

## **EFFECT OF LEADERSHIP, ORGANIZATIONAL STRUCTURE, COMPENSATION, AND MOTIVATION TOWARD PERFORMANCE OF AGGREGAT DATA CONTROL ON THE STATISTICS CENTER OF NORTH SUMATERA PROVINCE**

**Nizamuddin<sup>1</sup>, Syaiful Sagala<sup>2</sup>, Efendi Napitupulu<sup>3</sup>**

Departement of Education Management, State University of Medan<sup>1,2,3</sup>  
Medan, North Sumatera, Indonesia

### **ABSTRACT**

This study aims to know and examine the influence of leadership, organizational structure, compensation, and motivation on the performance of data collecting officers at the Central Bureau of Statistics of North Sumatra Province which amounted to 806 people, sampling obtained 267 samples. The data were collected by using questionnaires filled by respondents who came from the Regency and City of North Sumatra Province. Further data is processed by using path analysis. The results showed that: Leadership (X1) have a direct positive effect on Motivation (X4) indicated that  $\rho_{41} = 0,138$ ; Organizational Structure (X2) has a direct positive effect on motivation (X4) shown that  $\rho_{42} = 0,168$ ; Compensation (X3) has a direct positive effect on motivation (X4) shown that  $\rho_{43} = 0,702$ ; Leadership (X1) have a positive direct effect Performance (X5) indicated that  $\rho_{51} = 0,136$ ; Organizational Structure (X2) has a direct positive effect on Performance (X5) indicated that  $\rho_{52} = 0,283$ ; Compensation (X3) has a direct positive effect on Performance (X5) shown that  $\rho_{53} = 0,404$ ; Motivation (X4) has a direct positive effect on Performance (X5) indicated that  $\rho_{54} = 0,235$ .

**Keywords:** leadership, organizational structure, compensation, motivation, and performance of data collection officer

### **INTRODUCTION**

Performance in management approach is defined as a work achievement, implementation of work, achievement of work, work, Listiani, T. & Dwi Kartini, D. (2015: 9) found that employee performance affects organizational performance in achieving Vision and Mission organization, not too big. Understanding of performance through a management point of view is the same thing as looking at performance in the management of an organization.

In improving the performance of employees required a good leadership. As Rusli's research results, A.T. & Mutia, Y.B. (1994: 4) This finding has important implications for performance, and provides an explanation of the strength of the compensation relationship on performance.

Hafied, H. (2017: 3) states that based on free variable test, leadership, compensation and discipline work together have a positive and significant influence on the dependent variable (employee performance). Through the test (R) correlation coefficient obtained that the level of correlation or the relationship between leadership, compensation and work discipline to High Employee Performance is on the relationship 96.9%. While the remaining 0.8% influenced by other factors. And compensation is the most dominant factor affecting employee performance.

Wiley, J. (2012: 6) in his research showed that the positive correlation and between the dimensions of leadership style and organizational performance. It was also found that the

dimensions of leadership style together predicted organizational performance, resulting in a performance difference of 23%. The study concludes that the transformational and democratic leadership styles are quite significant. affect performance.

Sumartiningsih, S & Kuswardani (2011: 4) found that organizational structures running effectively and efficiently need to be within a certain time to make changes, which ultimately improve the performance of only organizational structures that can make sustainable changes because the conditions are ready to face the challenges forming an unprecedented type and intensity.

Rismawati (2016: 6), found that the influence of working environment, compensation and work ethic influenced employees' performance in Mariso ki Makassar subdistrict office. Compensation and work ethic together had positive and significant influence on the dependent variable (employee performance). Through testing the correlation coefficient obtained that the level of correlation or the relationship between work environment, compensation and employee work ethic is a high correlation of 77.0%. and compensation is the most dominant factor affecting employee performance.

Abdussamad, Z. (2016: 8) The results showed that the variables of leadership function significantly influence the dependent variable of employee performance toward the direction of positive coefficient of 0.298. The value of each additional 1% meaningful leadership function, employee performance increased by 0.298 or 29.80%. Organizational culture variable significantly influence the dependent variable of employee performance toward positive coefficient of 0,530. The value of each additional 1% means organizational culture, employee performance increased by 0,530 or 53.00%. Testing value of R<sup>2</sup> equal to 0,586 (58,60%) indicate that contribution of independent variable consist of leadership function and organizational culture to employee performance. Musarrat, M.N. (2012: 3) as dikutif from the results of his research concluded that motivation factors have a significant relationship with employee job satisfaction. Other research studies have also mentioned the same thing as Doghan, M.A. & Albar, S. (2015: 4) research indicates that there is a direct correlation between work motivation and performance, in the field of education, ie service business, very important for profit and business productivity to know motivation factors that improve employee performance.

