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## RESEARCH ARTICLE

### INFLUENCE OF LEADERSHIP AND EMPLOYEE MOTIVATION TO EFFECTIVENESS OF THE ADMINISTRATION SERVICE AT THE UNIVERSIDADE DA PAZ DILI, TIMOR-LESTE

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#### ABSTRACT

Universidade da Paz (UNPAZ) is an academic institution and established since year 2003. In fact, happening, innovation and flexibility which is owned by the direction of every unit are rigid and at the time of decision-making related to the crucial actions that still have not been fullest due to fear of sections moved. Verbal abilities already possessed by every leader in every work unit, but due to cultural factors which all crucial decisions should be moved into a section so that it is centered on impact the quality loss that is owned by any leadership especially in the actions of decision-making, and it almost happened on all institutions of higher education. The research aimed to know the influence of employee motivation and leadership partially against the effectiveness of administrative service at the UNPAZ, Dili, Timor-Leste. This research uses the quantitative method with multiple regression analysis techniques that are supported with some research instrument test. As variable in this research is the ability of human resources (X1) and performance (X2) as the variable exogenous (X), and service quality (Y) as an endogenous variable.

#### INTRODUCTION

Universidade da Paz (UNPAZ) as one of the private institutions have been accredited upon disposition of the Minister of Education of Timor-Leste No. 33/GM-ME/IX/2009 and the decision letter of the Minister of Education and Culture of Timor-Leste 24/MEC/GM- Vi/2018 de 4 de Julho. Recognition of this Government is inseparable from the efforts of these institutions in the efficiency of management of work. Work motivation is an popular topic in work and organizational science. It is broadly defined as a set of energetic forces that originates both within as well as beyond an individual being, to initiate work related behavior, and to determine its form, direction, intensity and duration (Trembley, Blanchard, Taylor, Pelletier, and Villeneuve, 2009). Work motivation, can be further distinguished between intrinsic motivation and extrinsic motivation (Ryan and Deci, 2000; Trembley, Blanchard, Taylor, Pelletier and Villeneuve, 2009). Although creativity research has relied on intrinsic motivation theory to explain creativity (Amabile, 1983; Amabile, T. 1997; Oldham and Cummings, 1996; George and Zhou, 2007) it is rarely empirically assessed in applied settings (Dewett, 2007; Shalley and Gilson, 2004; Tierney, Farmer and Graen, 1999), with few exceptions being (Shin and Zhou, 2003; Dewett, 2007; Zhang and Bartol, 2010).

Extrinsic motivation leads to satisfaction of employee needs indirectly through monetary compensation and has been found to be significant predictor of performance of professionals (Manolopoulos, 2006). One of the important topic about works motivation is what factor impact to work motivation. And the answer of this come from some research (Rawung, 2012) on her research finding that leadership has significant impact to work motivation in administration employee on university organization. Other researcher has similar finding as this research in military organization (Wagimo and Ancok, 2005); in university organization (Ariyani, 2011) in hospitality organization/industry (Prasastono, 2012) in public service organization (Widyanto and Sutarno, 2011). The results of all research find that leadership has positively significant impact to work motivation. Associated with the administrative aspect, effectiveness of working arrangement relating to administrative services system in university is largely determined by the high quality employee. Thus, in terms of the administrative work services in university, the important of administration employees who has high productivity and high motivation must be number one priority (Rawung, 2012). This research will add to both the motivation and the leadership literatures. Motivation is typically believed to be influenced by a combination of individual and contextual factors. Leadership can be a powerful contextual factor (Harrell, 2008). This study makes important contributions to leadership, work motivation,

public or civic organization, higher education organization literatures. This study purpose examine link between leadership in state university to work motivation from administration employees. Administrative service in student like student registration card, study progress, the admission of new students, the payment of tuition fee, the cost of the building, the cost of the kickbacks, the cost of BPL, the cost of the proposal, the cost of theses, the cost of graduation, the making of student ID, library card in addition to the service for the students also serve the UNPAZ the community and the staff of his old. The administration includes the code of conduct, discipline, performance, payment of salary. Lecturers include performance, payment of salaries, teaching space facilitate. In addition to the already existing management, over all when viewed from his place since it was founded UNPAZ. This is caused by the ketidaklambatan of the various achievements attained by the UNPAZ. Not only the achievements but also the recognition gained from a wide range of effectiveness both of the Campus and non government. As one of the institutions of higher education have enough process in building the future of human resources in Timor-Leste, UNPAZ management follow up any performance that generated through the evaluation of work mereviuw back to annual activity activities that have been implemented by each work unit is already meet the desired target or vice versa. Management leadership looked at that UNPAZ be one of the determinants of the success of the work performance of an institution of higher education.

