

A Structural Model Approach to Leadership Style, Quality of Work Life and Communication Mediated by Motivation on Work Engagement (Empirical Study on the Ministry of Religious Affairs Work Unit in the South Papua Province Region)

Felisia Asri Paliman^{1*}, Westim Ratang², and Martino Wibowo³

Open University Postgraduate Program

Corresponding Author: Felisia Asri Paliman felisia.asri@gmail.com

ARTICLE INFO

Keywords: Leadership Style, Quality of Work Life, Communication, Work Motivation, Employee Engagement.

Received : 26, June

Revised : 06, July

Accepted: 07, August

©2024 Paliman, Ratang, and Wibowo:
This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The demand to always have integrity, be professional, be responsible for work and the organization and be an example for others is not an easy matter for Civil Servants in the Ministry of Religion, especially in the South Papua Province region. This research aims to analyze the relationship between leadership style, quality of work life and communication mediated by motivation on employee work engagement. Data collection was carried out using a saturated sampling approach, with a final sample size of 148 respondents. The SEM analysis technique is carried out by evaluating the measurement model and structural model. The results of the analysis show that work motivation does not mediate the influence of leadership style, quality of work life and communication on employee engagement. It was found that there was a significant influence of leadership style, quality of work life and communication on work motivation, but these three variables had no effect on employee engagement.

INTRODUCTION

To achieve success in achieving organizational goals, one of the factors that encourage is qualified Human Resources. This applies to both the public sector and the private sector. Government agencies, as important organizations in a country, are closely related to the administration of government and state development. Human resources in government agencies, hereinafter referred to as State Civil Apparatus (ASN), are state apparatus and public servants. In carrying out their duties and functions, employees are expected to be able to organize public services fairly and equitably in accordance with the values of Pancasila and the 1945 Constitution. The existence of Human Resources cannot be ignored because if Human Resources are under pressure, it will have an impact on the performance of the organization as a whole. To achieve the goals of government agencies, civil servants are needed who are bound to their jobs so that they are able to integrate with their work and give all their abilities to produce maximum performance (Pertwi et al., 2021).

However, looking at the current condition of civil servants in Indonesia, there are various problems that color them, such as those related to low professionalism, inadequate in terms of welfare levels, as well as composition and distribution that are not ideal, competencies that are not in accordance with the positions given, lack of objective performance appraisal, work achievements are not in accordance with promotions made, low work ethic and work culture, and work rules that are applied have not been implemented consequently and consistently. All of these internal problems require serious attention in order to improve the performance and professionalism of civil servants in Indonesia (Winurini, 2010). In this context, the Ministry of Religious Affairs in South Papua Province is one of the government agencies facing these challenges, which consists of the Ministry of Religious Affairs of Mappi Regency, the Ministry of Religious Affairs of Boven Digoel Regency, the Ministry of Religious Affairs of Asmat Regency, and the Ministry of Religious Affairs of Merauke Regency.

The Ministry of Religious Affairs has eight work units (satker) which include the Secretariat General, Islamic Guidance (including KUA services), Islamic Education, Christian Guidance, Catholic Guidance, Buddhist Guidance, and the organization of Hajj and Umrah. Each work unit has different tasks and functions, with varying levels of work life. Especially in the Hajj and Umrah section, which is very busy because it serves an average of 20 Hajj applicants every day. With the high demands of working life, working as a civil servant in the Ministry of Religious Affairs, especially in the South Papua Province area, requires extra energy. The Ministry of Religious Affairs' work culture values consist of five elements: Integrity, Innovation, Responsibility, and Exemplary. The demand to always have integrity, to be professional, to be responsible for work and the organization, and to be a role model for others is not an easy matter and can affect the quality of work life. Based on initial observations, there are a number of problems related to human resources in the Ministry of Religious Affairs of South Papua Province.

Firstly, there is a shortage of competent employees in certain areas of Bimas, with some of the employees placed in their current positions considered to lack experience in religious services and administration. In addition, high workloads are often not matched by adequate facilities. Early indications suggest that employees at the Ministry in South Papua Province feel less confident and capable in carrying out their duties and work. These issues highlight the importance of employee engagement in human resource management, particularly in public sector organizations. Engaged employees have an energetic and effective connection with their work and view their work as a challenge (Schaufeli & Bakker, 2010).

Employee engagement is often defined as “willingness to go the extra mile”. Schaufeli & Bakker, p. (2010, p. 13) define work engagement as a positive, satisfying, work-related state of mind characterized by passion, dedication, and absorption. In public sector organizations, a positive sense of belonging to a group and its impact on the affective reactions of other employees cannot be underestimated (Leijerholt et al., 2022). Job attachment is closely related to performance (Bakker & Demerouti, 2008). Employees who are attached to their work will be responsible, passionate, focused on work, have high performance standards, and dedicated. This will lead to optimal performance. Employees who have high attachment to their jobs tend to produce better performance, which in turn increases organizational productivity and efficiency. Conversely, employees who have low job attachment can be detrimental to the organization due to a decrease in productivity and performance. This is a problem for the organization because it suffers losses in energy, time, and material.

The distinction between work as a reference for attachment and organization as a reference is crucial, especially when discussing the relationship between work engagement and attachment (Macey & Schneider, 2008). Self-engagement in this context refers to the willingness to invest effort towards achieving task goals. According to Bakker & Demerouti (2008), engagement is a unique concept that is best predicted by job resources (autonomy, supervision, coaching, performance feedback) and personal resources (optimism, self-efficacy, confidence). There are three drivers of work engagement known as the Job Demands-Resources (JD-R) model, namely job resources, personal resources, and job demands (Bakker et al., 2004; Bakker & Demerouti, 2008; Xanthopoulou et al., 2007).

Job resources refer to the physical, social, or organizational aspects of a job that can reduce job demands and associated physical and psychological impacts; serve in the achievement of job goals; and stimulate personal growth, learning, and development. Personal resources are positive self-evaluations associated with resilience and give rise to an individual's sense of being able to control and impact the success of the environment. Job demands refer to the psychological, social, or organizational aspects of work that require sustained physical and/or psychological (cognitive and emotional) effort and are therefore associated with specific physiological and/or psychological impacts.

