

THE EFFECT OF LEADERSHIP STYLE AND MOTIVATION ON THE QUALITY OF WORK LIFE WITH ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLES (STUDY AT THE INSPECTORATE OF BOGOR REGENCY)

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Abstract

This study aimed to analyze the influence of leadership style and motivation on the quality of work-life and organizational commitment as an intervening variable (study at Bogor District Inspectorate). This research is explanatory. The population in this study were all employees of the Inspectorate of Bogor and the sampling method used was purposive sampling with the number of respondents 90 people. The analytical method used is SEM with Smart PLS. The results showed that the leadership style of a positive and significant effect on the quality of work-life through commitment Bogor District Inspectorate employee organization, motivation and significant positive effect on the quality of work-life through the organizational commitment of employees Inspectorate Bogor,

Keywords: Leadership Style, Organizational Commitment, Quality of Work Life, and motivation.

INTRODUCTION

That there are three (3) main aspects that support the creation of good governance, namely monitoring, control and inspection. Pengawasan an activity performed by an outside party executive, the public and Parliament, while the control mechanism is carried out by the

executive to ensure that the systems and management policies implemented properly so that organizational goals can be achieved, while the inspection is an activity undertaken by the party that has the independency and have the professional competence to examine whether the results of the government's performance complies with the standards that must be met by an auditor to perform the audit the good one. Elements examiner/supervision Provision Bogor district government is the Inspectorate.

Inspectors in this case is the highest leader in the inspectorate as a developer of human resources must have employees who want to work discipline, hard and able to carry out their duties in a responsible manner in accordance with the working procedures determined by laws-laws that apply in which there are decision-making as the main tasks of leadership in realizing the quality of working life of employees. According to Wayne in Usman, (2009) the quality of working life is the perception of the employees' perception that they want to feel safe, relatively satisfied and have the opportunity can grow and develop properly human. According to Cascio in Husnawati (2006) the quality of working life is the level of employee participation, career development, conflict resolution, communication, health.

Based on the results of an initial interview with the Head of Sub Division of Program and Reporting Inspectorate Bogor Regency also noted that of the nine components of the quality of working life has been implemented in the District Inspectorate Bogor there are only 2 components that are not yet sufficient that career development (the limited amount of budget in one year and only given one time to employees to attend education and training through a program to improve energy profesionalisme examiner and apparatus perogram supervision and capacity building of personnel resources) and compensated through additional income that has not been balanced.

To support one component of the quality of working life in order to run properly, as according to the Husnawati Cascio (2006) then the required practice of leadership. Organizational leadership practices in both formal and informal, requires a leader who can give encouragement to his subordinates to always productive because the presence of a leader in an organization feels very absolute all to provide guidance for subordinates.

Leadership is defined by Yukl (2005) as the ability to influence a group of people towards the achievement of organizational objectives.

According Bernardin and Russell (1993: 520) in the Poppy (2012: 5) that the quality of work life refers to the level of satisfaction, motivation, involvement and individual commitment in connection with their life experiences in the workplace. According to Terry in Samtina GR (2011: 2) motivation is a desire of oneself and stimulating them to take action. These motivations appear to be active / dynamic with positive effort in directing and mobilizing the potential of employees to work productively and professionally so that a positive impact on the organization's development Herzberg (1950) in Hasibuan (2007: 157) put forward the theory of two factors, or often referred to as the Herzberg two factor motivation theory.

Providing motivation for the employees of the organization need to be considered well, because if a leader is less Noting the motivation to its employees, it will have an impact on the lack of commitment of the organization. The study researched by Kabalmay et al. (2014: 393) states that there is significant positive association between motivation and organizational commitment, the higher the motivation will be higher the organizational commitment of employees.

Based on previous research conducted by Chitramani et al. (2013: 154) states that there is significant positive association between Quality of Work Life (QWL) with Organizational Commitment (OC). The research was also supported by a study conducted by Birjandi et al. (2013: 162), which suggests that there is a significant relationship between QWL and OC. But there is a difference of opinion or a research gap which is the research Farjad & Varnous (2013: 455) states that there is no relationship between Quality of Work Life (QWL) with Organizational Commitment (OC).

Another study examined by Kabalmay et al. (2014: 393) states that there is significant positive association between motivation and organizational commitment, the higher the motivation will be higher the organizational commitment of the employees. While research gap found in studies conducted by Tela et al. (2007: 11) states that the lack of

influence between motivation and commitment to the organization, in this study the employees are not motivated by the motivation that has been provided by the company.

Inspectorate Bogor Regency Regional Regulation Bogor District No. 12 of 2016 on the establishment and composition of the device area (sheet area of Bogor Regency 2016 No. 12), the Inspectorate is a supervisory elements of regional governance that have an important role in encouraging the creation of good governance (good governance} , clean and free from corruption, collusion and nepotism, as mandated in the legislation of the Republic of Indonesia Number 28 Year 1999 on holding country clean and free from corruption, collusion and nepotism. Vision Inspectorate Bogor Regency is "Inspectorate professionals in toward improved pemeritnahan good toward advanced Bogor regency in Indonesia.To achieve its vision Inspectorate Bogor Regency define the mission of improving the quality of supervision and guidance of administration area, Diman task implement local autonomy in the field of supervise and guidance to the entire device area, as well as increasing the role of the inspectorate as a guarantor of quality (quality assurance) and counseling partner is expected to maximize the creation of a harmonious unity of actions taken in implementing all government activities Bogor Regency.and increasing the role of the inspectorate asa guarantor of quality (quality assurance) and partner counseling is expected to maximize the creation of a harmonious unity of actions taken in implementing all government activities Bogor Regency.and increasing the role of the inspectorate as a guarantor of quality (quality assurance) and partner counseling is expected to maximize the creation of a harmonious unity of actions taken in implementing all government activities Bogor Regency .

