

# The Influence Of Leadership Style And Self-Efficacy On Organizational Commitment Mediated By Job Satisfaction In Village Officers On Sumbawa Island

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## ARTICLE INFO ABSTRACT

The purpose of this study was to analyze, study and discover the effect of leadership style and self-efficacy on organizational commitment to the village officers on Sumbawa Island, mediated by job satisfaction. The sampling method used for this study was multi-stage random sampling, where the number of samples in this study were 249 village officers from four different cities/regency in Sumbawa Island. This research uses structural equation modelling analysis methods in analyzing research data. The results showed that both leadership style and self-efficacy had a significant positive effect on job satisfaction. Furthermore, leadership style, self-efficacy, and job satisfaction had a significant positive effect on organizational commitment. This implies that the better the leadership style and self-efficacy of the village officers on Sumbawa Island, it will lead to a better job satisfaction for them, which in turns lead to a higher organizational commitment to the job. Finally, job satisfaction mediate the influence of leadership style on organizational commitment, but does not mediate the influence of self-efficacy on organizational commitment.

**Keywords:** Leadership Style, Self-Efficacy, Job Satisfaction, Organizational Commitment

## 1. Introduction

The village government has a central role in the growth of community initiative and self-reliance in rural areas. By the mandate in Constitution No. 6 of 2014, there is a measurement that was developed based on the conception that to become a developed and independent village, a sustainable development framework is needed in which social, economic, and ecological aspects are forces that complement each other and maintain the village's potential so that it can support development and improve the life of the community. This measurement is called IDM (*Indeks Desa Membangun*, or Developing Village Index).

**Table 1.** Distribution of Village Development Status in Indonesia in 2019 and 2021

	Very Underdeveloped	Underdeveloped	Developing	Developed	Independent	Total
IDM 2019	6693	20536	38270	8620	833	74952
IDM 2021	5649	12635	38083	15321	3269	74957
Change	-15,60%	-38,47%	-0,49%	+77,44%	+292,44%	

Source: IDM 2019 and 2021 report

The Developing Village Index measurement produces five categories of villages. This index can observe village developments over time and evaluate the development that has been carried out. This index can help determine village development strategies that best suit the social, cultural, and physical conditions of the village. Based

on Table 1, more than half of the villages in Indonesia are categorized as developing villages. Also, there has been quite a big change in the status of villages in the advanced and independent category, which increased significantly in 2021. Furthermore, there are 18,284 villages categorized as both underdeveloped and very underdeveloped in 2021.

**Table 2. Village Development Index Value for Each Regency on Sumbawa Island**

Regency	Year	Number of Village	IDM	Status
Sumbawa Barat Regency	2019	57	0.6894	Developing
	2021	57	0.7332	Advanced
Sumbawa Regency	2019	157	0.6614	Developing
	2021	157	0.6846	Developing
Dompu Regency	2019	72	0.6581	Developing
	2021	72	0.6822	Developing
Bima Regency	2019	191	0.6225	Developing
	2021	191	0.6352	Developing
<b>Sumbawa Island</b>	<b>2019</b>	<b>477</b>	<b>0.6578</b>	<b>Developing</b>
	<b>2021</b>	<b>477</b>	<b>0.6838</b>	<b>Developing</b>

Source: IDM 2019 and 2021 report

IDM measurements on Sumbawa Island show that the majority of villages in four regency on Sumbawa Island are classified as developing villages. The number of villages on Sumbawa Island is 477 villages. The IDM value of the four regency on Sumbawa Island in 2019 was an average of 0.6578. Meanwhile, in 2021 there was a very small increase, namely an average of 0.6838 and only Sumbawa Barat regency rose to the status of a developed village.

To achieve village development goals as mandated by Constitution No. 6 of 2014, there are village organizations whose function is to manage all the resources and potential they have to achieve common goals optimally. Maximum achievement of organizational goals by all components of the village organization can be achieved through a strong commitment from all components of the village officials. With that being said, this research examines several factors that have a direct influence on the level of member commitment to village officials' organizations.

The concept of organizational commitment is defined by Blau & Boal (1987) as a person's orientation towards the organization in the sense of loyalty, identification, and involvement with the organization and its goals. In other words, organizational commitment is an attitude that reflects members' loyalty to the organization, which leads to organizational members' concern for the progress and success of the organization, so that organizational members believe in and accept the organization's goals, and desire to continue to be part of the organization. In the context of this research, organizational commitment for village officials is the level of loyalty and totality of village officials in carrying out their duties in developing the village through managing village government affairs correctly and responsibly.

One factor that can influence organizational commitment Regarding job satisfaction, the level of job satisfaction often appears as a cause of high or low member commitment to the organization, and a high job satisfaction is crucial in seeking high organizational commitment. This is concluded based on the research of Choudhary & Saini (2021) who states that organizations that meet employee expectations or can provide job satisfaction automatically make employees enthusiastic about participating in achieving organizational goals. Job satisfaction creates high involvement in the organization as well as other positive behaviors required by the organization.