According to some theories, Performance Variables are heavily influenced by other variables such as Leadership, Organizational Structure, Compensation, and Motivation either directly or indirectly, as mentioned by: (1) Coulquit says that Performance is influenced by Motivation in other respects, also (2) Griffin says that performance is influenced by leadership and motivation (3) Mullins says that performance is influenced by rewards, (4) Ivancivich & Kono Paske also mentions that performance is influenced which among others reward and sunction (5) Kreitner & Kinichi also found that the motivation affect the financial social & phisic which ultimately affect the improvement of Performance.

The conclusion of the theory mentioned that, several variables that directly or indirectly influence with Performance are: (1) Leadership, (2) Organizational Structure, (3) Compensation and (4) Motivation.

A preliminary study at the Central Bureau of Statistics of the Regency and City of North Sumatera Province conducted in February - April 2017 found that the actual human resources data actually increased but every year there was a decrease, the number of employees of the Central Bureau of Statistics of Kabupaten and the City of North Sumatera Province in 2016 amounted to 824 people, by 2017 by 816 people this decrease due to pension and recruitment of employees can not be implemented this is related to the government policy in employee acceptance that implement

zero growth growth, this government policy impact on human resources contained in the Central Statistics Agency of Regency / City North Sumatra Province.

Based on the description above, it can be seen that the effectiveness of performance implementation of data collection officers determined various factors. Direct and indirect influences are possible in the pattern of relationships. Taking into account the importance of the achievement of the vision and mission objectives of the organization, then the factors that influence the achievement of these goals become something that needs to be improved, it is further encouraged because the results of monitoring and evaluation routine that carried out there are still problems to be solved together, which lies behind this research. So in order to improve the performance of data collecting officers at the Central Bureau of Statistics of regencies and municipalities of northern sumatera need to do research on the influence of leadership, organizational structure, compensation, and motivation to the Performance of data collecting officers of Central Bureau of Statistics of Kabupaten and Kota Provinsi Sumatera Utara.

According to some theories, Performance Variables are heavily influenced by other variables such as Leadership, Organizational Structure, Compensation, and Motivation either directly or indirectly, as mentioned by: (1) Coulquit says that Performance is influenced by Motivation in other respects, also (2) Griffin says that performance is influenced by leadership and motivation (3) Mullins says that performance is influenced by rewards, (4) Ivancivich & Kono Paske also mentions that performance is influenced which among others reward and sunction (5) Kreitner & Kinichi also found that the motivation affect the financial social & phisic which ultimately affect the improvement of Performance.

The conclusion of the theory mentioned that, several variables that directly or indirectly influence with Performance are: (1) Leadership, (2) Organizational Structure, (3) Compensation and (4) Motivation.

## **Performance**

Performance is a quality of behavior oriented to the results of tasks and jobs. This means that the performance of employees in an organization is determined by the attitude and behavior of employees to their work and employee orientation in carrying out the job.

Duika, A. (2012: 231). said that performance (Performance) is the result of work achieved by someone based on job requirements (Job requirement). A job has certain requirements to be accomplished in achieving the objectives also referred to as job standards (Job Standard) ". According Wibowo (2012), not infrequently perceived performance as performance, while performance also concerns how the work process is done and how the work.

Individual performance as well as workgroups within the organization describes the actual performance of the organization. To achieve certain standards that have been set by the organization, there are some things that affect the individual or organization to achieve certain performance standards or work results. Performance is the result of work or achievement in accordance with standardization, criteria and norms established for the work achieved by a person or individual in carrying out tasks or jobs with good results.

Performance indicator is Performance of data collector at Central Bureau of Statistics of Regency and City of Province of North Sumatera with the indicator is (1) Quantity of work, target set in work (2) Qualias work, ideal result which depict quality of performance in organization ) effective use of time, the most efficient and effective working time at all levels of management (4) occupational skills, employee understanding of procedures (methods / techniques / equipment) implementation of tasks (5) Cooperative capability. It is the ability of employees to foster relationships with other employees in order to complete the task.

## Motivation

Motivation is the desire to act. Motivation is defined as the driving force affecting readiness to begin performing a series of activities in a behavior. Motivation can not be observed directly, but can be interpreted in its behavior, in the form of stimulation, encouragement, or generating the emergence of a certain behavior.

Ivancevich, G. & Donnelly (1997) suggested that motivation is a concept used to describe the impulses that arise in or inside a person to move and direct behavior. According to Colquitt, LePine, and Wesson "motivation is defined as a set of energetic forces that originates both within and outside and employee, initiates work-related effort, and determines its direction, intensity and persistence".

Motivation is defined as a series of energetic forces that come from within and outside and employees, start work-related endeavors, and determine their direction, intensity and persistence. Thus, motivation is defined as a set of energetic powers coming from within and outside of the worker's self, initiating business-related work, and determining direction, intensity and certitude (James L.G., 1985).