LITERATURE REVIEW

The hypothesis of this article is H1: Suspected leadership style influence on organizational commitment. In the study conducted Ma'mun (2012) suggested that leadership style has positive influence on organizational commitment. The leadership style adopted by the influence the leadership in determining the organization's commitmentmenjalanakn subordinate to the main tasks and functions well. The same thing was stated in a study conducted by Ikhlas (2014).

H2: In guess work motivation influence on organiasi commitment, as well as research conducted by Burton et al. (2002) explains that employees who have high motivation will have a high commitment to the company anyway. Another study conducted Abrivianto et al. (2014) found that motivational positive effect on organizational commitment. As well as research conducted daughter et al. (2015), research results stating that motivation significantly influence organizational commitment.

H3: leadership style would be unlikely to influence the quality of working life. Leadership qualities, especially in supervision in addition to impact the quality of working life can also increase the organization's ability to retain employees. Effective leadership is the leadership that is capable of creating a supportive work environment, challenging work, recognition and awards (Robins in Husnawati 2006). According to research conducted by Manfred (2013) Influence of Leadership Style on the Quality of Work Life Employee Pawnshop Manado Region V Central Office explained that the leadership style of a strong and positive influence on the quality of working life, sebagaimana also research conducted by Husnawati (2006: 22) who said that leadership is one of the factors that contribute to the creation of the quality of work life. Leadership qualities, especially in the supervision of an impact to the quality of working life and can enhance the organization's ability to retain employees. Great leadership creating a supportive work environment, challenging work, recognition and awards.

H4: In the guess work motivation berpenagruh on the quality of working life. According Bernardin and Russell (1993: 520) in the Poppy (2012: 5) that the quality of work life refers to the level of satisfaction, motivation, involvement and individual commitment in connection with their life experiences in the workplace .. Based on research results Maemunah, sadkar & Ryana (2015) in "influence the quality of work life on employee motivation at the Sheraton Bandung Hotel & Tower dijelaksan that the quality of work life simultaneously and partially influence the motivation to work, as well as by GR Terry in Samtica (2011: 2) states that motivation is the desire that exist in a person and stimulated him to take action through motivation appear to be active / dynamic with a positive effort in directing and mobilizing the potential of employees to work

productively and professionally so that a positive impact on the development of the organization.

H5: It would be unlikely that organizational commitment affects the quality of working life. Where the quality of working life is determined by the compensation received by employees, the opportunity to participate in the organization, job security, job design, and quality of interaction between members of the organization. The psychological dynamics of the quality of work life and organizational commitment is when the quality of life for the good of an employee organization commitment will be high. Conversely, if the quality of working life is low, the organization's commitment will be low as well, causing turnover in the organization. Compensation or salaries adequate and comfortable working environment to foster a strong desire for employees to maintain their membership in the organization so that it can increase organizational commitment. Quality of work life is a level on the members of an organization capable of satisfying the needs of major private through his experience in doing the work of the organization. Based on the results Indaswasri (2014) who have done it can be seen the quality of work life has positive influence on organizational commitment,

H6: Leadership style affects to the quality of work life through organizational commitment. According to Yousef (2000) suggests that there is a positive relationship between perialku leadership and organizational commitment. According Nurmala (2010) found kmitmen organization and the quality of working life is a multidimensional and products of the evaluation of workplace seornag, and believe that the quality of working life, which has a strategic role in improving the performance and commitment of the employees.

H7: In guess there is influence of motivation work on the quality of work life through organizational commitment. Motivation in which there are aspects of the salaries indicates the effect of the influence on organizational commitment. This means that the motivation to have an influence on organizational commitment and lasngung not affect the quality of their working lives, this is where empowerment becomes diperkukan organizations in supporting the creation of employee performance through appropriate compensation so as to create a good quality of working life. This is similar to the research

conducted by Imani and Witjaksono (2014) on the effect of quality of work life against organisasi commitment with motivation as an intervening variable that states that motivation does not mediate between the quality of work life influence on organizational commitment This means that the motivation to have an influence on organizational commitment and lasngung not affect the quality of their working lives, this is where empowerment becomes diperkukan organizations in supporting the creation of employee performance through appropriate compensation so as to create a good quality of working life. This is similar to the research conducted by Imani and Witjaksono (2014) on the effect of quality of work life against organisasi commitment with motivation as an intervening variable that states that motivation does not mediate between the quality of work life influence on organizational commitment This means that the motivation to have an influence on organizational commitment and lasngung not affect the quality of their working lives, this is where empowerment becomes diperkukan organizations in supporting the creation of employee performance through appropriate compensation so as to create a good quality of working life. This is similar to the research conducted by

RESEARCH METHOD

Research Design

Based on the existing background, this research is a kind of explanatory research. Explanatory research is research that tried to explain a subject matter and there is a hypothesis testing and analysis of the data obtained (Sumarni and Wahyuni, 2006:52).

Types and Sources of Data

The type of data in this study were included the data subject, because of information obtained under the guidance of questionnaires given to employees inspectorate Bogor Regency. The data used in this study are primary data and secondary data. Primary data is data obtained directly from the object of research is on the results of questionnaires to employees inspectorate Bogor Regency. Secondary data in this study are research reports and journals related to leadership style, motivation, organizational commitment and quality of work life.