One of the factors that influence employee work engagement is the leadership style applied. The role of leadership in some empirical evidence is put forward as an effective way to deal with problems related to employees. This is possible because interactions between leaders and employees occur all the time. This study focuses on the transformational type of leadership, where the leader utilizes the motives of his followers to better achieve the goals of the leader and followers (Burns, 1978). The second factor that influences employee engagement is the quality of work life. Simply put, quality of work life is the perception of the quality of one's experience in the workplace (Walton, 1973). The third factor that affects employee engagement is communication. Depending on the size and structure of the organization, departments and work units are formed to create communication channels for each member. The main function of internal communication is to distribute information, which is very important in the mobility of information throughout the organization (Abrashi & Reçi, 2023).

A good communication relationship between leaders and coworkers also motivates employees, potentially increasing their work engagement. However, studies that examine the mediating role of work motivation in this relationship are scarce. In realizing efficient and effective governance, it certainly requires professional employees. However, professionalism alone will not be enough if it is not supported by work motivation. In other words, employees of the Ministry of Religious Affairs in South Papua Province need to be supported by work motivation that moves them to achieve optimal performance. Strong work motivation can encourage employees to work harder, be more responsible and more committed to their tasks. The implementation of government tasks at the Ministry of Religious Affairs office in South Papua Province is often not supported by high morale. This is evident from the tendency of employees to sometimes not be in the office during working hours and the habit of delaying work. This lack of morale suggests that work motivation among employees still needs to be improved to achieve better performance. Previous studies have shown mixed perspectives on the influence of leadership style, quality of work life, and communication on work engagement. While some studies are supportive, other findings show an insignificant effect. This discrepancy highlights the complexity in the dynamics of public organizations in building employee engagement, which needs to be further understood to improve overall organizational performance and efficiency.

Based on the phenomenon of existing problems and the gap in the results of previous studies, the current study was carried out with the title "Structural Model Approach to Leadership Style, Quality of Work Life and Communication Mediated by Motivation on Work Attachment (Empirical Study at the Ministry of Religion Work Unit in the South Papua Province)". This study was conducted at the Office of the Ministry of Religious Affairs in the South Papua Province, with samples taken from employees as members of the organization. The need for this study is to increase knowledge about the formation of employee engagement in the government environment, so that it can be utilized by both academics and practitioners for policy formulation and

decision making. The findings of this study are also expected to fill the gap of previous studies on the relationship between leadership style, quality of work life, communication, work motivation and employee engagement.

THEORETICAL REVIEW

Organizational Behavior

Organizational behavior is a field of study that draws on theories, methods, and principles from various disciplines to study individuals' perceptions, values, learning capacities, and actions while working in groups and in organizations and to analyze the effects of the external environment on the organization and its human resources, mission, goals, and strategies (Gibson et al., 2012, p. 5). The formal study of organizational behavior began between 1948 and 1952. This still developing field of study helps managers understand people better so that increased productivity, customer satisfaction, and better competitive position can be achieved through better management practices.

Definition of Leadership Style

Leadership is one of the main factors in an organization that is used to achieve the goals set together. Some sources view leadership as a process, while others look to a person to understand the meaning of leadership (Horner, 1997, p. 270). Its emergence as an important approach to leadership began with the classic work of Burns (1978) who sought to link leadership roles with followers. The leader as a person who capitalizes on followers' motives to better achieve the leader's and followers' goals.

The Role of Transformational Leaders

Tichy and Devanna (1986) concluded three main roles of transformational leaders, namely: (1) recognizing the need for revitalization, (2) creating a new vision, and (3) instituting change. As for Gary Yukl in Armstrong (2012, p. 575) suggests transformational leaders to: (1) Develop a challenging and compelling vision together with employees. (2) Tie the vision to the strategy for achieving it. (3) Develop the vision, define and translate it into action. (4) Express confidence, assertiveness and optimism about the vision and its implementation. (5) Realizing the vision through small planned steps and small successes on the road to its full implementation.

Definition of Communication

W. Charles Redding (1972, 1988) who is widely regarded as the initiator of organizational communication, argues that communication refers to human behavior, or artifacts created by humans, that produce messages that are received by one or more people. Communication is defined as a dynamic and ongoing process of creating and negotiating meaning through interactional symbolic practices (verbal and nonverbal), including conversations, metaphors, rituals, stories, clothing, and spaces (Mumby & Kuhn, 2019, p. 38). Furthermore, organizational communication is defined as the process of creating and

negotiating collective and coordinated systems of meaning through symbolic practices oriented toward achieving organizational goals (Mumby & Kuhn, 2019, p. 39).

Keyton, et al. (2013) developed an instrument to measure communication behavior in the workplace called the Workplace Communication Behavior Inventory (WCBI) (Walter, 2020). (1) Information sharing (2) Relational maintenance (3) Expressing negative emotions (4) Organizing communication behavior.

Definition of Work Motivation

The term motivation comes from the Latin word “movere” which means to push or move. Various sources of literature have defined motivation differently. Motivation as something that energizes, directs, sustains human behavior (Gómez-Mejía et al., 2016, p. 81). In Human Resource Management, this term refers to a person's desire to do the best possible job or exert maximum effort to perform a given task. An important feature of motivation is that it is goal-directed behavior. Motivation is the desire within an individual that causes the individual to act (Mathis et al., 2017, p. 166). Motive is the reason for doing something.

Motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways (Armstrong, 2012, p. 218). There are various theories of motivation put forward by various sources, such as Maslow's hierarchy of needs theory, Herzberg's two-factor theory, McClelland's needs theory. This research adapts the theory developed by David C. McClelland. McClelland developed a series of descriptive factors that describe a person with a high need for achievement, namely: 1) Likes to accept responsibility for solving problems. 2) Tends to set moderate achievement goals and tends to take calculated risks. 3) Remembers feedback on performance.

Definition of Employee Engagement

Some sources use the term employee engagement or work engagement. Employee engagement is often defined as the willingness to work harder (Armstrong, 2012, p. 167). Employee engagement refers to a person's psychological involvement in, connection with, and commitment to getting the job done (Dessler, 2020, p. 18). Employee engagement is a person's strong sense of belonging and connection to their job and employer (Schermerhorn & Bachrach, 2018, p. 231). Employee engagement is the extent to which employees' thoughts and behaviors are focused on their work and their employer's success (Mathis et al., 2017, p. 174).

