived from the Job Performance or Actual Performance (real job performance or achievements attained by someone). Definition of employee performance is the result of the quality and quantity of work accomplished by an employee in carrying out their duties following the responsibilities are given to him. The quality of employee behavior or achieved results are fundamentally determined by the skills and abilities of the employee concerned (Alwi, 2001). Besides, it was Also the motivation and opportunity (Robbins, 2001). There are various dimensions of performance and many of them are not related. Someone may be very high in one dimension and low in the other aspects. Factors Affecting Performance: 1. Individual factors: ability, skill, family-background, work experience, a level of social and demographic someone. 2. Psychological factors: perception, role, attitude, personality, motivation and job satisfaction. 3. The organizational factors: organizational structure, job design, leadership, awards system (reward system). According to Mathis and Jackson (2006: 82), factors that may have some impacts on performance are: 1. Their ability. 2. Motivation. 3. Support received. 4. The existence of the work they do. 5. Their relationship with the organization. 2.3. Satisfaction Robbins and Judge (2009: 113) defined job satisfaction as positive feelings about work as the result of the evaluation of the working code. Similarly, Noe et al. (2006:

436) defined job satisfaction as a pleasant feeling as the consequence of the perception that the work meets the critical values work. Furthermore, Kinicki and Kreitner (2005: 125) defined job satisfaction as an attitude or emotional response to various aspects of a person's job. This definition implies that job satisfaction is not a single concept. One can be satisfied with one aspect of his work and made dissatisfied with one or various aspects. Similarly, Nelson and Quick (2006: 120) stated that job satisfaction is a positive emotional state and enjoyable as the result of the assessment of employment or work experience person. As well as in the police institution, job satisfaction is a common problem that often occurs and is experienced by each member in each work unit, work unit, or individual sections in the police institution. The job satisfaction of members of the police is closely connected directly or indirectly with the motivation of members' work, fidelity (loyalty) members and their peace of the members in the work, and does not rule out the possibility of job satisfaction is also associated with the level of discipline members of the police in carrying out the task. In general, people found reviews their salary every month is a key factor to Achieve job satisfaction of members of the Police. This is due to get a salary, members can carry out their daily lives and can even provide for his family. But the salary received is not always a major factor for Achieving the job satisfaction of every member of the Police. In fact, in addition to Salaries, the Government Also added Reviews their performance benefits to each member every month to support and Enhance motivation and job satisfaction of members of the police, but there are many members of the police that were not satisfied with the work even though it was supported by the Salaries and benefits of performance, 2.4. Framework of thinking To perform a correlation test, this study employed the correlation and regression analysis, in which the two independent variables (X1, X2) are connected to the dependent variables (Y) and (Z) with a pattern of relationships: i. the relationship between the variables X1 to the variables (Y) and (Z), ii. the relationship between the variables X2 to variable (Y) and (Z), iii. the relationship between the intervening variables (Y) to the dependent variable (Z) 2.5. Hypothesis: Based on the formulation of the problem, the hypotheses are as follows: 1. There is a determination Leadership towards satisfaction 2. There is a determination Spiritual Motivation to satisfaction 3. There is a determination of the Performance of Employees Leadership 4. There is a determination Spiritual Motivation to Performance of Employees 5. There is a satisfaction determination of the Performance of Employees Figure 1. Research Model Table 1. Number of employees Employment Echelon Amount (1) (2) (3) Civil Servants (PNS) III 122 Civil Servants (PNS) II 38 Amount III & II 160 Source: Secondary data (Batam City Regional Officers Agency 2017) 3. Research Methodology 3.1. Population and Sample 3.1.1. Population The population is a collection of the whole object to be measured in the study (Cooper and Schindler, 