Regarding leadership style, this is a factor that is no less important in influencing employee commitment to the organization. Injustice and lack of motivation from a leader can reduce organizational commitment and performance satisfaction felt by employees. Al-Daibat (2017) stated that employee-oriented leaders will have an effective influence on organizational commitment and organizational achievement.

Then, regarding self-efficacy, low organizational commitment can be caused by the lack of opportunities for personal development. Therefore, in facing environmental changes and the intense competition that exists today, an organization needs to innovate human resource management that can develop the abilities of its employees. Employees who have a high level of self-efficacy at work will feel able to complete the tasks they carry out, their goals will be achieved, and they will be able to face difficulties and obstacles effectively (Orgambidez & Almeida, 2020).

Based on these research, we can conclude that several factors, namely leadership style, self-efficacy, and job satisfaction can influence organizational commitment, However, most of this research only reviews organizational commitment in the context of private companies, both in the industrial sector (such as food, pharmaceuticals, etc.), and the service sector (such as hospitals, educational institutions, etc.). The research related to organizational commitment carried out in the context of government organizations is still rare, especially in the scope of village government. Therefore, this research conducted a pre-research survey to determine whether or not leadership style, self-efficacy, and job satisfaction can influence organizational commitment.

**Table 3. Pre-research Survey Results Regarding the Organizational Commitment of Village Officials in Sumbawa Island**

Statement	Respondent's Answers (%)	
	How impactful is job satisfaction toward the commitment of village officials?	Very Impactful
Impactful		14%
Not Impactful		0%
How impactful is leadership style toward the commitment of village officials?	Very Impactful	43%
	Impactful	57%
	Not Impactful	0%
How impactful is self-efficacy toward the commitment of village officials?	Very Impactful	86%
	Impactful	14%
	Not Impactful	0%

Source: Pre-research Survey

The results of the pre-research survey on several village heads in Sumbawa Island produced information that 86% of village heads thought that job satisfaction influences the organizational commitment of village officials. The Head of Ngeru Village stated that job satisfaction greatly influences organizational commitment. The Head of Seran Village also stated that employees who carry out tasks according to their wishes will increase positive work motivation which will influence organizational commitment within the village government. The Head of Mantar Village expressed the same thing, stating that the more comfortable you feel at work, the more commitment you will have from village officials.

The results of the pre-research survey on several village heads in Sumbawa Island also yielded information that 57% of village heads thought that leadership style had quite an influence on the organizational commitment of village officials, while the remaining 43% said it was very influential. The Head of Sapugara Bree Village stated that the example of a leader will become a symbol or role model that will influence the performance of village officials. The same thing was expressed by the Head of Mantar Village who stated that if the leader can unite with his subordinates, he will be able to create a sense of organizational commitment from village officials and administrators. This was also confirmed by the village head of Olat Rawa who revealed that leadership style greatly influences job satisfaction and organizational commitment.

The results of an e-survey of several village heads on Sumbawa Island produced information that 86% of village heads thought that self-efficacy greatly influences the organizational commitment of village officials. The Head of Sapugara Bree Village stated that the ability of village officials to provide public services to the community will have an influence on the commitment of village officials. A similar thing was expressed by the Head of Seran Village who stated that without strong self-confidence in facing problems, it will result in weak commitment from village officials. The Tambak Sari Village Head expressed the same thing, stating that ability, confidence, and self-confidence in work will be able to encourage an optimistic attitude and commitment to work. The head of Ngeru village also expressed the same opinion, saying that self-efficacy greatly influences the organizational commitment of village officials.

Based on the background of the problem above, the problem that will be examined in this research is whether leadership style, self-efficacy, and job satisfaction have a direct effect on organizational commitment. Apart from that, this research also tries to see whether leadership style and self-efficacy have a direct effect on job satisfaction. Finally, this research will also analyze whether leadership style and self-efficacy have an indirect effect on organizational commitment through job satisfaction.

Apart from that, based on the background and identification of problems described above, this research is limited by problems related to achieving the organizational commitment of village officials in managing and implementing the duties of village officials. This problem is thought to be influenced by several factors, including job satisfaction, the leadership style practiced by the village head, and the self-efficacy of village officials. Geographically, this research is limited to Sumbawa Island, West Nusa Tenggara.

There has been quite a lot of research on organizational commitment and job satisfaction in research in the field of human resource management. However, most of the research contexts are in private companies and official government agencies. In this research, the context addressed is organizational behavior in village officials' organizations. The results of the meta-analysis of the research related to Organizational Commitment show that Job Satisfaction, Leadership, and Self-Efficacy are very prospective antecedent variables to study. Job Satisfaction is positioned as an intervening variable, while Leadership and Self-Efficacy are recommended as exogenous variables.

## 2. Literature Review

### 2.1. Organizational Behaviour

According to Colquitt et al. (2015), organizational behavior is a field of study aimed at understanding, explaining, and ultimately improving the attitudes and behavior of individuals and groups in an organization. Organizational behavior can be contrasted with another program commonly offered in management departments, namely human resource management. Human resource management takes the theories and principles studied in organizational behavior and explores the interrelationships of these principles in organizations. Organizational behavior studies explore the relationship between learning and performance, while human resource management studies examine how best to structure training programs to accelerate the development process.