In fact happening, innovation and flexibility which is owned by the direction of every decision making related to the crucial actions that still have not been the fullest due to fear of sections Moved. As for the issues related to leadership in the management of UNPAZ ability in verbal already has by any leader in any existing work on traffic management UNPAZ, but due to cultural factors which all crucial decisions should be moved into a section focused on lowering the quality possessed by any us-led action in particular in decision-making, in all institutions of higher education including the UNPAZ although still constrained by culture organizations, institutions of higher education are still working to maximize every resource that is owned to enhance its benefits with other colleges in Timor-Leste. The increased prominence of that question is through improvements-improving the human resources development in order to motivate the human resources in the performers. Because with employee motivation is high then the public will have an impact on the work process. Because motivation as a condition or energy employees are directional or focused to achieve the objectives of the Organization of the company. A positive mental attitude of employees towards a work situation that is what strengthens motivation works to achieve maximal motivation of working. Employee motivation which belonged to UNPAZ need to be grown to its full potential through various efforts of management strategy. These efforts through an increase in compensation, the level of employment and other awards in order to encourage the achievement of the objectives of this institution. Thus, the existing human resources will be proactive and innovate and integrate against the institution. Resources or existing employees on internal UNPAZ is still faced with the low working facilities where it can be estimated that existing employees in completing each task already demonstrated the responsibility of it works. Management fees on services UNPAZ can already meet the needs of student services. However, the performance of services shall be

assessed the walking sometimes less is still slow and gives satisfaction to the students. The following display some problems related to the issue of service fees on cross UNPAZ work. Employees in each unit of work that exists in the internal management of UNPAZ during these shows its existence as one of the asset UNPAZ administrative service performance, but in some it-related capabilities in addressing the service can still be categorized as slow. As well as the ability to adapt, solve the problem of slow, bureaucratic ethics in students and creativity in creating ideas in the service.

### Fundamental theory

Administration is one of the elements which have a very important role in the achievement of the objectives of the various activities undertaken by two or more persons who unite in order to achieve goals together. Narrow in the sense that the Administration is drafting and record keeping and information systematically with a view to providing information as well as make it easier to get it back as a whole and in relation to each other. Data and information is related to the activities of the Organization, both for internal and external interests. While the Administration in the broad sense is the cooperation activities carried out by a group of people based on the Division of work as specified in the structure by utilizing resources to achieve the goal effectively and efficiently. Administration in the broad sense can be reviewed from three (3) point of view sense, i.e., the angle of the process, function, instutision (Suprayogi, 2011; Silalahi, 2005; Striker, 2003; Silalahi, 2005; Maringini, 2003).

Likewise there are some administrative functions, namely:

- Planning is a compilation of planners who need an administrative activity, for example in data collection, data processing, planning and drafting.
- Is Organizing an event devised and built a working communication between members so that it will be achieved a unity of effort to achieve a goal – a goal that had been targeted.
- Is Coordinating some of the management functions which perform a number of activities to run either by abstinence from the occurrence of a conflicting, chaos, void of activity carried out by connecting, uniting and adjust a subordinate who work so there is a planned cooperation in an attempt to reach a destination organization.
- Reporting is the management in the delivery of a development or results of an activity with the granting of a report of the tasks and functions of higher officials whether oral or in writing so that in accepting a reports can get an idea of the task the person who gave the report.
- Budgeting is an activity which manages and prolonged planning related to financial or budget.
- Staffing is one of the functions of the personnel that make up the management at a ranging from recruiting a workforce, its development up to the effort for each effort to give officers the power to a maximum to the organization.
- Directing is one of management functions that interact with the business provided guidance, advice, orders, for a task well done and absolutely fixed from that already specified.

## Employment Motivation

Motivation is a feeling or desire a person who resides and works on certain conditions to carry out actions that benefit seen from a personal perspective, and especially the organization. Motivation is the driving power resulting in a member organization want and willing to deploy capabilities in the form of skills and expertise, effort and time to organise various activities be responsibility and fulfil its obligations, in order of achievement of goals and objectives of various organizations (Sudarwan, 2004; Winardi, 2001). According to Watkiss (2004), motivation is the way to drive person into doing something. Much of the driven are the thought of a potential reward, or a consequence of not doing something. Motivation is the forces the people do something: this is a result of the individual needs being satisfied (or met) so that individual has the inspiration to complete the task. Motivation refersto the initiation, direction, intensity and persistence of human behaviour. Based on the definition of Watkiss (2004), it can be concluded that the motivation is the idea and initiative to encourage and drive the individual to do something or to performance better jobs. At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). This study found employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg, Mausner, and Snyderman, 1959).

Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965). Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes. Many

contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. Motivation concerns energy, direction, persistence and equifinality all aspects of activation and intention and has been a central and perennial issue in the field of psychology, for it is at the core of biological, cognitive, and social regulation (Ryan and Deci, 2000). Given today's economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment (Trembley, Blanchard, Taylor, Pelletier, and Villeneuve, 2009). Organizational researchers see employee motivation as a fundamental building block in the development of effective theories.

- **Leadership**

Former views about leadership illustrate that it is seen as a personal capability. However, base on opinion of Messick and Kramer (Messick and Kramer, 2004) that the degree to which individuals" exhibits leadership depends on the characteristics and personal abilities, characteristics of the location and environment in which he finds himself. Furthermore, Messick and Kramer (Messick and Kramer, 2004) explained that since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. Therefore, an individual will support an organization if he believes that through it, his personal objectives and goals could be met, if not the person"s interest in the organization will decline. (Leithwood, Jantzi, and Seimbach, 1999; Yukl, 2002; Cuban, 1998). In an organization, the leadership of the most important elements, is due to have capabilities that can affect human and move the other to work in order to achieve the goal. Leadership is a process by which the leadership affects the attitude and behavior of its members in order to achieve the goals that have been set. An organization that succeeded in achieving goals and being able to meet their social responsibilities depends very much on his Manager. A head of an organization is recognized as a leader when he had influence and was able to steer her towards the achievement of the objectives of the organization. Many definitions of leadership that illustrates that leadership is associated with the process affect people both individually and communities (Stephen, 2002; Judge, 2008; Hasibuan, 2003; Siagian, 2002, Wursanto, 2007; Sujak, 2010). Leadership is a process by which the leadership affects the attitude and behavior of its members to achieve the goals that have been set (Judge, 2008). Similarly with Abu Sujak (2010) this model has the leadership's willingness to explain himself, friendly, easily approachable and have the attention of pure humanity against its soldiers. Next up is said to be that the leadership is how a leader influences subordinates to work effectively and efficiently to achieve the objectives of the Organization (Hasibuan, 2003). Leadership is also a process affects done by someone in his group's members manage to reach the Organization through a process of clear communication (Siagian, 2002). The leadership of the trust of

others including employees, so that they have the motivation and retain good jobs (Stepen, 2002).

### • Effectiveness of Administration Service

Effectiveness is the staple elements to achieve objectives or targets have been defined in any organization. Effectiveness is also known as effective, if the goal or goals that have been found before. This is in accordance with the opinion of the Soewarno said that effectiveness is a measurement in the sense of accomplishment of predetermined goals (Bernard, 1992). So that the effectiveness of the program can be executed with operational capabilities in carrying out the work programmes in accordance with the intended purpose before, in a comprehensive manner, the effectiveness can be defined as the level of ability an agency or organization to be able to carry out all tasks anyway or to achieve predetermined goals (Cambel, 1989). The effectiveness of an organization's ability level to be able to implement the whole of the duties or the attainment of the goal anyway. Effectiveness in the world of social science research was elaborated with the discovery or productivity, where for a number of undergraduate social effectiveness often reviewed from the angle of the quality of the work or the work programme. From the opinion of some experts in the above can be summed up the sense of effectiveness, namely the success of an activity or activities in achieving the objectives (targets) have been determined in advance. Given the diversity of opinion about the nature and composition of the effectiveness, then it is not surprising if there are so many conflicts of opinions with respect to the growing, how to set up and even how to determine indicators of effectiveness, so, thus, more difficult to mention how to evaluate about the effectiveness (Steers, 1985). Adequate understanding about the goals or objectives of the Organization, is the first step in the discussion of effectiveness, which often relate to the purpose to be achieved. In an attempt to measure the effectiveness of the concept is giving firstly about the effectiveness itself. From some of the above description, it can be explained that the effectiveness is the ability to perform the activities of an institution for the physical and non-physical to achieve goals and achieve maximum success. The effectiveness of the approach done by reference various different parts of the institution, where the Agency gets the input or input in the form of a wide range of resources from their environment (Price, 1972). The goal is worthy of note in the measurement of the effectiveness of this approach is a realistic goal to give the maximum results of the official investigation targets "Official Goal" with attention to the issue thereof, by focused attention to aspects of the output that is by measuring the success of the program in achieving its planned output levels. Thus, , this approach is trying to measure the extent to which an organization or institution to successfully realize the objectives to be achieved (Bernard, 1922; Cambel, 1989; Price, 1972; Steers, 1985).