RESULT AND DISCUSSION

Respondent Profile

Respondents of this study were all employees of PT. Sedana Pasifik Servistama and have attended training programs on insurance, namely training aimed at improving employees' skills and knowledge, especially in the insurance sector. Furthermore, respondents were identified based on gender, age, education, and years of service. This identification needs to be done to determine the general characteristics of the respondent. Descriptive data about the general characteristics of respondents can be seen in Table 1.

Table 1. Respondent Characteristic

Category	Characteristic	Frequency	Persentase (%)
Gender	Male	59	54%
	Female	51	46%
Age	18 - 24 Years	31	28%
	25 - 34 Years	14	13%
	35 - 44 Years	26	24%
	> 45 Years	39	35%
Education	SLTA	16	14%
	Diploma	37	34%
	S1	52	47%
Work length	S2	5	5%
	0 - 4 Tahun	42	38%
	5 - 10 Tahun	28	25%
	11 - 15 Tahun	25	23%
	> 15 Tahun	15	14%

Source: Results of Data Processing

Instrument Test

Validity test

The value in the validity test refers to the corrected total item correlation value > 0.361 or prob.sign.value < 0.05 . The results of the v test can be seen in the following table:

Table 2. Validity Test Result

Variablel	Pertanyaan	Corrected Item-Total Correlation	R tabel	Prob.	Kesimpulan
Gaya Kepemimpinan	X1.01	0.7594	0.361	0.000	Valid
	X1.02	0.7653	0.361	0.000	Valid
	X1.03	0.7517	0.361	0.000	Valid
	X1.04	0.8763	0.361	0.000	Valid
	X1.05	0.7041	0.361	0.000	Valid
	X1.06	0.8391	0.361	0.000	Valid
	X1.07	0.8161	0.361	0.000	Valid
	X1.08	0.8592	0.361	0.000	Valid
	X1.09	0.8594	0.361	0.000	Valid
	X1.10	0.8214	0.361	0.000	Valid
Motivasi Kerja	X2.1	0.7548	0.361	0.000	Valid
	X2.2	0.8802	0.361	0.000	Valid
	X2.3	0.7103	0.361	0.000	Valid
	X2.4	0.8576	0.361	0.000	Valid
	X2.5	0.8008	0.361	0.000	Valid
	X2.6	0.8412	0.361	0.000	Valid
	X2.7	0.8349	0.361	0.000	Valid
	X2.8	0.8037	0.361	0.000	Valid
Komitmen Organisasi	Z.1	0.7768	0.361	0.000	Valid
	Z.2	0.7955	0.361	0.000	Valid
	Z.3	0.8343	0.361	0.000	Valid
	Z.4	0.8718	0.361	0.000	Valid
	Z.5	0.7240	0.361	0.000	Valid
	Z.6	0.8173	0.361	0.000	Valid
Y.01	Y.01	0.8675	0.361	0.000	Valid
	Y.02	0.9081	0.361	0.000	Valid
	Y.03	0.8703	0.361	0.000	Valid
	Y.04	0.9083	0.361	0.000	Valid
	Y.05	0.8942	0.361	0.000	Valid
	Y.06	0.8843	0.361	0.000	Valid
	Y.07	0.8912	0.361	0.000	Valid

TWO	Y.08	0.8782	0.361	0.000	Valid
	Y.09	0.8503	0.361	0.000	Valid
	Y.10	0.5941	0.361	0.000	Valid
	Y.11	0.8470	0.361	0.000	Valid
	Y.12	0.8632	0.361	0.000	Valid
	Y.13	0.8509	0.361	0.000	Valid
	Y.14	0.8898	0.361	0.000	Valid
	Y.15	0.7384	0.361	0.000	Valid
	Y.16	0.8454	0.361	0.000	Valid

Source: Processed by Author (2019)

Reliability Test

The value in the reliability test refers to the Cronbach alpha value > 0.7. The results of the reliability test can be seen in the following table:

Table 4 Reliability Test Results

Variabel	Cronbach Alpa	Tabel	Kesimpulan
kepemimpinan	0.954	0.7	reliabel
motivasi kerja	0.948	0.7	reliabel
komitmen organisasi	0.932	0.7	reliabel
kepuasaan kehidupan kerja	9.977	0.7	reliabel

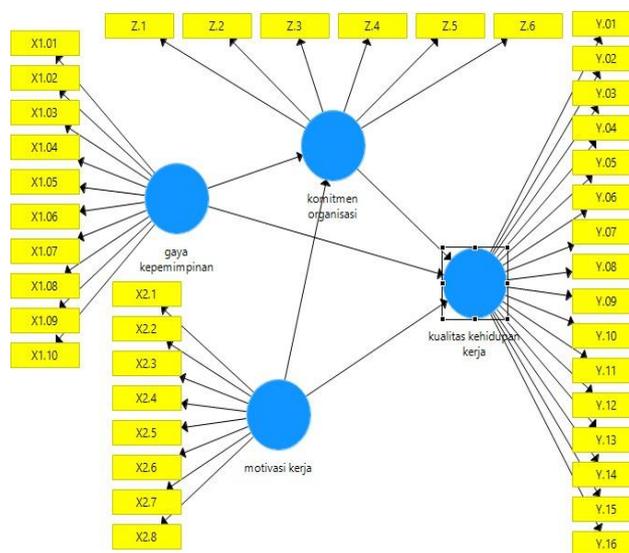
Source: Processed by Author (2019)

Table 4 shows the results of the reliability test based on the value of the Cronbach alpha of the research instrument > 0.7. So it can be concluded that the use of the four research instruments is reliable in this study.