The essence of Motivation is the overall driving force within a person who is endeavored to generate and ensure the continuity of its work by providing direction so that the work objectives that have been formulated can be achieved. Included in the motivating factors are: (1). Achievement, This aspect relates to the effort made by a person to achieve optimal work performance; (2) Responsibility, This aspect includes matters relating to employee responsibility and authority; (3) The work itself, This aspect relates to the employee's perceived challenge of his work; and (4) the appreciation of work, This aspect relates to recognition or appreciation.

## Compensation

Compensation is all income in the form of money, goods received by employees either directly or indirectly as compensation for services rendered.

Penggabean.M.S (2002: 75) compensation is any form of appreciation given to employees in exchange for their contributions to the organization, then Handoko. states that compensation is apemberian to karyawan with payment as compensation for work performed as a motivator for the implementation of activities in the future.

Sihotang (2007: 220) compensation is the overall arrangement of reward for employees and managers in the form of financial and goods and services received by each employee, according to Sikula in Mangkunegara that compensation is something to be considered as comparable.

Daft, L.R. (2003) compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company Hasibuan, S.P.M. (2003: 118) Compensation is divided into two, namely: Direct compensation in the form of salaries, wages and incentives; and indirect compensation in the form of insurance, benefits, leave, rewards. Wibowo (2012) defines compensation as what workers receive in exchange for their contribution to the organization, in compensation there is an incentive system that links compensation to performance.

Based on the conclusion above theory can be concluded that the compensation is the interaction between employees with the organization, which in the form of reciprocity of services or personnel issued by employees and rewards from organizations in the form of financial and non-financial so that they feel appreciated in work, this compensation is one of the human resource management functions associated with all kinds of individual rewards. In this case the indicators used to measure compensation are: (1) Salary, is income received every month (2) Overtime pay, excess hours of work (3) Incentives are achievements received in return for the organization in the

form of performance allowances (remuneration) (4) working facilities are facilities provided by the organization to support performance implementation (5) Promotion. Is an increase in the position given to individuals by the organization.

### **Organizational structure**

An organization is inseparable from the organizational structure established for the division of labor can be more clearly done, The organizational structure is a composition of components or units of work within an organization. The organizational structure shows that there is a division of labor and how different functions or activities are coordinated. In addition, the organizational structure also shows about specialization-specialization of work, command line and report submission.

According to Hasibuan, S.P.M. (2003: 118) organizational structure is an image depicting the type of organization, the positioning of the organization, and the type of authority of the official, the field and the employment relationship, the command line and the responsibility, the span of control and the organizational leadership system. According to Bedjo, S. (2005: 85) the organizational structure specifies the division of labor and shows how the various functions or activities connected to some extent also indicate the degree of specialization of work activity. The organizational structure can be defined as a formal organizational framework within which frameworks work tasks are divided, grouped, and coordinated (Robbins & Coulter 2007: 130).

Organizational structure can avoid or reduce confusion in the execution of tasks. Indicators of organizational structure in this study are as follows: (1) Work specialization The extent to which tasks within the organization are divided into several individual jobs (2) Departementalisasi, Basic used to group work together (3) Chain of command and unity of command, The unending line of authority extending from the top of the organization to the bottom echelon and explaining who is responsible to whom (4) Levels of management hierarchy, The number of subordinates that a manager can efficiently and effectively direct (5) Centralized and decentralization. Centralization refers to the degree to which decision-making is concentrated at a single point within the organization. Decentralization is the opposite of centralization

### **Leadership**

Leadership is an individual behavior that directs group activities to achieve shared means, Koonz mentions a leader able to encourage strong willpower with full of enthusiasm and confidence in underneath it in carrying out the task. Terry, G.R. (2007: 259) formulates that leadership contains several elements, among others: (a) Leadership involves others and the situation of groups or organizations where leaders and their members interact. (b) In leadership there is a division of power and the process of influencing subordinates by the leader. (c) There is a common goal to be achieved.

According to Rivai, V. (2007: 66). Leadership is the ability to run jobs through others by gaining trust and cooperation. leadership According to Rivai, V. (2004). leadership is the process of influencing or giving an example to its followers through the process of communication in an effort to achieve organizational goals. Leadership plays a very important role, can even be said to be very decisive in the effort to achieve the goals set previously. Stonner, Freeman, Gilbert, & Daniel (1996: 161) defines leadership as the process of directing and influencing activities related to the tasks of group members.