### Originality of Research

Previous research is very important as the basis for a foothold in the framework of the preparation of this study. Some of the results of research conducted by previous researchers such as Lubis (2015) that most of the employees of the Unit of Area Private Colleges V lacking skills in performing the job because to date never provided knowledge of library, Purnomo (2014) that employee of less communicative so will slow down the process of with the consumer, the slowness of administrative

service system. Research results Wijayanti (2012); Batlawi (2009); Muttaqin, Ikhsan Djumadi Noor and Mohammad Noor (2013) also said that there was a significant positive influence among the leadership, motivation on performance of employees. The results of the Research Literature Tamami (2014) and Barcelona (2011) also said that the influence of the Variable style and motivation combined strong against Variable employee employment services with a value amounting to 54.8%. Likewise, leadership and motivation are very influential on performance clerk of 72.3%. Great Gita Subakti (2013) given a statement that work attitude and a positive effect on performance the motivation of employees.

### Frame Thinking

The framework of thought becomes an explanation while the symptoms of a problem we become the object of understanding the thought framework model also called the frame of mind that is our argument in formulating hypotheses. In formulating a hypothesis, argumentation using deductive logic frame (for quantitative methods) using scientific knowledge as a premise.

Remark:

- Employee Motivation effect partially against the effectiveness of administrative service
- The leadership of the influential partially against the effectiveness of administrative service
- Employee Motivation and leadership of the influential simultaneously against the effectiveness of administrative service

### Hypothesis

Based on the theories and research results as seen in the conceptual framework, formulation of the problem and research objectives, then the hypothesis in this study as follows:

- H1:** Alleged the existence of a positive and significant influence partially between influence employee motivation towards the effectiveness of the Ministry administration UNPAZ, Dili, Timor-Leste.
- H2:** Alleged the existence of a positive and significant influence partially between leadership against the effectiveness of the Ministry administration UNPAZ, Dili, Timor-Leste.
- H3:** Presumed the existence of a positive and significant effect simultaneously between the influence of employee motivation and leadership against the effectiveness of the Ministry administration UNPAZ, Dili, Timor-Leste.

## METHODES

### Design of Research

In this study using a descriptive approach is its emphasis on quantitative numerical data (numbers) are processed with Statistical methods (Fauzi, 2009). The type of research used in this research in the form of a survey using the same structured questions on each person, then all the answers obtained researchers noted, processed, and analyzed.

**Location of Research:** The location of the research done on the campus of UNPAZ, where the placement of administrative employees at the Ministry.

## Population and Sample

Based on the design of the research is there then the population in this research is all employees working in 115 educational institutes and UNPAZ samples from this study by using all of the employees with a total of 115 employees of the existing administration at UNPAZ. The results of the research sample is based on the formula Riduwan (2008).

## Classification of Variable

Variable in this study is the leadership (X1) and Employee Motivation (X2) as the Variable or Variable exogen non administrative service and effectiveness as an endogenous variable or variables are bound.

## Data Collection

Data collection was conducted in order to obtain the information needed in order to achieve the research objectives. Data collected from each Variable specified by the Variable operational definition is concerned. Data collection methods commonly used in the study is a questionnaire, observation, interviews.

## Test of Data Quality

A question if grain is said to be reliable or reliable if someone answers to the questions are consistent or stable of additional time (Gozali 2001). Then test the reliability using Cronbach Alpha coefficient, test the quality of the data is in the form of test validity, a classic assumption test, Heteroskedastisitas Test, test, test the Normality Hypothesis, test t student Test and F.

## Analysis of Multiple Regression

The method of multiple linear regression analysis functions know how the relationship between the independent Variable and a dependent Variable. Researchers using SPSS software programs help version 21.0 to obtain results that are more directional. Multiple regression equation calculation formula is as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Remark:

Y : Effectiveness of administrative service

a : Constanta

b<sub>1</sub>-b<sub>2</sub> : Parameter

X<sub>1</sub> : Employment Motivation

X<sub>2</sub> : Leadership

e : Standard error

## Hipotesis Test

Hypothesis testing in this study are as follows:

- Fisher (F) Test is to see whether the dependent.
- The independent variables are simultaneously (synchronously) positive and significant effect against the Variable
- t-test intended to see whether there is a partially significant effects of independent Variables (X) against a dependent Variable (Y).

- Testing The Coefficient of a Determinant (R<sup>2</sup>) Determinant of the coefficients (R<sup>2</sup>) aiming to find out the significance of Variable. The coefficient of determination see how great an influence the dependent Variable against the independent Variable between 0 (zero) up to 1 (one), (0 ≤ R ≤ 1). If the determination (R) getting smaller (close to zero), then it can be said that the influence of Variable independent Variable influences the dependent against the smaller. This means the model used is not strong enough to explain the influence of the independent Variable, dependent Variable, and against when R<sup>2</sup> is approaching 1, it can be said that the influence of the independent Variable on the dependent Variable is. This means the more powerful model used to describe the influence of the independent Variable are examined against a dependent Variable.