METHODOLOGY

Methods are important in conducting research (Tokang et al., 2023; Wambrauw, 2023; Renyaan, 2023). Utilization of methodology as a basis for answering research questions or problems in research (Patmasari, 2022; Ohoiwutun and Ilham, 2022). The research conducted will build hypotheses between variables, departing from this, the research is or is included in the type of quantitative research with a correlational approach. Quantitative methods

are based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally random, data collection uses research instruments, data analysis is quantitative or statistical with the aim of testing predetermined hypotheses (Sugiyono, 2019, p. 13). The population in this study were all civil servants of the Ministry of Religious Affairs in South Papua province, with a total of 159 civil servants. The number of samples determined in this study were 159 respondents from civil servants. The distribution of respondents is; Ministry of Religious Affairs of Merauke Regency (99 civil servants and 16 non-civil servants), Ministry of Religious Affairs of Boven Digoel Regency (17 civil servants and 5 non-civil servants), Ministry of Religious Affairs of Mappi Regency (20 civil servants and 8 non-civil servants), and Ministry of Religious Affairs of Asmat Regency (23 civil servants and 7 non-civil servants). The total number of respondents was 159 civil servants and 36 non-civil servants.

Data Collection Techniques, based on the technique or method of collection, this study used a questionnaire as a data collection tool. Questionnaire technique, which is a technique of collecting data by providing a list of written questions equipped with closed answer options to research respondents. The list of questions given concerns the characteristics of respondents and perceptions of leadership style, quality of work life, communication, work motivation, and employee engagement at the Ministry of Religion in the South Papua Province area. This study measures the responses of respondents in response to the items contained in the questionnaire using a 5-point Likert scale. The Likert scale is a type of composite measure in an effort to increase the level of measurement in social research through the use of standardized response categories in questionnaires to determine the relative intensity of different items (Babbie, 2021, p. 179). The 5-item Likert scale is on a scale range from "Strongly Disagree", "Disagree", "Neutral/Don't Know", "Agree", and "Strongly Agree". Respondents in this study were asked to provide responses on a range of scales related to leadership style, quality of work life, communication, work motivation, and employee engagement at the Ministry of Religious Affairs offices in the South Papua Province area. Validity and Reliability of Instruments Before being used in actual data collection, the instrument was tested on 48 respondents who were taken about 30% of the total sample of 159 respondents. Testing of research instruments consists of validity tests and reliability tests. Respondent characteristics are divided into five demographic groups, namely: (1) respondent gender, (2) respondent age, (3) respondent education, (4) class, and (5) length of service. Descriptive analysis of variables is a form of data analysis used to describe the state of each variable. The five variables analyzed descriptively in this study, namely the variables of Leadership Style (X1), Quality of Work Life (X2), Communication (X3), Work Motivation (Y), and Employee Engagement (Z).

Before analyzing the data, it is necessary to test the statistical assumptions of the data that has been collected. The requirements in SEM analysis are that the data is not outliers and normally distributed. The requirements in SEM analysis are data not outliers and normally distributed.

The testing techniques used in this study are the outlier data test and the normality test. 1) Outlier data test consists of univariate outlier test and multivariate outlier test. Multivariate outliers test by observing the Mahalanobis Distance (D2) output display (Hair et al., 2019, p. 89; Meyers et al., 2013, p. 131) through the SPSS Amos 25 program. 2) Normality data tests, both univariate and multivariate, were carried out by calculating the Critical Ratio (C.R.) value on Skewness-Kurtosis through the SPSS Amos 25 program. The recommended critical value ranges between -2.58 and +2.58 at a significance level of 0.01 (Hair et al., 2019, p. 96). If it exceeds the critical value, it is said that the data is not normal.

Testing the feasibility of the model is done with the Goodness-of-Fit method through the SPSS Amos 25 program using seven measurement indices based on the rules of thumb. The measurement model shows the extent to which the measuring indicators relate to each construct they measure, given the relationship between constructs (Meyers et al., 2013, p. 419). Evaluation of the measurement model with the CFA (Confirmatory Factor Analysis) approach includes calculating the loading value of each indicator, testing the validity and reliability of the construct. The structural model shows the causal relationship or predictive relationship among variables as specified in the research (Meyers et al., 2013, p.420). Structural model evaluation includes direct effect testing and indirect effect testing.

Testing the mediation effect is carried out to determine the indirect effect of the independent variable on the dependent variable. Indirect effect of the independent variable on the dependent variable. The mediation effect is tested when it is suspected that there is a variable that between the independent variable and the dependent variable. In other words, the effect of the independent variable on the dependent variable does not occur directly, but through a transformation process represented by the mediating variable. transformation process represented by the mediating variable. Testing mediation effect through four criteria (Baron & Kenny, 1986), namely: 1) The direct effect of the independent variable on the mediator variable is significant. 2) The direct effect of the independent variable on the dependent variable (without mediator) is significant. 3) The direct effect of the mediator variable on the dependent variable is significant. 4) After adding the mediator variable, the effect of the independent variable on the dependent variable is reduced.

The results of the mediation effect test display three types of mediation properties, The significance of the mediation effect test uses the Sobel test operated from the website "<http://quantpsy.org/sobel/sobel.htm>" (Meyers et al., 2013, p. 387). The form of the equation (Hair et al., 2019, p. 408) is stated as follows:

$$z = \frac{ab}{\sqrt{(b^2SE_a^2) + (a^2SE_b^2)}}$$

Description:

- a = Unstandardized regression coefficient value (B) for the direct effect of the independent variable to the mediator.
- b = Unstandardized regression coefficient (B) for the the effect of the

mediator variable on the dependent variable.

SE_a = Standard Error value for the direct effect of the independent variable to the mediator variable independent variable to the mediator variable.

SE_b = Standard Error Value for the direct effect of the mediator variable on the dependent variable.