The conclusion of the above theory, it can be concluded is the term leadership in general refers to the ability of a person in influencing others, there are three important aspects related to the concept of leadership of leaders, followers and situations. Indicators in this study are (1) The will to

lead, a leader has a strong will to influence and lead others, they show willingness to assume responsibility. (2) Honesty and integrity is a leader building trusting relationships between them and their followers by being honest and not lying and showing a high consistency between deeds and words, (3) Confidence, is the followers see the pemimpinya no doubt of himself, by therefore leaders need to show their self-confidence to convince their followers of the truth of their goals and decisions, (4) Knowledge of work is an effective leader with a high level of knowledge about the organization he or she has in store. In-depth knowledge enables leaders to make well-informed decisions and understand the consequences of the decision, (5) Human resource development skills, how leaders empower till they are more efficient and effective, (6) Creativity. problem solving, innovation, competitive advantage.

Formulated this research problem as follows: (1) Does Leadership influence on Motivation ?; (2) Does the Organizational Structure affect the Motivation of data collecting officers of Central Bureau of Statistics of Kabupaten and Municipality of North Sumatera Province?; (3) Does compensation affect Motivation ?; (4) Does Leadership affect performance ?; (5) Does the Organizational Structure affect the performance ?; (6) Does compensation affect performance ?; and (7) Does the Motivation affect North Sumatra? against the data collecting officers of the Central Bureau of Statistics of Kabupaten and Kota Provinsi

## METHODS

This study was conducted at the Central Bureau of Statistics of Districts and Cities spread over the Province of North Sumatra, as many as 30 districts and cities from 33 regencies and municipalities in the province of North Sumatra, this is caused by 3 BPS Kabupaten has not been established which is the area of pemekaran and still duplicated by the parent regions of South Labuhanbatu regency, North Nias regency and West Nias district. The study was conducted from April to June 2017.

The study population was all data collecting officers assigned at the Central Bureau of Statistics of regencies and municipalities in North Sumatera Province Province, which amounted to 806 people. It can be explained that of the 806 number of employees that there are 267 people as a sample of the implementation of this study.

The research method used in this research is quantitative research with ex post facto research ie the variables studied are not controlled and manipulated by the researcher, but the facts are expressed based on the measurement of symptoms that have been owned or test what will happen.

Data collection techniques used in this study is a survey to the field by distributing questionnaires to data collection officers who used the sample of research at each Central Statistics Agency of the Regency and City of North Sumatra Province as a respondent to observe and measure the performance of data collection officers. This tent is used to obtain primary data that is data obtained directly from the respondent. Through the question items on the questionnaire.

The questionnaire of this research consists of questions for the variables in this study namely leadership variables, organizational structure, competence, motivation, and performance development of data collection officers collecting data officers.

## Hypothesis testing

A correlation test is performed to determine whether the relationship between variables is really independent or not. The formula used to test the correlation between endogenous variables and exogenous variables is product moment.

### **Calculation of path analysis.**

Path analysis technique is used to analyze the relationship pattern between variables with the aim to know the direct and indirect influence between endogenous and exogenous variables. The path analysis can be used because the assumption (a) the relationship between the variables is linear, (b) the causal causal system is not reciprocal, (c) the minimal endogenous variable in the interval and ratio scale, (d) using probability sampling, (e) valid and reliable, and (f) the analyzed model is correctly specified based on relevant theories and concepts.

Path testing can be calculated by two events, ie the path analysis work step is two ways, namely (a) the overall or simultaneous test, and (b) the test individually. The overall testing The overall test can be calculated using the formula F.

The research paradigm used in this research is path paradigm (Path Analysis), because there are variables that function as intermediate path (X4). Given this intermediate variable, it can be used to determine whether to reach the final goal must pass through the intermediate variable or be directly to the final goal. This statistical analysis technique is a further development of multiple regression. If in double regression all independent variables are lined up in a temporary block in the path analysis, the independent variables are divided into several arranged blocks which can be known as direct result means the direction of the relationship between the two direct variables without passing the other variable, while the indirect relationship must pass through the variable another. Therefore, to determine the direction of the relationship between the variables should be prepared theoretical models based on theoretical discussion.

This theoretical model is tested empirically in the field. The apparent significance is based on the result of the beta coefficient (b) on each path.

With the analysis of this path can also be estimated the amount of causal relationship between a number of lines of causal relationship either direct or indirect relationship. The conclusion of this path analysis is that if it can be compatible between theoretical model and the empirical model, then the theoretical model is validated. But if the empirical model does not fit the theoretical model, then the empirical model becomes alternative that can revise the theoretical model.

The steps for path analysis are as follows:

- a. Draw theoretical model of path diagram based on previous theories and research.
- b. Prepare the model specification of the analysis by transforming the theoretical model into an analysis model of each causal causal block described in the following description:

Meaning of each symbol's level:

X1 = Leadership

X2 = Organizational Structure

X3 = Compensation

X4 = Motivation

X5 = Performance

## **RESULTS AND DISCUSSION**

### **Description of Research Data**

Data descriptions presented in this section include Leader variable data (X1), Organizational Structure (X2), Compensation (X3), Motivation (X4), and Performance (X5). The data is the result of quantification of respondents' answers to the questionnaire distributed to the data collecting officers of the Central Bureau of Statistics of Kabupaten and Kota Provinsi of North Sumatra where the data collection officer as the research sample. The number of questionnaires distributed is 267 sets according to the number of research samples.