## RESULT AND DISCUSSION

### Preliminary Research

**Total of Return the Quetinonery:** The questionnaire was distributed through the Bureau of human resources to all employees who work 6 faculties and units at UNPAZ Timor-Leste totalling 115 employees, because the researchers assumed that all employees who work in Timor-Leste is UNPAZ have an understanding of employee motivation and leadership. The duration of the deployment of a questionnaire study on the fourth week of September and the first week of October 2018 (for two weeks). The questionnaires are distributed as many as 53 (according to the calculation of the sample in Chapter 3). The results of the collection of questionnaires or question form which can be used as much as 53 respondents (UNPAZ Employees) that take or return questionnaires (response rate) 100%.

**Classification of Respondent:** Based on the results of research by sharing questionnaire to respondents i.e. employees on UNPAZ then it can be diklasifikasikan as follows.

**Table 1. Classification of Respondent by Gender**

Sex	Total	Presentage
Male	32	60.38%
Female	21	39.62%
Total	53	100%

Data Source: data primer, 2018

From the Table above can be explained that the existing of the respondents i.e. employees at UNPAZ shows that employees who have sex men as many as 32 people with 60.38% percentage rate and the female gender as much as 21 people with level percentage sebsar 39.62% this means that the respondent or employees working in the field of the administration of the respondent is male-sex. Based on the results of the Table above can be explained that the respondents there are i.e. UNPAZ employees showed that employees who berpendidikan HIGH SCHOOL as much as 2 people with high percentage of 3.78% and educated S1 as much as 51 people with level percentage of 96.22%. This result showed respondents who work in the field of Administration Degree educated more educated respondents compared to high school.

**Table 2. Classification Respondent by Level Education**

Education Level	Total	Presentage
High School	2 person	3,78%
Licentiate	51 person	96,22%
Total	53 person	100%

Data source: data primer, 2018

**Table 3. Classification Respondent by Age**

Age	Total	Presentage
22 – 27	7 persons	13,21%
28 – 33	31 persons	58,49 %
34 – 39	14 persons	26,41%
40 – 45	1 persons	1,89 %
Total	53 persons	100%

Data source: data primer, 2018

Based on the results of the Table above can be explained that the respondents there are i.e. UNPAZ employees indicated that employees aged 22-27 years as many as 12 people with a level of 13.21%, percentage of employees aged 28 – 33 years as many as 31 people employees, with the level presentase 58.49%, employees aged 34 – 39 years as many as 14 people, with a rate of percentage of 26.41% and aged 40 – 45 years by as much as 1 person with high percentage of 1.89% this result showed respondents aged 28 – 33 years more to many, this shows the employees who work in the field of the administration of UNPAZ was productive.

**Validities Test:** Testing validity shows that all of the instruments used to measure the Variables used in this study i.e. all instruments that amounted to sixteen (16) of the instrument for testing variable employee motivation ( X 1) that add up to sixteen (16) for instruments 4, 6, 11, 13, 15 and 16 were declared invalid, while the leadership (X 2) for instrument 1, 2, 3, 4, 9, 10, 12, 13, 15 and 16 instruments of the invalid, and testing instrument Variable effectiveness services Administration (Y) of the sixteen (16) shows the instrument 2, 5, 6, 7, 9 and 15 is invalid because it has the value of the Corrected Item-total Correlation value is smaller than the standard validity of 0.30. According to Ghazali (2005) States if a testing instrument obtained statement is invalid, it is discarded and processing done again until all the processed instruments obtained valid values. Therefore, researchers do the data discussion back by removing the instrument that is not valid. Based on the results of the second stage of testing, it turns out that there is still an invalid instrument, on employee motivation Variable Variables (X 1) instrument 14 invalid and leadership (X 2), 8 and 11 instruments instrument is not valid (see annex). Based on the testing times, then researchers doing testing back by removing the invalid instruments. After a testing instrument obtained all the instrument of a third Variable, namely the third Variable i.e. Variable employee motivation, leadership and Variable effectiveness of the administrative service is valid (see annex). Therefore, in this study the instruments that can be used to instrument for employee motivation Variables (X 1), and the instrument 1, 3, 4, 8, 10, 11, 12, 13, 14 and 16 to the instrument are instrument 5, 6, 7 and the instrument for Variable leadership (X 2), while the instruments are 1, 2, 3, 5, 7, 8, 9, 10, 12 and instruments for the Variable effectiveness of administrative service (Y). The General conclusion it can be stated that a questionnaire distributed to the employees already is legitimate or valid, as well as the questionnaire were able to reveal something that will be measured by the questionnaire that is the problem of employee motivation, leadership and the effectiveness of the administrative service.