RESULTS

Variable Descriptive Analysis Results

The five variables analyzed descriptively analyzed in this study, namely the variables of Leadership Style (X1), Quality of Work Life (X2), Communication (X3), Work Motivation (Y), and Employee Engagement (Z). The description of each indicator is expressed in frequency and average (mean) values.

a. Description of Leadership Style Variables (X1)

The average value (mean) of the variable is indicated by a score of 3.2391 or rounded up to 3 (three), meaning that respondents generally gave "quite agree" answers. This shows that respondents as a whole quite agree about the application of leadership styles in the Office of the Ministry of Religion in the Papua Selatan Province region.

b. Description of the Quality of Work Life Variable (X2)

The mean value of this variable is indicated by a score of 3.4888 or rounded up to 4 (four), meaning that respondents generally gave an "agree" answer. This shows that respondents as a whole have agreed about the perception of the quality of work life at the Office of the Ministry of Religion in the South Papua Province region.

c. Description of Communication Variables (X3)

The mean average value of this variable can be shown with a score of 3.6057 or rounded up to 4 (four), meaning that correspondents generally give "agree" answers. This shows that the correspondents as a whole agree on the implementation of communication at the Office of the Ministry of Religion in the South Papua Province region.

d. Description of Work Motivation Variable (Y)

The average value (mean) of this variable can be shown with a score of 3.8207 or rounded up to 4 (four), meaning that respondents generally gave "agree" answers. This shows that respondents as a whole agree about work motivation at the Office of the Ministry of Religion of South Papua Province.

e. Description of Employee Engagement Variable (Z)

The mean average value of this variable can be indicated by a score of 3.5535 or by rounding to 4 (four), meaning that respondents generally give answers that are "agreed". This shows that respondents as a whole

agree about employee engagement at the Office of the Ministry of Religion in the South Papua Province region.

SEM Assumption Testing Results

The normality test was carried out using the KolmogorovSmirnov Test. The output results through the SPSS program show that the significance value is above 0.05, which means that the data is normally distributed.

Table 1. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		148
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.50642427
Most Extreme Differences	Absolute	.063
	Positive	.063
	Negative	-.054
Test Statistic		.063
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.

Measurement Model Evaluation Results

After the data distribution assumptions are met, the initial stage in SEM analysis is to evaluate the measurement model. The measurement model shows the extent to which the measuring indicators relate to each construct they measure, given the relationship between constructs (Meyers et al., 2013, p. 419). Evaluation of the measurement model is a requirement that must be met before proceeding to the evaluation of the structural model. SEM analysis for measurement model evaluation with the CFA (Confirmatory Factor Analysis) approach for each construct is shown below:

Table 2. CFA Test Results X1 Construct

Indicator	Loading	CR	AVE
X1.1	0,912	0,942	0,805
X1.2	0,986		
X1.3	0,703		
X1.4	0,961		
Cut-off Value		≥ 0,70	≥ 0,50
Conclusion		Reliable	Valid

Source: SPSS Amos Data Processing

Table 2 shows that the most dominant indicator forming construct X1 (Leadership Style) is X1.2 with a loading value of 0.986. Overall, these results prove that construct X1 is reliable and valid.

Table 3. X2 Construct CFA Test Results

Indicator	Loading	CR	AVE
X2.1	0,686		
X2.2	0,660		
X2.3	0,888	0,945	0,746
X2.4	0,937		
X2.5	0,970		
X2.6	0,981		
Cut-off Value		≥ 0,70	≥ 0,50
Conclusion		Reliable	Valid

Source: SPSS Amos Data Processing

Table 3 shows that the most dominant indicator forming the X2 (Quality of Work Life) construct is X2.6 with a loading value of 0.981. Overall, these results prove that the X2 construct is reliable and valid.

Table 4. CFA Test Results X3 Construct

Indicator	Loading	CR	AVE
X3.1	0,848		
X3.2	0,785	0,914	0,728
X3.3	0,941		
X3.4	0,832		
Cut-off Value			
Conclusion		Reliable	Valid

Source: SPSS Amos Data Processing

Table 4 shows that the most dominant indicator forming the X3 (Communication) construct is X3.3 with a loading value of 0.941. Overall, these results prove that the X3 construct is reliable and valid.

Table 5. CFA Test Results Y Construct

Indicator	Loading	CR	AVE
Y1	0,806		
Y2	0,787	0,870	0,691
Y3	0,896		
Cut-off Value		≥ 0,70	≥ 0,50
Conclusion		Reliable	Valid

Source: SPSS Amos Data Processing

Table 5 shows that the most dominant indicator forming construct Y (Work Motivation) is Y3 with a loading value of 0.896. Overall, these results indicate that construct Y is reliable and valid.

Table 6. CFA Test Results Construct Z

Indicator	Loading	CR	AVE
Z1	0,972	0,920	0,793

Z2	0,828		
Z3	0,865		
Cut-off Value		≥ 0,70	≥ 0,50
Conclusion		Reliable	Valid

Source: SPSS Amos Data Processing

The results of the CFA Test of Construct Y Table 6 show that the most dominant indicator forming construct Z (Employee Attachment) is Z1 with a loading value of 0.972. Overall, these results indicate that construct Z is reliable and valid.

Structural Model Evaluation Results

The output of the structural model evaluation results. The structural model evaluation results are shown in Figure 1 below:

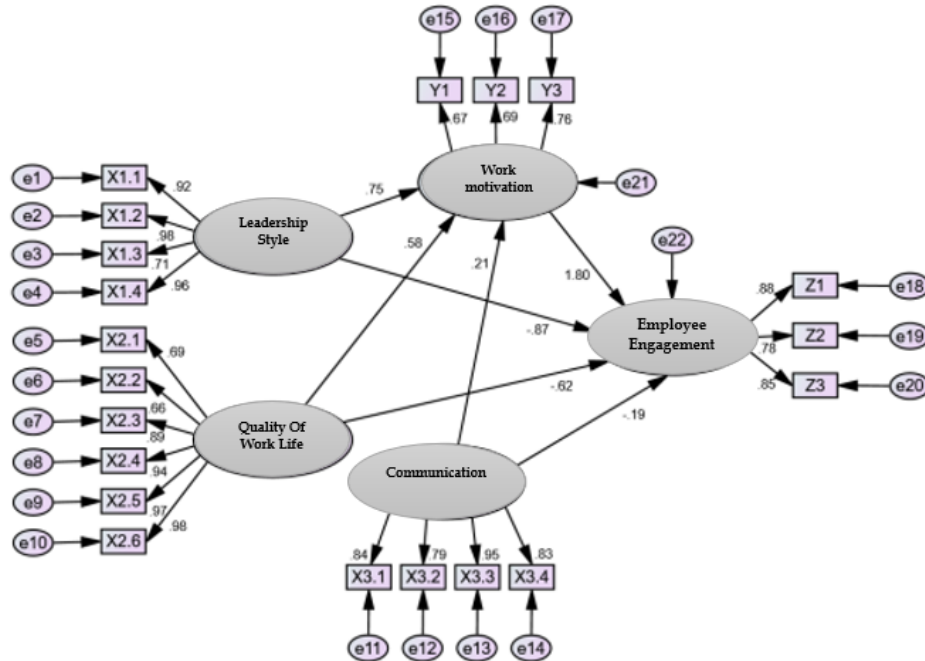


Figure 1. Initial Stage Structural Model Evaluation Output (Source: SPSS Amos Data Processing)

Figure 1 shows the initial structural model display where each construct forms the hypothesized relationship paths in this study. This structural model must first be tested whether it meets the model feasibility requirements. Testing the feasibility of the structural model using the Goodness-of-Fit method.