Inference Analysis

Testing of the main analysis requirements is carried out to ensure that the measuring instrument used is suitable for measurement (valid and reliable). Testing with PLS begins with testing the measurement model (outer) model to test the construct validity and instrument reliability. The validity test is carried out to measure the ability of research instruments to measure what should be measured (Cooper and Schindler, 2006 in Hartono and Abdillah, 2014: 58). The construct validity test in the PLS reflective indicator model

was carried out through convergent validity, discriminant validity and average variance extracted (AVE) tests. Reliability test is used to measure the consistency of measuring instruments in measuring concepts or it can also be used to measure the consistency of respondents in answering the instrument. The instrument is said to be reliable if a person's answer to a statement is consistent or stable over time. Reliability test in PLS can use the composite reliability method and Cronbach's alpha (Hartono and Abdillah, 2014: 62). The following is a discussion of the results of testing the measurement model (outer model) and structural measurement (inner model), as in the following research model:



Testing the measurement model (outer model)

Convergent Validity

The convergent value of validity is the value of the loading factor on the latent variable with its indicators. Convergent validity is assessed based on the correlation between the item score / compound score and the construct score calculated by the PLS. The reflective measure is said to be high if it correlates more than 0.60 with the construct to be measured. However, for the initial stage of research, the development of a loading value measurement scale is 0.50 to 0.60 is considered sufficient (Chin. 1998). Below is a loading factor table where each indicator is calculated using PLS.

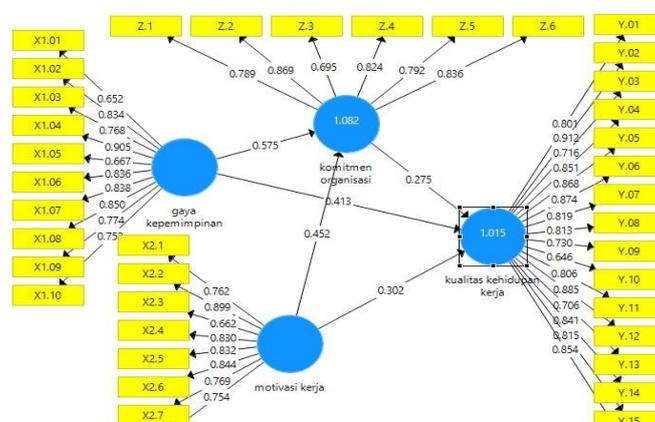


Figure 2. Loading Factor Test Result

Apart from the chart, it can be seen from the following table the loading value of each indicator.

Table 5. Loading Factor Test Result

gaya kepemimpinan		motivasi kerja	
X1.01	0.652	X2.1	0.762
X1.02	0.834	X2.2	0.899
X1.03	0.768	X2.3	0.662
X1.04	0.905	X2.4	0.830
X1.05	0.667	X2.5	0.832
X1.06	0.836	X2.6	0.844
X1.07	0.838	X2.7	0.769
X1.08	0.850	X2.8	0.754
X1.09	0.774		
X1.10	0.752		
kualitas kehidupan kerja		komitmen organisasi	
Y.01	0.801	Z.6	0.836
Y.02	0.912	Z.5	0.792
Y.03	0.716	Z.4	0.824
Y.04	0.851	Z.3	0.695
Y.05	0.868	Z.2	0.869
Y.06	0.874	Z.1	0.789
Y.07	0.819		
Y.08	0.813		
Y.09	0.730		
Y.10	0.646		
Y.11	0.806		
Y.12	0.885		
Y.13	0.706		
Y.14	0.841		
Y.15	0.815		
Y.16	0.854		

In the Figure and Table above, it shows that the loading factor value provides a value above the recommended value, which is 0.6. It means that the indicators used in this study are valid or have met the convergent validity. In addition, to see convergent validity, you can see the cross loading value of discriminant validity where it is expected that the greatest correlation of a variable is formed from the questions that shape it.

Table 6. Cross loading Result

	gaya kepemimpinan	komitmen organisasi	kualitas kehidupan kerja	motivasi kerja
X1.01	0.652	0.677	0.674	0.686
X1.02	0.834	0.873	0.855	0.841
X1.03	0.768	0.806	0.785	0.806
X1.04	0.905	0.960	0.916	0.947
X1.05	0.667	0.716	0.666	0.695
X1.06	0.836	0.891	0.841	0.879
X1.07	0.838	0.890	0.847	0.880
X1.08	0.850	0.898	0.864	0.899
X1.09	0.774	0.804	0.800	0.852
X1.10	0.752	0.762	0.796	0.836

	gaya kepemimpinan	komitmen organisasi	kualitas kehidupan kerja	motivasi kerja
X2.1	0.791	0.806	0.785	0.762
X2.2	0.929	0.960	0.916	0.899
X2.3	0.668	0.716	0.666	0.662
X2.4	0.864	0.891	0.841	0.830
X2.5	0.870	0.890	0.847	0.832
X2.6	0.911	0.898	0.864	0.844
X2.7	0.842	0.804	0.800	0.769
X2.8	0.830	0.754	0.819	0.754

	gaya kepemimpinan	komitmen organisasi	kualitas kehidupan kerja	motivasi kerja
Y.01	0.813	0.822	0.801	0.826
Y.02	0.919	0.937	0.912	0.944
Y.03	0.711	0.761	0.716	0.736
Y.04	0.856	0.893	0.851	0.874
Y.05	0.873	0.903	0.868	0.894
Y.06	0.910	0.896	0.874	0.893
Y.07	0.842	0.806	0.819	0.854
Y.08	0.857	0.775	0.813	0.849
Y.09	0.780	0.720	0.730	0.748
Y.10	0.675	0.629	0.646	0.671
Y.11	0.822	0.819	0.806	0.834
Y.12	0.893	0.924	0.885	0.910
Y.13	0.703	0.763	0.706	0.721
Y.14	0.848	0.893	0.841	0.859
Y.15	0.817	0.863	0.815	0.835
Y.16	0.892	0.893	0.854	0.864

Source: Processed by Author (2019)

It can be seen that the largest cross loading value for each variable is in the forming statement, so it can be said that all variables are valid.