Description of data of each research variable is presented in summary in Table 1 below.

**Table 1.** Summary of Descriptive Statistics of Research Data

<b>Statistics</b>		X1	X2	X3	X4	X5
N	Valid	267	267	267	267	267
	Missing	0	0	0	0	0
Mean		114,46	117,58	106,04	103,15	112,09
Std. Error of Mean		0,688	0,670	0,660	0,657	0,730
Median		115,00	118,00	106,00	103,00	112,00
Mode		106 <sup>a</sup>	117 <sup>a</sup>	110	101	112
Std. Deviation		11,249	10,951	10,792	10,739	11,933
Variance		126,535	119,914	116,476	115,318	142,405
Range		49	51	51	49	53
Minimum		89	91	81	80	86
Maximum		138	142	132	129	139
Sum		30560	31394	28313	27542	29928

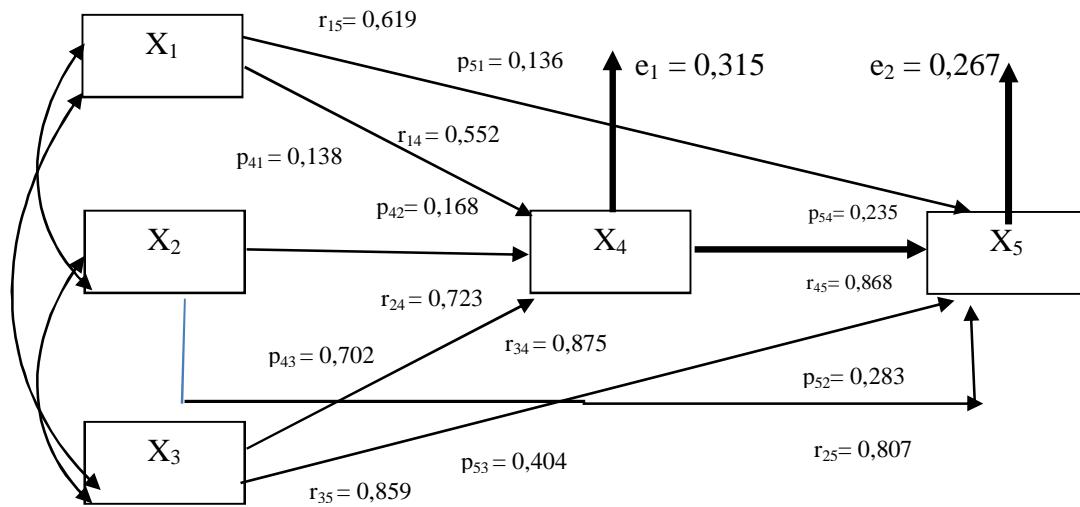
a. Multiple modes exist. The smallest value is shown

**Table 2.** Summary of Calculation Result of Correlation Coefficient, Path Coefficient and Its Meaning

No	Exogenous Variable on Endogenous Variable	Coefficients Correlation	Coefficients Line	T <sub>count</sub>	T <sub>table</sub>	Description
1	X <sub>1</sub> to X <sub>4</sub>	0,552	0,138	4,025	1,96	Meaning Line
2	X <sub>2</sub> to X <sub>4</sub>	0,723	0,168	4,085	1,96	Meaning Line
3	X <sub>3</sub> to X <sub>4</sub>	0,875	0,702	19,47	1,96	Meaning Line
4	X <sub>1</sub> to X <sub>5</sub>	0,619	0,136	4,513	1,96	Meaning Line
5	X <sub>2</sub> to X <sub>5</sub>	0,807	0,283	7,801	1,96	Meaning Line
6	X <sub>3</sub> to X <sub>5</sub>	0,859	0,404	8,415	1,96	Meaning Line
7	X <sub>4</sub> to X <sub>5</sub>	0,868	0,235	4,465	1,96	Meaning Line

\* All significant correlation coefficients

The relationships between the above variables are illustrated by the constellation model as Fig. 1.



**Figure 1.** Theoretical Model of Research

X1 = Leadership

X2 = Organizational Structure

X3 = Compensation

X4 = Motivation

X5 = Performance

### Direct and Indirect Influence.

In accordance with the path diagram of research variables obtained based on the theory and results of hypothesis testing as in Appendix 8 and refers to the decomposition of correlations, calculated the relative influence of exogenous variables on endogenous variables. Based on the results of the calculations are summarized the relative influence of Leadership (X1), Organizational Structure (X2), Compensation (X3) and Motivation (X4) on performance (X5) as in Table 3. below.