2003: 179). The people in this research are 160 employees within the Regional Personnel Agency (BKD). According to a theory, if the population is less than 100, then the sample must be the whole population. However, if the population is more than 100, the sample must be considered between 10%-25% of the population. The sampling technique used in this study is judgmental (purposive), which falls under non-probability sampling (Black and Champion, 2001: 233; Cooper and Schindler, 2003: 198). This method was chosen to ensure that only the samples that have certain elements that have been established by researchers will be taken as the samples (Black and Champion, 2001: 264). Table 1 shows details of Civil Servants and Employees Population Echelon Echelon II and III The Government of Batam Figure 2. Output Effect Analysis by SEM 3.1.2. Sample Samples is an element of the population selected to represent the population in the research (Cooper and Schindler, 2003: 82). In this cut-off, the sample size adapted to the analysis, the model used is Structural Equation Model (SEM). The sample size for SEM using the model of estimation Maximum Likelihood Estimation (MLE) is 100-200 samples (Hair et al., 1998: 605; Ghazali, 2005: 17), or as much as 5-10 times the number of parameters estimated (Ferdinand, 2000: 44). 3.1.3. Effect Analysis by SEM Data score of respondents' answers to any further processed with statistical indicators Full Model Structural Equation Modeling (SEM) using AMOS software for Windows version 22.0 was Obtained display like the image processing results Structural Equation Modeling (SEM) following From Figure 1, can be made following the model equations structurally: H1 : Y= γy.x1X1 + e1, → Direct Effects X1 on Y, H2 : Y = γy.x2X2 + e1, → Direct Effects X2 on Y, H3 : Z = γz.x1X1+ e2 , → Direct Effects on Z, H4 : Z = γz.x2X2+ e2 , → Direct Effects X2 on Z, H5 : Z= βzyY1 + e2 , → Direct Effects Y on Z. Table 2. Goodness of Fit Goodness of Fit Index Cut-off Value Model Result Information Chi-square (χ2) It is expected that small 0.000 Good Relative Chi-square (χ2/df) ≤ 3,00 2.244 Good RMSEA ≤ 0,08 0. 088 Good GFI ≥ 0,90 0. 848 Marginal AGFI ≥ 0,90 0. 798 Not Good Figure 3. Batam City The Goodness of Fit Index is as shown in the figure above. The details can be found on Table 2. Observing the cut-of-value and goodness of fit of the model, the results in Table 2 shows that three criteria are considerd as good, one as marginal, and one as not good. Criteria met is Chi-square (c2) Relatives Chi-square (c2/ Df) and RMSEA, GFI and the which is marginally not good is. Because there are three criteria are fulfilled and marginal four of the five criteria required, then the above models can be Expressed as a good example of (Solimun, 2004: 71). 4. Results 4.1. Research Object Batam City is a city in the Province Riau Islands, Indonesia. The city consists of Batam Island, Rempang and Galang Island, and other small islands in the region Singapore Strait and Malacca Strait, Pulau Batam, Rempang, and Galang, which are connected by bridges Barelang, According to the Department of Population and Civil Registration Batam per 2015, total population reached 1,037,187 inhabitants Batam, and in 2017 the total population is 1,500 residents. Batam is a city with a very strategic location. Besides being in the international shipping lanes, the city has a very close distance and is directly adjacent to Singapore and Malaysia. Batam is one of the fastest growing cities in Indonesia. When it was built in the 1970s by the Batam Authority (currently named BP Batam), this city inhabited only about 6,000 residents, and within 40 years the population of Batam grows up to 158 times more. (Https://id.wikipedia.org, 2017) 4.2. Analysis of Structural Equation Model Data score of respondents' answers to any further processed with statistical indicators Full Model Structural Equation Modeling (SEM) using AMOS software for Windows version 22.0 was obtained display like the image processing results Structural Equation Modeling (SEM) following Table 3. Standardized Direct Effects (Group number 1 - Default model) MOT LEAD FACT PERF FACT .262 .703 .000 .000 PERF .272 .267 .480 .000 Table 4. Regression Weights: (Group number 1 - Default model) Estimate SE CR P Label FACT <--- LEAD .686 .086 7.928 *** par_17 FACT <--- MOT .328 .099 3.323 *** par_18 PERF <--- FACT .355 .103 3.454 *** par_16 PERF <--- LEAD .193 .092 2.084 .037 par_19 PERF <--- MOT .252 .071 3.561 *** par_20 Table 5. Standardized Regression Weights: (Group number 1 - Default model) estimate FACT <--- LEAD .703 FACT <--- MOT .262 PERF <--- FACT .480 PERF <--- LEAD .267 PERF <--- MOT