Testing the structural model (inner model)

The structural model is evaluated using the R-square for the dependent variable and the path coefficient value for the independent variable, which is then assessed for its significance based on the t-statistic value for each path.

R Square

The value of R Square is the coefficient of determination in the endogenous construct. According to Chin (1998), the R square values are 0.67 (strong), 0.33 (moderate) and 0.19 (weak). The coefficient of determination (R square Adjusted) is used to show how much influence the influencing variable has on the affected variable. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect, here is the R value table:

	R Square	R Square Adjusted
komitmen organisasi	0.965	0.964
kualitas kehidupan kerja	0.964	0.963

Based on the table above, the R square Adjusted value for each equation is above 10 percent (0.1). The r square value of 0.965 means that the independent variable (leadership style and work motivation) is able to explain the intervening / mediating variable (organizational commitment) of 96.5 percent while the value of 0.964 means that the independent variable along with the intervening / mediating variable (organizational commitment) is able to explain variable variations. dependent (quality of work life) of 96.4 percent the remaining percent by other variables outside the model.

Hypothesis Testing

To test the hypothesis, the t-statistic value generated from the PLS output is compared with the t-table value, the PLS output is an estimate of the latent variable which is the

aggregate linear of the indicator. The test criteria with a significance level of (a) 5% for a one-way test (positive / negative effect) are determined as follows:

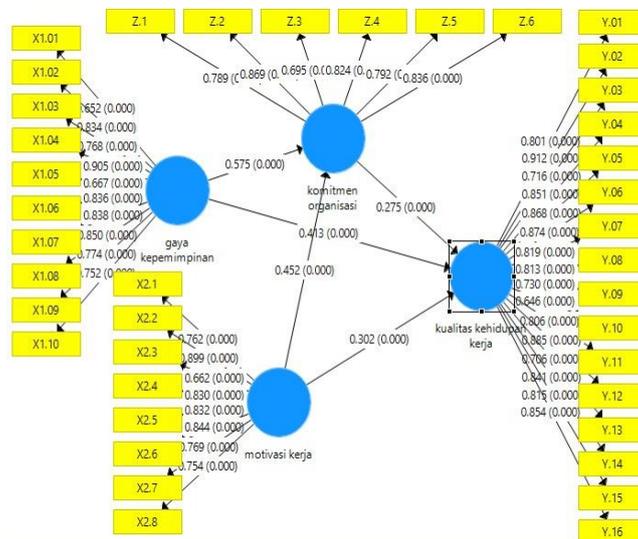
From the results of t table and t count, the comparison can be seen as follows:

- If t count > t table (1.96), then H0 is rejected and H1 is accepted.
- If t count < t table (1.96), then H0 is accepted and H1 is rejected.

Meanwhile, to see the significant effect between variables for the one-way test can be seen in the following criteria:

- If the prob.value sig < 0.05 then there is a significant effect
- If the prob.value sig > 0.05, the effect is not significant

The following is a summary of the results of hypothesis testing:



PLS Testing Result

	Original Sample (O)	Standard Deviatio...	T Statistics (O /STDEV)	P Values
gaya kepemimpinan -> komitmen organisasi	0.575	0.031	18.735	0.000
gaya kepemimpinan -> kualitas kehidupan kerja	0.413	0.026	15.609	0.000
komitmen organisasi -> kualitas kehidupan kerja	0.275	0.045	6.101	0.000
motivasi kerja -> komitmen organisasi	0.452	0.033	13.683	0.000
motivasi kerja -> kualitas kehidupan kerja	0.302	0.045	6.687	0.000

From the table above, you can get the equation:

Organizational commitment = 0.575 leadership style + 0.452 work motivation
 quality of work life = 0.413 leadership style + 0.302 work motivation + 0.275 organizational commitment.

- Leadership style affects organizational commitment directly and positively significant with a coefficient of 0.575 with $t \text{ stat} = 18.375 > t \text{ table} = 1.96$ and $\text{prob.value} = 0.000 < 0.05$. The research hypothesis is accepted. This means that every 1% increase in leadership style will increase organizational commitment by 0.575 percent with the assumption of other variables being constant. This is in line with the research of H. Rezaei Dolatabadi and M. Safa (2010) which explains that leadership style has a significant impact on organizational commitment.
- Work motivation affects organizational commitment directly and positively significant with a coefficient of 0.452 with $t \text{ stat} = 13.68 > t \text{ table} = 1.96$ and the $\text{prob.value} = 0.000 < 0.05$. The research hypothesis is accepted. This means that every 1% increase in work motivation will increase organizational commitment by 0.452 percent with the assumption that other variables are constant. This is in line with the research of Putri et al. (2015) the results of their research state that work motivation has a significant effect on organizational commitment.
- Leadership style affects the quality of work life directly and positively significant with a coefficient of 0.413 with $t \text{ stat} = 15.608 > t \text{ table} = 1.96$ and $\text{prob.value} = 0.000 < 0.05$. The research hypothesis is accepted. This means that every 1% increase in leadership style will increase the quality of work life by 0.413 percent with other variable assumptions constant. This is in line with research conducted by Manfred and Sofia (2015) which states that leadership style affects the quality of work life, and is supported by the theory of Robins in Husnawati (2006: 22) which states that Leadership is one of the factors that contribute to the creation of a quality work life. The quality of leadership, especially in supervision, has an impact on the quality of work life and can improve an organization's ability to retain employees. Great leadership creates a supportive work environment, challenging work, recognition and appreciation.
- Work motivation affects the quality of work life directly and positively significant with a coefficient of 0.302 with $t \text{ stat} = 6,687 > t \text{ table} = 1.96$ and $\text{prob.value} = 0.000 < 0.05$. The research hypothesis is accepted. This means that every 1% increase in work motivation will increase the quality of work life by 0.302 percent with the assumption that other variables are constant. This is in line with research