## • Reliabilitas Test

Reliabilitas test is a test of reliability that aims to find out how far a measuring instrument is reliable or trustworthy. Reliabilitas testing of the entire aitem/questions in this research, which is generally considered reliable questionnaire when cronbach alpha on Table Reliability Statistics, equal to or above 0.60 (Nunnaly Ghazali in 2006). The complete results of test reliability can be seen in Table 4 below. As for how that is done to test the reliability questionnaire in this research is to use the formula of coefficient of cronbach alpha, namely:

- If the coefficient alpha  $\geq$  level of significance are reliable koesioner thus 0,6.
- If the coefficient alpha  $\leq$  taraf level of significance not reliable koesioner thus 0.6.

**Table 4. The Result of Reliability Test**

Variable	Cronbach's Alpha	Standar Reability	Remark
Employee Motivation (X1)	0.726	0,60	Reliable
Leadership (X2)	0.731	0,60	Reliable
The Effectiveness of the Administrative Service (Y)	0.603	0,60	Reliable

Data source: data primer, 2018

The reliability test results show that employee motivation Variables (X 1), Variable leadership (X 2), and the effectiveness of the administrative service (Y) has a value of Cronbachs above 0.60 Alpha so can be said of all the concept of measuring Each Variable of the questionnaires was reliability which means that the questionnaire used in the study is a questionnaire that is reliable and trustworthy.

**Multicolinearitas Test:** Multicollinearity test aimed at testing whether the regression models found a correlation between the existence of a free Variable or indepeden Ghazali (2009) regression Models that should not be a correlation between independent Variables. If Variable, non mutually correlated, then the Variable is not orthogonal. Orthogonal variable is the Variable which the value of the correlation between fellow free variables are equal to zero.

**Table 5. Result of Multicolineritas Test**

Variable	Tolerance	VIF	Remark
Employment motivation	0.961	1.041	Independent Multicolinearity
Leadership	0.961	1.041	Independent Multicolinearity

Data source: data primer, 2018

Based on Table 5 above, to detect and find out whether or not there are symptoms of multicollinearity in regression models of research can be done by looking at the value of the variance inflation factor (VIF) and the value of tolerance. Based on these symptoms do not occur because the value of multicollinearity (VIF) around the numbers 1 and does not exceed 10, and the value of tolerance to approach 1. It is expected that the correlation between free variables are likely to be small.

**Heterocedastitas Test:** Heterokedastisitas test aimed at testing whether the regression model does not occur in common residual variance from one observation to another pengamatan. Way that is used in this research to detect the presence of heterokedastisitas is to look there is an absence of a specific pattern on the scatterplot between SRESID and ZPRED, where

Y is the Y axis that has been predicted, and the X axis is the residual (Y prediction – Y real) that have component, Ghozali (2009)

The basis of decision-making for the test heterokedastisitas is:

- If there is a particular pattern, such as a point there formed a specific pattern is irregular, wavy, fused, then, meyempit, then indicate heteroskedastisitas has occurred.
- If there is no clear pattern as well as the point that people above and below the 0 on the y-axis, then it's not the case heteroskedastisitas. Untiuk more clearly seen in the following graph scateerplot.

**Normalitas Test:** Test of normality is testing about the normalcy of the distribution Variable is bound and free Variables in the regression model. According to Ghozali (2009), a good regression models should have normal data distribution or dissemination of the statistical data on the diagonal axis of the graph is normal. Testing normality in this research was done by observing the normal probability plot which compares the distribution of the data is actually komulatif with komulatif distribution of normal data. While the basic decision-making data to test normality is Ghozali (2009).

- If people around the diagonal line data and follow the direction of a diagonal line or charts demonstrating the histogramnya normal distribution, then the regression models satisfy the assumption of normality.
- If data are spread far from diagonal and or do not follow the direction of a diagonal line or charts demonstrating the histogramnya normal distribution, then the regression model does not satisfy the assumption of normality. To more clearly seen in the histogram graph and the graph of P-Plot.

### Multiple Linear Regressions

Multiple linear regression analysis is used to find out the magnitude of the influence employee motivation Variables (X 1) and leadership (X 2) partially against the effectiveness of the administrative service (Y). Calculation of statistic in multiple linear regression analysis (more) = then it can produce multiple linear regression, as follows  $2.427 + 0.017X_1 + 0.226X_2$ ,

Where:

$a = 2.427$  this means that the effectiveness of the Ministry employees, before the affected by employee motivation and leadership has a fixed value of 2.427

$b_1 = 0.017$  is the coefficient of regression of on employee motivation ( $X_1$ ), meaning that any changes concerning the increase of one unit on employee motivation ( $X_1$ ), the value of the effectiveness of administrative service (Y) increased by 1.7% or 0.017 and assuming leadership ( $X_2$ ) is 0.