.272 5. Discussion 5.1. Structural Equation Model Analysis Testing structural equation modeling is done by using the regression coefficient (g) for the Acceptance: Leadership (LEAD = X1), Spiritual Motivation (MOT = X2), Satisfaction (FACT= Y), Performance of Employees (PERF = Z), through the table output from the sub menu view/ set. Based on the calculation of regression coefficient (regression weight) can be presented as the output table is provided in Table 5 and Table 6 below: 1. Determination variable to variable Satisfaction Leadership has standardized estimate (regression weight) equal to, 703 with Cr (Critical ratio = identical to the value t-test) of 7.928 on a probability = 7.928 *** CR value ≥ 2.00 and Probability = *** ≤ 0.05 indicates that the determination variable to variable Satisfaction Leadership is a significantpositive. 2. Determination variable to variable Spiritual Motivation Satisfaction has standardized estimate (regression weight) equal to, 262 with Cr (Critical ratio = identical to the value t- test) of 3.323 on a probability = 3.323 *** CR value ≥ 2.00 and Probability = ** * ≤ 0.05 indicates that the determination variable to variable Spiritual Motivation Satisfaction is significantly positive. Table 6. Squared Multiple Correlations: (Group number 1 - Default model) estimate FACT .832 PERF .914 3. Satisfaction variable determination to variable Performance of Employees has standardized estimate (regression weight) equal to, 480 with Cr (Critical ratio = identical to the value t- test) of 3,454 on probability = 3.454 *** CR value ≥ 2.00 and Probability = * ** ≤ 0.05 indicates that the determination variable to variable Satisfaction Performance of Employees are significantly positive. 4. Determination Leadership variable to variable Performance of Employees has standardized estimate (regression weight) equal to, 267 with Cr (Critical ratio = identical to the value t count) equal to the probability = 2.084, 2.084 CR 037 value ≥ 2.00 and Probability =, 037 ≤ 0.05 indicates that the determination variable to variable Leadership Performance of Employees are significantly positive. 5. Determination, Motivation Spiritual variable to variable Performance of Employees has standardized estimate (regression weight) equal to, 272 with Cr (Critical ratio = identical to the value t count) equal to the probability = 3.561, 2.084 CR 037 value ≥ 2.00 and Probability = * ** ≤ 0.05 indicates that the variable determination Spiritual Motivation to variable Performance of Employees is a significant positive 5.2. Determination Analysis Analysis of measurement models with determination is used to determine the variable contribution. Therefore, used Square Multiple Correlation in the following table 6. Square Multiple Correlation for Satisfaction = .832, for the Performance of Employees =, 914 According to Ferdinand, (2002: 114) values Square Multiple Correlationuntuk variables Satisfaction R2 = .832 is identical to R2 in SPSS for, 832 then the magnitude of Determination is the value of Square Multiple Correlation to variable Satisfaction times 100% = .832 x 100% = 83.2%. Thus, it can be stated that the change Satisfaction is determined by the Spiritual Leadership and Motivation by 83.2%. For the Performance of Employees R2 = .914 then the amount of determination = .914 x 100% = 91, 4%. Thus, it can be stated that the changes to the Performance of Employees be determined by Leadership and Spiritual Motivation and Satisfaction by 91. 4%. 6. Conclusions From the formulation of the problem, hypotheses and after analyzing the issue by utilizing the structural equation model (SEM) analysis and determination analysis, it can be concluded that: 1. Determination Leadership variable to variable Satisfaction is significantly positive. 2. Determination variable to variable Spiritual Motivation Satisfaction is significantly positive. 3. Satisfaction variable determination to variable Performance of Employees is significantly positive. 4. Determination Leadership variable to variable Performance of Employees is significantly positive. 5. Determination, Motivation Spiritual variable to variable Performance of Employees, is a significant positive 6. Square Multiple Correlation to Satisfaction = 83.2%, and for the Performance of Employees = 91.4%, the amount of square Multiple significant correlation Karen approaching 100%, the rest will be influenced by other variables that have not been studied.

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Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 Advances in Economics, Business and Management Research, volume 36 448 449 450 451 452 453 454 455 456 457 458