conducted by Lutfiati Setyanti Prajitiyasari (2015) the effect of transformational leadership and motivation on the quality of work life with job satisfaction as intervening variable which states that motivation has a positive and significant effect on the quality of work life.

- Organizational commitment affects the quality of work life directly and positively significant with a coefficient of 0.275 with $t \text{ stat} = 6,687 > t \text{ table} = 1.96$ and $\text{prob.value} = 0.000 < 0.05$. The research hypothesis is accepted. This means that every 1% increase in organizational commitment will improve the quality of work life by 0.275 percent with the assumption that other variables are constant. This is in line with research by Kaunang, Pio and Roring (2014) in the influence of the quality of work life on organizational commitment at PT Hasjrat Abadi Manado, which states that the quality of work life has a positive and significant effect on organizational commitment, this research is supported by research by Teti, Siti and Lindawati (2014) which states that the Quality of Work Life has a positive effect on Organizational Commitment. The results of this study are also proven by research by Indaswari (2014) which found that the Quality of Work Life affects Organizational Commitment. Another study, namely research by Angelia (2013), also found the same results, namely the Quality of Work Life has an effect on Organizational Commitment.

Furthermore, the intervening variable test was carried out using smart pls, namely the indirect effect test to see the indirect effect of leadership style and work motivation on the quality of work life with organizational commitment as an intervening / mediating variable:

Table 7. Intervening Testing

	Original Sample ...	Standard Deviation (STDEV)	T Statistics (O...	P Values
gaya kepemimpinan -> komitmen organisasi -> kualitas kehidupan kerja	0.158	0.024	6.508	0.000
motivasi kerja -> komitmen organisasi -> kualitas kehidupan kerja	0.124	0.025	4.957	0.000

Source: Processed by Author (2019)

Based on the table of intervening test results, the following conclusions are obtained:

- Leadership style affects the quality of work life indirectly through organizational commitment as a mediating / intervening variable and is significant positively

with a coefficient of 0.158 with $t \text{ stat} = 6.508 > t \text{ table} = 1.96$ and the value of $\text{prob. value} = 0.000 < 0.05$. The research hypothesis is accepted. This means that every 1% increase in leadership style will improve the quality of work life indirectly through organizational commitment of 0.158 percent with the assumption that other variables are constant. This is in line with research conducted by Munandar & Fuady (2017) on the influence of the quality of work life and commitment. organization to educators with transformational leadership as a moderating variable which indicates that transformational leadership positively moderates the quality of work life indirectly on organizational commitment.

- Work motivation affects the quality of work life indirectly through organizational commitment as a mediating / intervening variable and is significant positively with a coefficient of 0.124 with $t \text{ stat} = 4.957 > t \text{ table} = 1.96$ and $\text{prob. value} = 0.000 < 0.05$. The research hypothesis is accepted. This means that every 1% increase in work motivation indirectly through the quality of work life will increase organizational commitment by 0.124 percent with the assumption that other variables are constant. This is in line with research conducted by Imani and Witjaksono (2014) regarding the influence of the quality of work life on organizational commitment with motivation as an intervening variable which states that work motivation does not mediate the influence between the quality of work life on organizational commitment.

Discussion

The influence of leadership style on organizational commitment of Inspectorate Bogor Regency employees.

Based on testing hypothesis 1, the effect of leadership style on organizational commitment is known to have a coefficient value of 0.575 with $t \text{ stat} = 18.375 > t \text{ table} = 1.96$ and the $\text{prob. value} = 0.000 < 0.05$, then the research hypothesis is accepted, this shows that there is the positive influence between leadership style on organizational commitment which means that if a leader in the Bogor regency inspectorate is able to apply the right and appropriate leadership style, it will increase employee commitment to the organization and vice versa if a leader at the Bogor district inspectorate does not apply

the right leadership style and appropriate, the lower the employee's commitment to the organization. This explains that the research results can support or strengthen the existing theory, which states that leadership style affects employee commitment to organizational commitment, besides that this research is also supported by the results of previous research which serve as a reference for this study which states that organizational commitment makes a contribution. on employee commitment, then in detail it can be explained that the indicators in the leadership style variable, namely participatory leadership style, are indicators that determine and influence a strong / significant indicator in the organizational commitment variable in the form of affective commitment where employees are happy to spend their career / service in the inspectorate of Bogor Regency, where the more appropriate and in accordance with the leadership style applied by a leader in the inspectorate the higher the employee's commitment to organizational commitment, so that it can support the achievements and targets t achieved by the organization.

The influence of motivation on organizational commitment of employees of the Inspectorate of Bogor Regency.