**Table 3.** Coefficient of Direct, Non-Common, and Total Effect of Coefficients

Model	Exogenous Variable on Endogenous Variable	Influence Causal			Non Lines		Correlation
		Directly	Nothing Through X4	Total Influence	U	S	
1 <sup>a</sup>	X <sub>1</sub> to X <sub>4</sub>	0.138	-	0.138	0.415		0.552
	X <sub>2</sub> to X <sub>4</sub>	0.168	-	0.168	0.555		0.723
	X <sub>3</sub> to X <sub>4</sub>	0.702	-	0.702	0.173		0.875
2 <sup>b</sup>	X <sub>1</sub> to X <sub>5</sub>	0.136	0.130	0.154	0.354		0.619
	X <sub>2</sub> to X <sub>5</sub>	0.283	0.170	0.251	0.355		0.807
	X <sub>3</sub> to X <sub>5</sub>	0.404	0.206	0.609	0.249		0.859
	X <sub>4</sub> to X <sub>5</sub>	0.235	-	0.235		0.633	0.868

Description: U = Unanalyzed Components, and S = Spurious Components

To know the magnitude of influence between Leadership (X1), Organizational Structure (X2), Compensation (X3), to Motivation (X4) (Model I), as well as the magnitude of influence between Leadership (X1), Organizational Structure (X2), Compensation (X3), and Motivation (X4) on performance (X5) and Motivation (X4) on Performance (X5) (model II) are obtained from the summary model, especially the R square number obtained from the SPSS application program output as follows.

**Table 4.** Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
I	0,901 <sup>a</sup>	0,812	0,810	4,686
II	0,929 <sup>a</sup>	0,863	0,861	4,443

Based on the data obtained that  $KD = R^2 \times 100\%$ , it can be calculated the coefficient of determination of Model I by 81% which means that the influence of leadership, organizational structure, and compensation on a combination of motivation is 81% while the remaining 19% is influenced by other factors. Furthermore, the coefficient of determination of Model II from the calculation result is 85%, which means that the influence of leadership, organizational structure, compensation and motivation in combination with performance is 85%, while the remaining 15% is influenced by other factors.

## DISCUSSION

Data Variable Performance of data collection officers in performing their duties can be measured by assessing the following indicators: (1) Quantity of work, (2) Work quality, (3) effective utilization of time, (4) knowledge and skills about work, (5) Cooperative ability. Data Performance Variables (X5) data collecting data of Central Bureau of Statistics of North Sumatera Province shows that 38 persons or 14.23% are in enough category, and 229 persons or 85.76% are included in the category of less, so overall it can be concluded that the performance of Agency data collector Central Statistics of regencies and municipalities of North Sumatra Province tend to be sufficient and low. This indicates that the data collection officer of Central Bureau of Statistics of North Sumatera Province has not fully appreciated his work as data collecting officer, because someone is not satisfied with his work will have negative attitude toward his work. A person who gets a performance usually has attendance records, is less active in union activities, and usually performs better than those who do not get job satisfaction (GaryDessler, 1982: 364).

The Leadership Variables of Central and Provincial Statistics Agency of the Regency and City of North Sumatera Province can be measured by assessing the indicators (1) The will to lead, (2) Honesty and integrity (3) Confidence, (4) Knowledge of work (5) human, and (6) creativity (problem solving, innovation, competitive advantage). Distribution of Leadership data shows that 96 people or 35.95% included in the category enough, and 171 people or 64.05% included in the category less. So overall it can be concluded that Leadership variables tend to be sufficient and insufficient. Overall, the leadership of the Central Bureau of Statistics of the Regency and City of the Province of Sumatra Utaracend in the category enough. This indicates that the leadership of the Central Bureau of Statistics of Districts and Cities of North Sumatera Province has the following characteristics: (a) strong trust and acceptance of the value and objectives of the Central Bureau of Statistics of North Sumatra Province led; (b) the willingness to do the best for the Central Bureau of Statistics of the Province of North Sumatra; and (c) a strong desire to preserve the governed body

(Sopiah, 2008: 157). Good leadership will calculate the benefits and sacrifices of their involvement into members of an organization, and tend to have high endurance or commitment in the organization if the sacrifice resulting from outgoing organization is higher.

Organizational Structure of the Central Bureau of Statistics of Districts and Cities of North Sumatra Province, assessed and measured by indicators covering (1) specialization of work (2) departmentalization, (3) command chain and unity of command, (4) management hierarchy levels, (5) centralization and decentralization. Organizational Structure variable data (X2). Data distribution The organizational structure of data collecting officers of Central Bureau of Statistics of North Sumatra Province shows that 190 or 71.16% are included in enough category, and 77 or 28.84% are categorized less. So overall it can be concluded that the Organizational Structure data collecting officers of the Central Bureau of Statistics of the Province of North Sumatra tend to be in enough category. This shows that the organizational structure of the data collecting officers is still problematic and the data collecting officers are still depressed due to the large number of reporting flows.