The results of the Structural Model Feasibility Test at the Initial Stage show that of the five criteria, the model is poor fit so that the model is declared unfit. The next step is to correct the model by checking for insignificant relationship paths.

a. Results of Inter-variable Relationship Testing

The direct effect of variable X1 to variable Y shows a regression coefficient value ($\beta = 0.750$; $B = 0.331$; $p = 0.000$) and is declared significant ($p < 0.05$). In other words, when variable X1 increases by 1 standard deviation, variable Y increases by 0.750 standard deviations. The path coefficient value is positive, indicating that the better the transformational leadership, the higher the work motivation. These results prove the first hypothesis (H1).

The direct effect of variable X2 on variable Y shows a regression coefficient value ($\beta = 0.581$; $B = 0.301$; $p = 0.000$) and is declared significant ($p < 0.05$). In other words, when the X2 variable increases by 1 standard deviation, the Y variable increases by 0.581 standard deviations. The path coefficient value is positive, indicating that the higher the quality of work life, the higher the work motivation. These results prove the second hypothesis (H2).

The direct effect of variable X3 to variable Y shows a regression coefficient value ($\beta = 0.207$; $B = 0.092$; $p = 0.000$) and is declared significant ($p < 0.05$). In other words, when variable X3 increases by 1 standard deviation, variable Y increases by 0.207 standard deviations. The path coefficient value is positive, indicating that the better the communication, the higher the work motivation. These results prove the third hypothesis (H3).

The direct effect of variable Y to variable Z shows a regression coefficient value ($\beta = 1.804$; $B = 3.108$; $p = 0.289$) and is declared insignificant ($p > 0.05$). These results reject the fourth hypothesis (H4).

The direct effect of variable X1 to variable Z shows a regression coefficient value ($\beta = -0.870$; $B = -0.661$; $p = 0.496$) and is declared insignificant ($p > 0.05$). This result rejects hypothesis H5a. Furthermore, because it does not meet the mediation test criteria, this result rejects hypothesis H5b.

The direct effect of variable X2 to variable Z shows a regression coefficient value ($\beta = -0.618$; $B = -0.552$; $p = 0.534$) and is declared insignificant ($p > 0.05$). This result rejects hypothesis H6a. Furthermore, because it does not meet the mediation test criteria, this result rejects hypothesis H6b.

The direct effect of variable X3 to variable Z shows a regression coefficient value ($\beta = -0.192$; $B = -0.147$; $p = 0.604$) and is declared insignificant ($p > 0.05$). This result rejects hypothesis H7a. Furthermore, because it does not meet the mediation test criteria, this result rejects hypothesis H7b.

b. Mediation Test Results

As it is known that the results of the structural model evaluation show that the effect of the mediating variable Y (Work Motivation) on the dependent variable Z (Employee Engagement) is not significant, the mediation test criteria are not met. Taking into account the theoretical or empirical relationship between each hypothesized path in the model, the mediation test cannot be

continued. This result concludes that there is no mediating role in the research model. In other words, variable Y (Work Motivation) does not mediate the effect of variables X1 (Leadership Style), X2 (Quality of Work Life) and X3 (Communication) on variable Z (Employee Engagement).

Final Stage Structural Model Evaluation Results

a. Revised Structural Model Results

The final step in SEM analysis is revising the model. Revision of the structural model is carried out to see any possible unexpected and unexpected relationships in the model. The possibility of an unexpected relationship is an insignificant relationship between constructs. Based on the results of evaluating the structural model, there are paths that are found to be insignificant, namely: - The effect of variable X1 to Z - The effect of variable X2 to Z - The effect of variable X3 to Z - The effect of variable Y to Z So that variable Z is removed from the structural model. The output of the structural model evaluation results after being revised is shown in Figure 2 below:

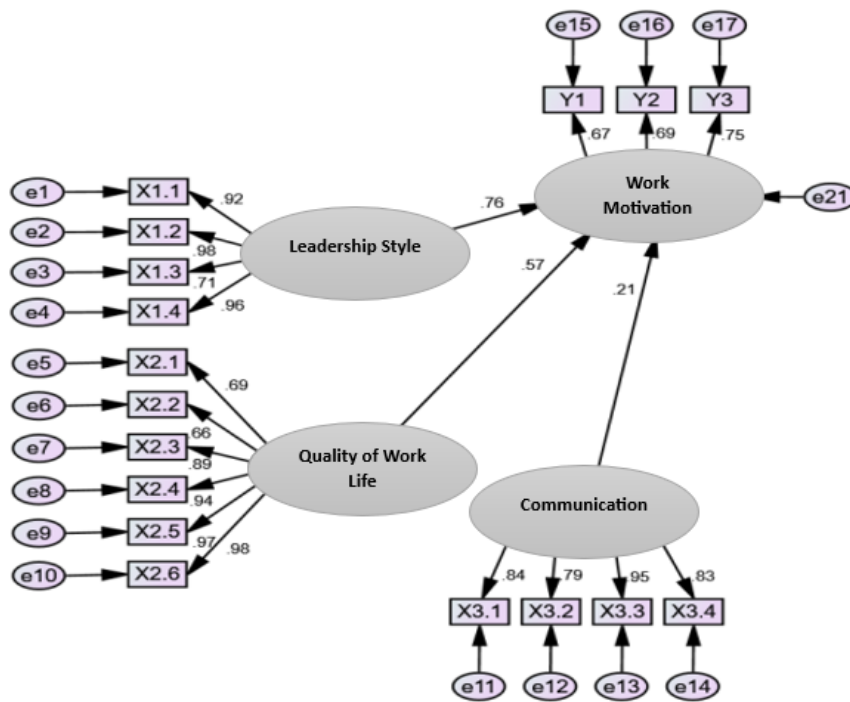


Figure 2. Final Stage Structural Model Evaluation Output (Source: SPSS Amos Data Processing)

b. Structural Model Modification Results

In an effort to improve the feasibility of the model, namely by modifying the model by observing modification indices (Hair et al., 2019, p. 678). The output of the structural model evaluation results after being modified is shown in Figure 3 below:

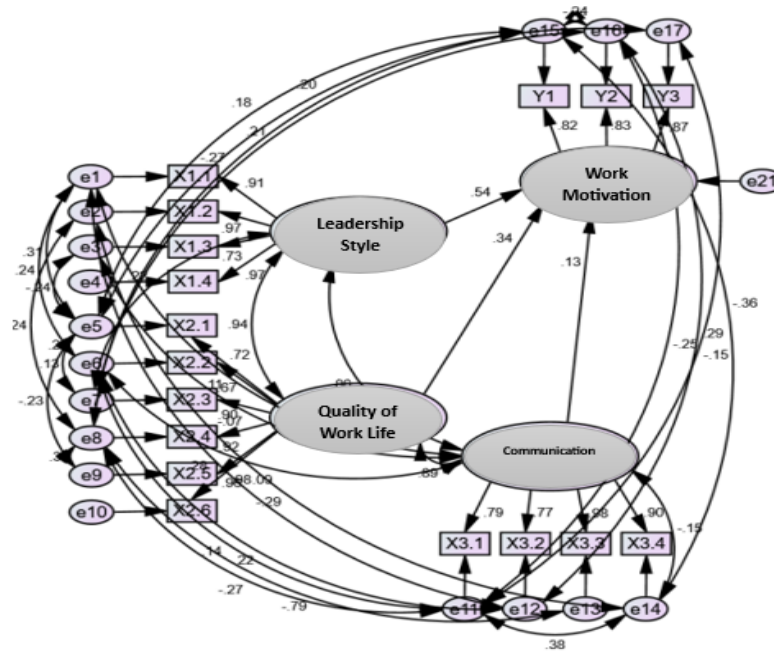


Figure 3. Structural Model Evaluation Output After Modification
 (Source: SPSS Amos Data Processing)

Figure 3 shows the error values that are correlated because they have modification indices greater than the specified threshold. (Hair et al., 2019, p. 678) emphasizes modification only to assess the level of model specification error without considering the existence of a new model.

Based on the results of the structural model feasibility test after revision. The analysis results show that from the five criteria, the model is better (good fit). The Chi-Square value decreased from 1123.807 to 159.842; the GFI value increased from 0.634 to 0.895; the AGFI value increased from 0.528 to 0.808, the NFI value increased from 0.733 to 0.956; the TLI value increased from 0.722 to 0.965; the CFI value increased from 0.761 to 0.978, and the RMSEA value decreased from 0.200 to 0.078.

Hypothesis Testing Results

Based on the results of testing direct and indirect effects in the previous section, the results of hypothesis testing are summarized in Table 7 below:

Table 7. Hypothesis Testing Results

Research Hypothesis	Analysis Result	Conclusion
H1	Leadership style has a significant positive effect on the work motivation of Ministry of Religious Affairs employees in the South Papua Province region.	Accepted
H2	Quality of work life has a significant positive effect on the work motivation of employees of the Ministry of Religion in the province of South Papua.	Accepted
H3	Communication has a significant positive effect on the work motivation of employees of the Ministry of Religious Affairs in the province of South Papua.	Accepted

H4	Work motivation has a significant positive effect on employee engagement of the Ministry of Religious Affairs in the province of South Papua.	Rejected
H5a	Leadership style has a direct effect on employee engagement of the Ministry of Religious Affairs in the South Papua Province region.	Rejected
H5b	Leadership style has an effect through work motivation on employee engagement of the Ministry of Religious Affairs in the province of South Papua.	Rejected
H6a	Quality of work life has a direct effect on employee engagement of the Ministry of Religious Affairs in the South Papua Province region.	Rejected
H6b	Quality of work life affects through work motivation on employee engagement of the Ministry of Religious Affairs in the province of South Papua	Rejected
H7a	Communication has a direct effect on employee engagement of the Ministry of Religious Affairs in the territory of South Papua Province	Rejected
H7b	Communication has an effect through work motivation on employee engagement of the Ministry of Religious Affairs in the province of South Papua	Rejected

Notes: β = Standardized direct effect coefficient value. β' = Standardized indirect effect coefficient value. Significance level (*) = $p < 0.05$; (**) = $p < 0.01$; (***) = $p < 0.001$; ts = not significant.

DISCUSSION

Discussion of Descriptive Analysis Results

Based on the results of descriptive analysis, that of the five variables studied, the highest response rate was given to the Work Motivation variable (Y) with an average score of 3.8207. Discussion of the results of descriptive analysis for each research variable is explained in each description as follows:

1. The Leadership Style variable (X1) shows the highest average score on indicator X1.2 with a mean value of 3.4234, which means that generally respondents consider the inspirational motivation possessed by the leader to be higher. While the largest factor loading value is X1.2 with a coefficient value of 0.986 which indicates that "inspirational motivation" is the most dominant indicator forming variable X1.
2. The Quality of Work Life variable (X2) shows the highest average score on indicator X2.6 with a mean value of 3.8716 which means that generally respondents feel better at "work and total living space". While the largest factor loading value is X2.6 with a coefficient value of 0.981 which indicates that "work and total living space" is the most dominant indicator shaping the X2 variable.

3. The Communication variable (X3) shows the highest average score on indicator X3.2 with a mean value of 3.9797 which means that generally respondents feel better on “relational maintenance”. While the largest factor loading value is X3.3 with a coefficient value of 0.941 which indicates that “expressing negative emotions” is the most dominant indicator shaping variable X3.
4. The Work Motivation variable (Y) shows the highest average score on indicator Y2 with a mean value of 4.1031, which means that generally respondents feel higher on “affiliation needs”. While the largest factor loading value is Y3 with a coefficient value of 0.896 which indicates that the “need for power” is the most dominant indicator shaping variable Y.
5. The Employee Engagement Variable (Z) shows the highest average score on indicator Z3 with a mean value of 3.4078, which means that generally respondents feel higher on “absorption”. While the largest factor loading value is Z1 with a coefficient value of 0.972 which indicates “vigor” is the most dominant indicator forming variable Z.