Hypothesis 2 explains that there is an effect of work motivation on organizational commitment. After conducting testing and analysis, it is concluded that motivation affects the organizational commitment of the Inspectorate of Bogor Regency employees. This influence is obtained based on the coefficient value of 0.452 with $t_{stat} = 13.68 > t_{table} = 1.96$ and the $prob.value = 0.000 < 0.05$, the research hypothesis is accepted. Tests and analyzes that have been carried out show a positive influence on work motivation variables on organizational commitment to employees of the Inspectorate of Bogor Regency. In addition to the results of analysis and data testing, the indicator variable which is used as a statement point in the questionnaire shows that work motivation variables which include intrinsic and extrinsic motivation, especially employees feel proud and prioritize achievement, get positive responses from employees of the Bogor Regency Inspectorate, meaning that employees agree that employee motivation in work can be given with the achievement and pride of being an inspector employee of Bogor district. Not only that, the results of analysis and hypothesis testing are in line with what

Robbin (2007: 213) said, motivation is a process that plays a role in the intensity, direction and duration of individual employee efforts towards achieving targets and targets. The intended results can be in the form of productivity, attendance or other creative work events. Edwin B (2003) states that motivation is a skill in directing employees and organizations to want to work successfully, so that the desires of employees and organizational goals are achieved at the same time. Empirically, this study supports the results of previous research conducted by Juris Kenan Dwi Putra (2014) at the regional secretariat office of Jember Regency and Eva Kris Diana (2009), an outsourcing employee of PT Sememru Karya Semarang. Research on motivation variables as well as any indicators chosen by researchers to be examined in their application at the Inspectorate of Bogor Regency are as follows based on the results of the questionnaire, that employees feel that their daily needs are fulfilled by what they are getting now and some indicators show that employees feel proud to work in the inspectorate and feel valued working in the inspectorate environment by the community, family and friends as extrinsic factors, the higher the motivation received by the employees, the higher the organizational commitment of the inspectorate employees of Bogor Regency.

The influence of leadership style on the quality of work life of the Bogor Regency Inspectorate employees.

Based on hypothesis 3, that leadership style affects the quality of life, based on testing and analysis, seen from the coefficient value of 0.413 with $t \text{ stat} = 15.608 > t \text{ table} = 1.96$ and $\text{prob. value} = 0.000 < 0.05$, the research hypothesis is accepted. . This shows that there is a significant and positive influence of leadership style on the quality of work life. From the results of this study, it shows that if the inspectoral leader implements leadership well, namely by showing the vision of working, participating, communicating directly with subordinates, giving employees the freedom to find new ways of working, and appreciating employees, then the achievement goals and organizational targets will be achieved. So it supports the theory of Robbin in Husnawati (2006: 22) which says that leadership is one of the factors that contribute to the creation of the quality of work life. The quality of leadership, especially in supervision, has an impact on the quality of work life and can increase the ability of the organization to retain its employees. Good

leadership creates a supportive work environment, challenging work, recognition and appreciation. The results of this study also show that if the Bogor district inspectorate applies a leadership style well, namely the opportunity given by the leadership at the Insektorat to employees to be involved in the decision-making process related to the work being carried out and it can also be seen through the opportunities given to use Skills in work, through participation and opportunities to use skills at work, can help leaders in the Directorate to achieve the vision and mission and targets set.

The influence of motivation on the quality of work life of the Inspectorate of Bogor Regency employees.

Based on hypothesis 4 that motivation affects the quality of work life directly and positively significant with a coefficient of 0.302 with $t_{stat} = 6,687 > t_{table} = 1.96$ and $prob.value = 0.000 < 0.05$, the research hypothesis is accepted. This is in line with research conducted by Lutfiati Setyanti Prajitiasari (2015) on the effect of transformational leadership and motivation on the quality of work life with job satisfaction as an intervening variable which states that motivation has a positive and significant effect on the quality of work life. This shows that the inspectorate of Bogor Regency has motivated its employees in the form of compensation including additional income allowances, holiday allowances, 13th salaries, which are given in accordance with applicable regulations, and are also given rewards for outstanding inspectorate employees. Giving motivation to employees will cause psychological processes that lead to stimulation, direction and persistence in voluntary activities directed at a goal (Mitchell in Kreitner and Kinicki, 2014: 212). Overall motivation has a direct and significant effect on the quality of work life, where with high motivation it will certainly increase the quality of work life from the aspects of compensation, work productivity. This is supported by the descriptive respondents for the motivation variable included in the high category with an average answer value - 4.22 average, the average value illustrates that the inspectorate employees of Bogor Regency have a sense of pride working in the inspectorate, will always be responsible for their duties and responsibilities, and always want to perform well in carrying out their duties and work besides that it is also seen from the respondents' quality of work life, employees given more advanced opportunities through education

and training so that they can be used as encouragement or motivation. The results of this study are reinforced by the results of previous studies which explain that participation in decision making in the quality of life work has a significant effect on increasing work motivation.

The influence of organizational commitment on the quality of work life of the Bogor Regency Inspectorate employees.

Based on hypothesis 5, that there is an effect of organizational commitment on the quality of work life directly and positively significant with a coefficient of 0.275 with $t_{stat} = 6,687 > t_{table} = 1.96$ and $prob.value = 0.000 < 0.05$, the research hypothesis is accepted. . This is in line with research by Kaunang, Pio and Roring (2014) on the influence of the quality of work life on organizational commitment at PT Hasjrat Abadi Manado, which states that the quality of work life has a positive and significant effect on organizational commitment, this research is supported by the research of Teti, Siti, and Lindawati (2014) which states that the Quality of Work Life has a positive effect on Organizational Commitment. This is supported by descriptive variables for organizational commitment with an indicator of affective commitment in the high category with a value of 4.433, this average value illustrates that employees feel happy working at the inspectorate and will spend their service or career in the inspectorate, so the happier the employees work at the inspectorate the higher the quality of work life of the employees is obtained, the organizational commitment given to employees through the quality of work life towards employees needs to be maintained, however there are several aspects that should be improved through organizational commitment based on low score categories, namely that there are still many employees who are not sure whether they can spend their career or service in the inspectorate considering that, as civil servants, they are bound by a pattern of periodic employee mutations. as part of the organization's internal control.