The compensation variable imposed by the Central Bureau of Statistics of Districts and Cities of North Sumatra Province is assessed and measured by indicators including (1) Salary, (2) Overtime Wages, (3) Incentives (4) Working Facilities (5) Promotion. Data distribution of Compensation variable shows 174 or 65.16% are included in enough category and 93 or 34.84 are included in the less category, so overall it can be concluded that the compensation variable of data collecting officers of Central Bureau of Statistics of North Sumatra Province tend to be in enough category and less. This indicates that the data collection officers of the Central Bureau of Statistics of North Sumatra Province do not have adequate compensation to improve performance.

The motivation of the data collecting officer is the encouragement that comes from within the data collecting officer that moves the data collecting officer in carrying out his work towards the better in accordance with the planned which is indicated by the force that encourages a person to perform certain activities for the achievement of a goal, which is assessed and measured by indicators covering; (1) Achievement; (2) Responsibility; (3) The work itself; and (4) appreciation for work. Data distribution of Motivation variables indicate that 170 or 63.67% are included in enough category and 97 or 36.33 are included in the less category. So overall it can be concluded that the compensation variable of data collecting officers of Central Bureau of Statistics of North Sumatra Province tend to be in enough category and less. This indicates that the data collection officers of the Central Bureau of Statistics of North Sumatra Province have not had a good working motivation as disclosed by Wexley and Yukl that there are some observable characteristics of someone who has good working motivation, among others: (1) their performance depends on efforts and capabilities it has compared to performance through the group; (2) having the ability to accomplish difficult tasks; and (3) there is often concrete feedback about how it should perform its tasks optimally, effectively and efficiently. So data collection officers have not been able to complete difficult tasks, work with no priority capability and own business, and the results of its work has not achieved optimal results or good because it is not implemented effectively and efficiently.

Based on the results of the first hypothesis testing obtained a significant path coefficient between leadership with motivation, namely:  $p_{41} = 0.138$ , and based on the calculation results obtained direct influence of leadership on the motivation of 0.138. Thus, leadership has a direct positive effect on motivation, of which 1.904% of motivational changes can be determined by leadership. The findings of this study are consistent with the results of the study (Sianturi, M. 2013: 15) and the results of the study. Although it was found that leadership had a significant positive direct effect on achievement motivation in five districts / cities in Nias Island (Wau Y. (2013: 24).

The findings of this study support the theories used as the basis for proposing theoretical models of research variables, namely the Organizational Behavioral Integration Model which explains that leadership has direct influence on the motivation of Colquitt, J.A., Lepine, J.A & Wesson. J.M. (2009: 8). So the findings of this study, namely: direct leadership learning has a significant positive effect on the motivation of data collection officers is in accordance with the results of research and theory referred to in this study.

Thus, the results of research through hypothesis testing that received the seven proposed research hypotheses have found a new finding in the form of fixed model or theoretical model that describes the leadership variables, organizational structure, compensation, motivation, and performance of data collection officers.

## CONCLUSIONS

Based on the results of analysis and discussion in this study, put forward some conclusions as follows: (1) Leadership directly positive effect on motivation, In other words, the better the leadership, the higher the motivation; (2) Organizational Structure has a direct positive effect on motivation. In other words, the better and slender the Organizational Structure, the higher the motivation; (3) Compensation has a direct positive effect on Motivation. In other words, the better and fairer the Compensation imposed, the higher the Motivation; (4) Leadership has a direct positive effect on performance. In other words, the better the leadership the stronger the performance; (5) Organizational Structure has a direct positive effect on performance. In other words, the better and slender the Organizational Structure, the higher the Performance; (6) Compensation has a positive direct effect on performance, In other words, the better and fairer the Compensation given, the stronger the performance; (7) Motivation has a positive direct effect on performance. In other words, the higher the motivation, the stronger the performance; (8) Leadership indirectly influences performance through motivation, In other words, the better the leadership, the higher the motivation, resulting in improved performance; (9) The organizational structure has an indirect effect on performance through motivation, In other words, the better the organizational structure, the higher the work motivation, resulting in improved performance; (10) Compensation has an indirect effect on performance through motivation. In other words, the better the Compensation, the higher the motivation, thus causing an increase in performance against data collection officers of the Central Bureau of Statistics of regencies and municipalities of North Sumatra Province.