Discussion of Quantitative Analysis Results

a. Effect of Leadership Style on Work Motivation

The results of the structural model evaluation show that the direct effect of leadership style on work motivation is positive and significant ($\beta = 0.750$; $p = 0.000$). This means that leadership style has a significant positive effect on work motivation of employees in the Ministry of Religious Affairs of South Papua Province. This result proves the first hypothesis (H1). The influence of leadership style on work motivation is indicated by a high and significant positive coefficient value ($\beta = 0.750$). This indicates that the better the leadership style applied, the higher the work motivation of employees of the Ministry of Religious Affairs in the South Papua Province Region. Vice versa, the worse the leadership style applied, the lower the work motivation of employees of the Ministry of Religious Affairs in the South Papua Province Region. Compared to other variables in the same model, the influence of leadership style is the most dominant influence on work motivation.

b. The Effect of Quality of Work Life on Work Motivation

The results of the structural model evaluation show that the direct effect of work life quality on work motivation is positive and significant ($\beta = 0.581$; $p = 0.000$). This means that the quality of work life has a significant positive effect on employee work motivation in the Ministry of Religious Affairs of South Papua Province. These results prove the first hypothesis (H2). The effect of quality of work life on work motivation is indicated by a fairly high and significant positive coefficient value ($\beta = 0.581$). This indicates that the better the perceived quality of work life, the higher the work motivation of employees of the Ministry of Religious Affairs in the South Papua Province Region. Vice versa, the worse the perceived quality of work life, the lower the work motivation of employees of the Ministry of Religious Affairs in the South Papua Province Region.

c. Effect of Communication on Work Motivation

The results of the structural model evaluation show that the direct effect of communication on work motivation is positive and significant ($\beta = 0.207$; $p = 0.000$). This means that communication has a significant positive effect on employee work motivation at the Ministry of Religion of South Papua Province. These results prove the third hypothesis (H3). The effect of communication on work motivation is indicated by a low but significant positive coefficient value ($\beta = 0.207$). This indicates that the better the communication is perceived, the higher the work motivation of employees of the Ministry of Religious Affairs in the South Papua Province Region. Vice versa, the worse the perceived communication will be followed by the lower the work motivation of employees of the Ministry of Religious Affairs in the South Papua Province Region. Although it shows a weak influence, this relationship is significant.

d. Effect of Work Motivation on Employee Engagement

The results of the structural model evaluation show that the direct effect of work motivation on employee engagement is positive and insignificant ($\beta = 1.804$; $p = 0.289$). This means that work motivation has no significant effect on employee engagement at the Ministry of Religious Affairs of South Papua Province. This result does not prove the fourth hypothesis (H4). The effect of work motivation on employee engagement is indicated by a high coefficient value ($\beta = 1.804$) but not significant ($p = 0.289$). This means that, despite the trend indicated by the positive coefficient, an increase in work motivation is not directly related to an increase in employee engagement in the work environment of the Ministry of Religious Affairs of South Papua Province.

e. Effect of Leadership Style on Employee Engagement

The results of the structural model evaluation show that the direct effect of leadership style on employee engagement is negative and insignificant ($\beta = -0.870$; $p = 0.496$). This means that leadership style has no significant effect on employee engagement in the Ministry of Religious Affairs of South Papua Province. This result does not prove hypothesis H5a. The effect of leadership style on employee engagement is indicated by a high coefficient value ($\beta = -0.870$) but not significant ($p = 0.496$). This means that, despite the trend indicated by the negative coefficient, an increase in leadership style is not directly related to a decrease in employee engagement in the Ministry of Religious Affairs of South Papua Province.

f. Effect of Quality of Work Life on Employee Engagement through Work Motivation

The results of the structural model evaluation show that the direct effect of quality of work life on employee engagement is negative and insignificant ($\beta = -0.618$; $p = 0.534$). This means that the quality of work life has no significant effect on employee engagement in the Ministry of Religious Affairs of South Papua Province. This result does not prove hypothesis H6a. The effect of quality of work life on employee engagement is indicated by a high coefficient value ($\beta = -0.618$) but not significant ($p =$

0.534). This means that, despite the trend indicated by the negative coefficient, an increase in the quality of work life is not directly related to a decrease in employee engagement at the Ministry of Religious Affairs of South Papua Province.

g. Effect of Communication on Employee Engagement through Work Motivation

The results of the structural model evaluation show that the direct effect of communication on employee engagement is negative and insignificant ($\beta = -0.192$; $p = 0.604$). This means that communication has no significant effect on employee engagement in the Ministry of Religious Affairs of South Papua Province. This result does not prove hypothesis H7a. The effect of quality of work life on employee engagement is indicated by a weak coefficient value ($\beta = -0.192$) and is not significant ($p = 0.604$). This means that, despite the trend indicated by the negative coefficient, an increase in communication is not directly related to a decrease in employee engagement at the Ministry of Religious Affairs of South Papua Province.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis, the general conclusion can be stated that leadership style, quality of work life and communication have an effect on employee motivation but no effect on employee engagement. The specific conclusions are stated as follows: 1) Leadership style has a significant positive effect on work motivation. This finding explains that the better the perceived leadership style, the higher the work motivation of employees of the Ministry of Religious Affairs in the South Papua Province. 2) Quality of work life has a significant positive effect on work motivation. This finding explains that the better the perceived quality of work life, the higher the work motivation of employees of the Ministry of Religious Affairs in the province of South Papua. 3) Communication has a significant positive effect on work motivation. This finding explains that the better the perceived communication, the higher the work motivation of employees of the Ministry of Religious Affairs in the province of South Papua.

4) Work motivation does not have a significant influence on employee engagement. This finding explains that perceived work motivation does not have a significant influence on the employee engagement of the Ministry of Religious Affairs in the South Papua Province region. 5) The effect of leadership style mediated by work motivation is not employee engagement. This finding explains that employees who are motivated by leadership style do not have a meaningful influence on the employee engagement of the Ministry of Religious Affairs in the South Papua Province region. 6) The effect of quality of work life on employee engagement is not mediated by work motivation. This finding explains that employees who are motivated because of the quality of work life do not have a meaningful influence on employee engagement at the Ministry of Religion in the South Papua Province region. 7) The effect of leadership style on employee engagement is not mediated by work motivation does not mediate. This finding

explains that employees who are motivated because of communication do not have a meaningful influence on employee engagement at the Ministry of Religious Affairs in the South Papua Province region.