The influence of leadership style on the quality of work life through organizational commitment as an intervening variable.

Based on hypothesis 6, that leadership style affects the quality of work life indirectly through organizational commitment as a mediating / intervening variable. After testing

and analysis based on the coefficient of 0.158 with $t \text{ stat} = 6.508 > t \text{ table} = 1.96$ and the value of $\text{prob. value} = 0.000 < 0.05$. The research hypothesis is accepted. So it is concluded that the leadership style influences the quality of work life indirectly through organizational commitment, this shows that the leadership in the inspectorate applies a good leadership style, namely by applying a caregiver leadership style including dreamers who like to guide and direct their subordinates and who like to work hard. , where seen from the average value of 0.905, the tendency of employees to have high organizational commitment, where the average value is 0.869, especially in terms of employees who feel that the directorate has been instrumental in the lives of both their employees and their families, thus the leadership style which is applied by the leadership in the inspectorate does not directly affect the quality of work life, but must use organizational commitment as an intervening factor, where if the inspectorate leadership applies a nurturing leadership style to be able to influence quality factors Work life, especially those with the highest value of 0.912, namely employees want to be involved by the leadership in overcoming problems, a mediation / mediator aspect is needed in the form of organizational commitment where the employee aspect feels that the inspectorate has contributed to the lives of employees seen from the normative commitment value of 0.869. This is in line with research conducted by Munandar & Fuady (2017) concerning the influence of the quality of work life and organizational commitment to educators with transformational leadership as a moderating variable which suggests that transformational leadership affects the quality of work life indirectly on organizational commitment.

The influence of motivation on the quality of work life through organizational commitment as an intervening variable.

Based on Hypothesis 7, that work motivation affects the quality of work life through organizational commitment as an intervening variable. Based on testing and analysis, the coefficient value of 0.124 with $t \text{ stat} = 4.957 > t \text{ table} = 1.96$ and $\text{prob. value} = 0.000 < 0.05$, this shows that work motivation affects the quality of work life indirectly through organizational commitment. as a mediating / intervening variable, the research hypothesis is accepted. This means that every 1% increase in work motivation indirectly through the

quality of work life will increase organizational commitment by 0.124 percent with the assumption that other variables are constant. This is in line with research conducted by Imani and Witjaksono (2014) regarding the influence of the quality of work life on organizational commitment with motivation as an intervening variable which states that work motivation does not mediate the effect of the quality of work life on organizational commitment. In terms of showing that good work motivation cannot serve or increase the influence of the quality of work life on good organizational commitment for employees in the inspectorate. Based on the results of the answers to the descriptions of respondents, the motivation variable on the extrinsic indicator has the lowest score of 0.754. This shows that the status as an inspectorate employee feels respected by the environment, so that with the status of an inspector employee, the employee feels that motivation indirectly affects the quality of work life through organizational commitment.

CONCLUSION

Based on the results of research and discussion using the Structural Equation Modeling Partial Least Square (SEM-PLS) analysis method, the following conclusions are obtained:

1. The leadership style, motivation, quality of work life and organizational commitment of the inspectorate of Bogor Regency employees are:
 - a. The leadership style affects the quality of work life at the Inspectorate of Bogor Regency. This shows that the existence of a caregiver leadership style that can be applied in the inspectorate will make it easier to achieve targets and achievements because employees / staff feel comfortable with the leadership type pattern / style so that the leadership style that has a vision, provides inspiration and provides work values that are good will increase employee commitment to organizational commitment so as to create a better quality of work life in the inspectorate.
 - b. Motivation affects the quality of work life of the inspectorate of Bogor Regency employees. This proves that the presence of high motivation from employees to be able to carry out work activities will increase organizational commitment, which will contribute to the quality of work life of employees.

- c. Organizational commitment affects the quality of work life of the Bogor Regency inspectorate employees. This proves that with the high organizational commitment obtained by employees, it will further improve the quality of work life for employees. Vice versa, if the compensation provided does not increase, the employee's performance will not increase either.
2. It is proven empirically that the leadership style has a positive and significant effect on the organizational commitment of the Inspectorate of Bogor Regency. This means that the more appropriate the leadership style is applied, the more comfortable employees are in doing work, so that no matter how big the workload is, employees will always complete their work properly through leadership guidance.
3. It is proven empirically that motivation has a positive and significant effect on the quality of work life of the Inspectorate of Bogor Regency employees. This means that the higher the work motivation of employees, the better it will affect the quality of their work life.
4. It is proven empirically that organizational commitment has an impact on the quality of work life of the Inspectorate of Bogor Regency employees. This means that the higher the organizational commitment to employees, the better the quality of work life that employees receive.
5. It is proven empirically that the leadership style affects the quality of work life and indirectly through the organizational commitment of the Bogor district Inspectorate employees. This means that the application of the right leadership style will indirectly affect the quality of work life, but there must be commitment from the organization, as an effort to improve the quality of employee work life.
6. It is proven empirically that work motivation affects the quality of work life and indirectly through the organizational commitment of the Bogor Regency Inspectorate employees. This means that high employee work motivation does not necessarily affect the quality of a good work life, without organizational commitment, thus an appropriate commitment is required for employees, so work motivation will have an impact on improving the quality of employee work life.

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