$b_2 = 0.226$  the regression coefficient is Variable from on leadership ( $X_2$ ), meaning that any changes relating to one unit on leadership ( $X_2$ ), the value of the effectiveness of administrative service (Y) increased by 22.6% 0226 or assuming that leadership ( $X_1$ ) is the (constant) or value 0.

**Table 6. Coefisient Determinant ( $R^2$ ) beetwen Variabel**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.744 <sup>a</sup>	0.553	0.536	2.159

a. Predictors: (Constant), Motivasi Kerja Karyawan, Kepemimpinan  
b. Dependent Variable: Efektivitas Pelayanan

Based on the results of the calculation model summary Table above can note that, the value of the correlation (R) of 0744, meaning relations employee motivation and leadership against the effectiveness of the administrative service has a pretty strong relationship. While the contribution of employee motivation Variables (X 1) and Variable (x 2) leadership against the effectiveness of the Ministry administration viewed from the value adjust R square of 0536 or 53.6%. Meanwhile the rest of  $(100\% - 53.6\%) = 46.4\%$  that is explained by other Variable outside of this research model.

### • Hipotesis Test with T-test

The T-test is used to find out the partial Variable influence employee motivation (X 1) and leadership (X 2) against the Variable effectiveness of the administrative service (Y)

Based on the value of t and t Table count:

- If  $t\text{-critical} > t\text{ Table}$  so the independent variable (X) has a influential to the dependent variable (Y).
- If  $t\text{-critical} < t\text{ Table}$  so the independent variable (X) has no influential to the dependent variable (Y).
- Base on significant level through output SPSS
- If value  $\text{Sig.} < 0,05$  so the independent variable (X) has a influential to the dependent variable (Y).
- If value  $\text{Sig.} > 0,05$  so the independent variable (X) has no influential to the dependent variable (Y).

The following will explain testing each Variable are partial.

### Discussion effectiveness

#### The description of statistic analysis for influence of leadership and job motivation to of administration service at UNPAZ

#### • Influence of Leadership and Job Motivation to Effectiveness of Administration Service

Hypothesis testing between employee motivation Variables (X 1) against the Variable effectiveness of the administrative service (Y), it is known that Variable can have the value  $T_{hitung} = \text{significance level} = 0677\ 0502$  whereas  $t\text{ Table} = 2,008$  on the extent the significance of 5%. Therefore  $T_{hitung} > t\text{ Table}$  ( $0677 > 2,008$ ) significance level  $0.05 > 0502$ . This means that statistically employee motivation has no effect and does not significantly to the effectiveness of the administrative service. At a confidence level of 95% and 5% error level. Based on the results of the above testing in view of obtaining those results can be concluded that  $H_0$  (null hypothesis) received and the alternative hypothesis ( $H_a$ ) was rejected, because the value of  $T_{hitung}$  is not on the acceptance of which means that the motivation of working employees (X 1) do not affect the positive and not significantly to the effectiveness of the administrative service (Y).

### • **The influence of Employee Motivation to the Effectiveness of the Administrative Service**

Hypothesis testing between Variable leadership (X 2) against the Variable effectiveness of the administrative service (Y), it is known that a Variable can have the value  $T_{hitung} = \text{leadership } 2,455$  significance level = 0.018 whereas  $t_{Table} = 2,008$  on the extent the significance of 5%. Therefore  $T_{hitung} > t_{Table}$  ( $2,455 > 2,008$ ) significance level 0.05 then  $H_2$  0.018 < accepted. This means that statistically influential leadership positively and significantly to the effectiveness of the administrative service. At a confidence level of 95% and 5% error level. Based on the results of the above testing in view of obtaining those results can be concluded that  $H_0$  (null hypothesis) is rejected and the alternative hypothesis ( $H_a$ ) received, because the value of  $T_{hitung}$  fell on the area of acceptance that means leadership (X 2) influential positively and significantly to the effectiveness of the administrative service (Y).

### • **The Influence of Leadership and Motivation of Employees Work Simultaneously to the Effectiveness of the Administration Service.**

The value of  $F_{hitung}$  is greater than the value of 3,264  $F_{Table}$  of 3,183 and with a significant level of smaller extent 0.047 significant 0.05. at a confidence level of 95% and 5% error level. This means  $H_0$  (null hypothesis) is rejected and the alternative hypothesis ( $H_a$ ) received, because the value of  $F_{hitung}$  fell on the area of acceptance that means employee motivation (X 1) and leadership (X 2) simultaneously have a positive and significant influence against the effectiveness of the administrative service (Y). For more details can be seen on the image distribution testing two parties here.