## REFERENCES

- Abdussamad, Z. (2016) "Leadership Function, Organizational Culture, Employee Performance" Jurnal International, Vol. 5 No.8
- Bedjo, S. (2005). *Manajemen Tenaga Kerja Indonesia Pendekatan Administratif dan Operasional*. Jakarta: Bumi Aksara, p.85
- Colquitt, J.A., Lepine, J.A & Wesson. J.M. (2009). *Organization Behavior: Improving Performance and Commitment in the Workplace*. New York: The McGraw-Hill Com., Inc., p.8.
- Daft, L. R. (2003). *Management*, Jakarta : Salemba Empat, p.536

Doghan, M.A. & Albar, S. (2015). "Influence of Motivation Factors on Employees Performance in Private Schools in Saudi Arabia" *Journal of Human Resource and Sustainability Studies* Vol.03, No. 4

Duika, A. (2012). *Laporan Pendahuluan Pada Pasien Dengan Stroke Non Hemoragic*. Diakses: 20 April 2012. <http://duika-atmaj> a.blogspot.com/2017/01/laporan-pendahuluan-pada-pasien.html, p.231

GaryDessler. (1982). *Organization and Management*. Virginia: Reston Publishing Company, Inc., p. 364.

Hafied, H. (2017) Leadership, Compensation, Work Discipline Are Able To Improve Performance:2017Journal Int *Journal Of Scientific & Technologi Research*, Vol 6, No. 3

Hasibuan, S.P.M. (2003). *Manajemen Sumber Daya Manusia*. Edisi Revisi. (Jakarta : Bumi Aksara, p.118

Ivancevich, G. & Donnelly (1997). *Organisasi : Perilaku, Struktur, Proses, Jilid I*. Jakarta: Erlangga,

James L.G. (1985). *Organizations*. Boston. McGraw-Hill Companies, Inc,

Listiani, T & Dwi Kartini, D (2015) "Performance Management Impact On Organizational Performance Local Company" *International Journal Of Scientific & Technologi Research* Vol 4, No. 09

Musarrat, M. N. (2012). "Effects of Motivational Factors on Employees Job Satisfactiona Case Study of University of the Punjab, Pakistan" *International Journal Of Business and management* Vol 5, No. 3

Panggabean, M.S. (2002) *Manajemen sumber daya manusia*. Cet Pertama. Jak Ghalia Indonesia. p. 75

Rismawati (2016). "The Effect Of Working Environment, Compensation And Working EthosTowards Employee Performance On Mariso District's Office In Makassar" *Journal International Journal Of Scientific & Technologi Research* Vol 5, No. 6

Rivai, V. (2004). "*Manajemen Sumber Daya Manusia Untuk Perusahaan*, Cetakan Pertama, Jakarta, PT. Raja Grafindo Persada.

Rivai, V. (2007). *Bank and Financial Institute Management*. Jakarta: PT. Raja Grafindo Persada, p.66

- Robbins & Coulter. (2007). *Manajemen*. Jakarta : Indeks Jakarta: Bumi Aksara, p.130
- Rusli, A.T. & Mutia, Y.B. (1994) "The Implication of Transactional and Transformational Leadership: Beyond " *Journal of European Industrial Training*" Vol 6, No. 4
- Sianturi, M. (2013). Pengaruh Kepemimpinan Transformasional, Komunikasi Interpersonal, Pemberdayaan Pegawai, dan Motivasi terhadap Komitmen Organisasi. *Sinopsis Disertasi*. Medan: Program Pascasarjana Universitas Negeri Medan, p. 15.
- Sihotang. A. (2007). *Manajemen sumber daya manusia*. Jak. PT. Pradnya p. 220
- Sopiah. (2008). *Perilaku Organisasi*. Yogyakarta: Penerbit Andi Offset, p. 157.
- Stooneer A.F, Freeman, R.Edward, Gilbert JR, Daniel.R. (1996). *Manajement BIP* p 161
- Sumartiningsih, S & Kuswardani (2011) "Pengaruh perobahan dan pengembangan organisasi terhadap kinerja karyawan PT.Global Prima Manado" *Jurnal Unsrat EMBA* No.3 Vol 4, No.4
- Terry, G.R. (2007). *Manajemen Sumber Daya Manusia*, Ed Revisi 9, Jakarta : PT. Bumi Aksara, p.259
- Wau. Y. (2013). Pengaruh Kepemimpinan Partisipatif, Kemampuan Pribadi, Iklim Kerja, dan Motivasi Berprestasi terhadap Komitmen Afektif Kepala Sekolah *Sinopsis Disertasi* (Medan: Program Pascasarjana Universitas Negeri Medan, p. 24
- Wibowo (2012). *Manajement Kinerja Edisi Ketiga*.PT. Raja Grafindo Persada, p.202
- Wiley, J. (2012). " *Impact of Leadership Style on Organizational Performance* " *American Journal of Business and Management* Vol. 1, No. 6