As a recommendation, aspects that need to be improved include creativity and attention to the individual needs of employees through leadership training, evaluation of compensation policies and career development programs, and improvement of better information flow and information preparation and delivery mechanisms. Meanwhile, good aspects such as social integration, work-life balance, support for achieving employee goals, and open and supportive communication should be maintained and continuously developed to maintain employee performance and engagement at an optimal level. Leadership style has a significant influence on work motivation. So, agencies can focus on developing leadership skills, including situational leadership training that can adapt leadership styles to employee needs and work situations. Work motivation is significantly influenced by quality of work life. So, agencies should strive to create a supportive work environment, including adequate work facilities, good work-life balance, and recognition and appreciation of work achievements. Given that good communication contributes to increased work motivation, agencies should improve communication channels, ensure transparency of information, and hold regular sessions to listen to feedback from employees.

FURTHER STUDY

Work motivation does not have a significant influence on employee engagement. So further research can explore other factors that might affect employee engagement. The influence of leadership style is not mediated by work motivation, quality of work life, and communication on employee engagement. So, future research can look for other mediator variables that may play a role in this relationship, such as organizational commitment or trust in leaders. To gain a deeper understanding of the dynamics of work motivation, employee engagement, and the factors that influence them, future research could use a longitudinal study design that allows observation of changes and influences over time. This research is specific to the Ministry of Religious Affairs in South Papua Province. Future research could test whether similar findings apply in other government agencies or in different organizational contexts to increase the generalizability of the findings.

ACKNOWLEDGMENT

Thank you to all parties involved in the research process.

REFERENCES

- Abrashi, G., & Reçi, A. (2023). Motivation of employees in the public sector through organizational communication case study: Vala Mobile Company, Kosovo. *Human Research in Rehabilitation*, 13(2), 313–320. <https://doi.org/10.21554/hrr.092314>
- Armstrong, M. (2012). *Armstrong's Handbook of Human Resource Management Practice* (12th ed.). Kogan Page.
- Babbie, E. (2021). *The Practice of Social Research* (15th ed.). Cengage Learning.

- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476>
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83–104. <https://doi.org/10.1002/hrm.20004>
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Gibson, J. L., Ivancevich, John. M., Donnelly, Jr., J. H., & Konopaske, R. (2012). *Organizations: Behavior, Structure, Processes* (14th ed.). McGraw-Hill.
- Gómez-Mejía, L. R., Balkin, D. B., & Cardy, R. L. (2016). *Managing Human Resources* (8th ed.). Pearson Education.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Cengage Learning.
- Horner, M. (1997). Leadership theory: Past, present and future. *Team Performance Management: An International Journal*, 3(4), 270–287. <https://doi.org/10.1108/13527599710195402>
- Keyton, J., Caputo, J. M., Ford, E. A., Fu, R., Leibowitz, S. A., Liu, T., Polasik, S. S., Ghosh, P., & Wu, C. (2013). Investigating verbal workplace communication behaviors. *Journal of Business Communication*, 50(2), 152–169. <https://doi.org/10.1177/0021943612474990>
- Leijerholt, U., Biedenbach, G., & Hultén, P. (2022). Internal brand management in the public sector: the effects of internal communication, organizational practices, and PSM on employees' brand perceptions. *Public Management Review*, 24(3), 442–465. <https://doi.org/10.1080/14719037.2020.1834607>
- Macey, W. H., & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). *Human Resource Management* (15th ed.). Cengage Learning.
- Meyers, L. S., Gamst, G. C., & Guarino, A. J. (2013). *Performing Data Analysis using IBM SPSS*. John Wiley & Sons.
- Mumby, D. K., & Kuhn, T. R. (2019). *Organizational Communication: A Critical Introduction* (2nd ed.). Sage.
- Ohoiwutun, Y. Ilham.(2022). *Administration Service Innovation: Jayapura City Population & Civil Registration Office*.
- Patmasari, E. (2022). Multiplier Effect of Dam Development in Indonesia (A Study on Dam Development during the Leadership of President Joko Widodo). *Research and Analysis Journal*, 5(9), 17-23.
- Pertiwi, N. I., Harding, D., & Yanuarti, N. (2021). Pengaruh quality of work life terhadap work engagement pada pegawai negeri sipil (PNS) yang belum menikah. *Psikovidya*, 25(1), 52–62. <https://doi.org/10.37303/psikovidya.v25i1.174>

- Renyaan, D. (2023). Quality of Population Administration Services at the Office of the Population and Civil Registry Service in Jayapura City. *Jurnal Multidisiplin Madani*, 3(8), 1749-1758.
- Schaufeli, W. B., & Bakker, A. B. (2003). *Utrecht Work Engagement Scale*. The Netherlands.
- Schermerhorn, J. R., & Bachrach, D. G. (2018). *Exploring Management* (6th ed.). John Wiley & Sons.
- Sugiyono. (2019). *Statistika untuk Penelitian* (Cetakan ke-30). Alfabeta.
- Tichy, N. M., & Devanna, M. A. (1986). *The Transformational Leader*. Wiley.
- Tokang, M., & Yumame, J. (2023). Seeing the Atakkae Traditional House: Education, Tourism, Economic and Government Policy Perspectives in Its Development. *Journal of Educational Analytics*, 2(2), 141-156.
- Walton, R. E. (1973). Quality of working life: What is it? *Sloan Management Review*, 15(1), 11-21.
- Wambrauw, O. O. O. (2023). Tourism Digitalization Through the Implementation of National Tourism Information System "Sisparnas" in Papua Province. *East Asian Journal Of Multidisciplinary Research*, 2(7), 2695-2708.
- Winurini, S. (2010). Quality of Working Life (QWL) Pegawai Negeri Sipil (PNS) di Sekretariat Jenderal DPR RI. *Aspirasi*, 1(2), 281-306.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14(2), 121-141. <https://doi.org/10.1037/1072-5245.14.2.121>