### • **Description of Leadership and Influence in Descriptive Employee Motivation to Effectiveness of the Administration Service in UNPAZ**

#### • **Influence of Leadership and Job Motivation to Effectiveness of Administration Service**

Leadership in UNPAZ can not affect the effectiveness of the administrative service during this run. This is because in the work unit, headed by the head so that the policy of hereditary leadership to head the likely subjected to diinterprestasikan kebawahan as in indicator:

- The leadership of the directive being applied by management UNPAZ not so terlaksanakan well it can be seen from the information submitted by the direction to subordinates. Less so on conducted by subordinates.
- Leadership in UNPAZ less give suport to subordinates when subordinates are having problems on the job.
- Leadership in UNPAZ less done due to a flurry of very solid leadership on existing workloads.
- The leadership of the UNPAZ less reward when employees generate optimal performance.

The research was supported by the theory of Robbins (2006), which States the directive leadership indicators, participatory leadership, support if leadership, leadership-oriented prestasiyang forming motivation can't push and cannot increase the effectiveness of the administrative service. This is

due to the leadership in an organization such as UNPAZ is that there is no one best leadership style, but rather a leader must have the nature of perceptive, it means being able to observe and discover a reality and an environment. For a leader should be able to see, observe and memhami circumstances or workplace situation, in terms of how the soldiers, how his organization, how the situation of his Commission, and also about the ability of a leader. So the leadership able to apply leadership in improving the effectiveness of the proper administration of the Ministry. The results of this research is also supported by research terdahulunya Purnomo (2014), which stated that the leadership does not support or is not strengthened.

### • **Employment motivation to Effectiveness of Administration Services**

The positive effect of work motivation towards the effectiveness of the administrative service due to:

- An indicator of the need Fisilogis (Physiological-need): On UNPAZ through the received compensation, employees can meet his needs (eating, drinking needs).
- The indicator Needs sense of safety (Safety-need) : On UNPAZ the need for a sense of safety in the work environment is very good.
- Indicators of social needs (Social-need): On UNPAZ the need for friendship, the necessity of the existence of the Working Group of a compact, supervise the good, leisure can go well.
- The award Needs Indicators (Esteem-need): On UNPAZ needs to be respected, cherished desire for achievement, recognition of the ability and the expertise of a person as well as the effectiveness of the work very well. The value of the indicator is the existence of reward or praise towards positive ideas of subordinates while the indicator value is the smallest is the leader always gives direction directional so that employees in the achievement of the objectives of the organization. The results of this research is also supported by the theory of Nurdin (2011), where hail research States that employee motivation affect the effectiveness of the administrative service.

### • **Simultaneously of Leadership and Employment Motivation to Effectiveness Leadership and Administration of the Employment Service Motivation**

The presence of influence because the leadership and employee motivation can enhance administrative service efektifitass. It is characterized by its dominating value indicator

- The success of the program: On UNPAZ employees always strive to do a good job in order to earn the award.
- The success of Target: On UNPAZ employees are always ready to be given the responsibility to complete the task to a subordinate.
- Satisfaction Against Programs: On UNPAZ employees always strive to do a good job in order to earn the award.

- The level of Input and Output: On UNPAZ employees always get the job done in accordance with the direction of the leadership.

The indicator value is most employees have powerful force to task with accuracy. While most small value indicator are employees always give ideas for the Betterment of the organization. The results of this research is also supported by research of the theory of Batlawi (2009), which stated that the motivation of the work does not affect the effectiveness of the administrative service.

## Conclusion

- Leadership is useful to motivate employee work in the organization especially in higher education or university organization. However different leaders has different style so to motivate work is very subjective to each leader. Some leaders lead by “iron hand” style but some leader lead by transformational style especially to motivate. There is a positive influence employee motivation towards the effectiveness of the administrative service is characterised by its dominating value UNPAZ indicator on the existence of reward or praise the positive ideas towards subordinates, On UNPAZ employees always have the positive innovations in the completion of tasks.
- No influence Leadership against the effectiveness of the administrative service. It is characterized by a very weak indicator of value: an indicator of leadership I directive less credence to employees for completing the indicator II decision, all decisions made by the leadership are less trusted, the indicator III leadership treat employees less full responsibility.
- There is a positive influence employee motivation and leadership simultaneously against the effectiveness of administrative service at UNPAZ. It is characterized by its dominating indicators of employee motivation Variables and indicators of the effectiveness of the administrative service.

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