The theories and concepts found in organizational behavior are actually taken from various disciplines. For example, research on job performance and individual characteristics draws primarily from studies in industrial and organizational psychology. Research on satisfaction, emotions, and team processes draws heavily from social psychology. Sociological research is essential for examining the characteristics of teams and organizational structures, and anthropological research helps inform the study of organizational culture. Finally, models from economics are used to understand motivation, learning, and decision-making (Colquitt et al., 2015).

### 2.2. Organizational Commitment

Gibson et al. (2011) define organizational commitment as the scope of identification, involvement, and loyalty expressed by a person towards their organization. This understanding of commitment is a generally accepted one, in the sense that it applies to everyone, regardless of age, gender, education, salary position, social status, etc. So, this understanding of commitment applies to all employees, only the intensity is different. Organizational commitment does not only cover work-related behavior, but also includes the organization as a whole in terms of commitment as a behavior (behavioral commitment). This means that whether a person is committed to their organization or not can be seen or shown by how they behave in the organization.

Meanwhile, Robbins (2001) defines organizational commitment as an individual's orientation towards the organization which includes loyalty, identification, and involvement. This opinion views commitment to the organization as a work attitude. Because commitment reflects a person's feelings (whether they like it or not) towards the organization where a person works. If someone likes the organization, he will try to continue working in that organization. So, organizational commitment is defined as the orientation of an active relationship between an individual and his organization. This relationship orientation results in the individual of his own free will being willing to give something to reflect his support for achieving organizational goals.

From the description above, it can be concluded that organizational commitment is the nature of the relationship and orientation between individuals towards the organization and work, which includes loyalty, identification, and involvement which is formed through a process shown by self-confidence in the values and goals of the work organization, a willingness to use their efforts seriously in the interests of the work organization and have a strong desire to remain part of the work organization.

### 2.3. Job Satisfaction

Colquitt et al. (2015) stated that job satisfaction is the level of pleasant feelings obtained from assessing one's work or work experience. If job satisfaction is high, there will be an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline, and work performance.

Meanwhile, according to Robbins (2001), job satisfaction is how much positive or negative feelings an employee shows towards their work, such as the severity of a job, job placement according to their skills, and whether the nature of the job is monotonous or not. Employee's job satisfaction is not only seen when doing work, but also from aspects of the employee's work experience such as interactions with fellow colleagues, superiors, and the work environment. Individuals who are satisfied with their work will have a high commitment to the company and the desire to leave the company will be lower.

From the explanation above, it can be concluded that job satisfaction is a positive emotional attitude that is enjoyable and loves one's job which is reflected in work morale, discipline, work performance, interaction with colleagues, superiors, and the work environment so that it has an impact on work commitment and their intention to leave the organization will be low.

#### **2.4. Leadership Style**

Thoha (2007) explains that leadership style is a set of characteristics chosen by a leader to influence subordinates so that organizational goals can be achieved. It can also be said that leadership style is a pattern of behavior and strategies that are preferred or implemented. Leadership styles include how a person acts in the context of the organization.

Then, Yukl (2013) explains that leadership style is the type of process of influencing other people to understand and agree with what needs to be done and how the task is carried out effectively, as well as to facilitate individual and collective efforts for a common goal. In addition, leadership is individual behavior that directs group activities to achieve common goals. Leadership is exercised when a person mobilizes institutional, political, psychological, and other resources to generate involvement and fulfill the motivation of his followers.

From the description above, it can be concluded that leadership style is a pattern of leader behavior in directing, influencing, and motivating a group by considering the environmental characteristics of the group they lead or the organizational context approved by the organization's management to achieve jointly planned organizational goals.

#### **2.5. Self-Efficacy**

According to Byrne & Byrne (1993), self-efficacy is a self-concept and is related to a person's perception of their abilities and skills in facing a particular task. Self-efficacy is the belief a person has that he can do something to achieve a goal and overcome obstacles. Self-efficacy is closely related to an individual's ability to respond to and complete tasks, motivate oneself, and a person's level of self-confidence in facing any existing obstacles to achieving goals. The higher a person's self-efficacy, the more cognitive motivation they will have in determining the steps that must be taken to achieve their goals and will make the individual not give up easily and find alternative solutions more creatively in facing challenges and obstacles. So the goal will be easier to achieve.

Syabarrudin et al. (2020) revealed that individuals with a high level of efficacy will try to complete all tasks assigned to them, whereas individuals with a low level of efficacy often find failure in the organization. With self-efficacy, a person will be more likely to take on challenges with confidence that they will be successful in overcoming these challenges. In general, individuals with high self-efficacy will tend to show greater self-esteem and be confident in their abilities and then try to achieve goals even in conditions of previous failure. These individuals are also less likely to feel stress and remain steadfast in carrying out their work.

From the explanation above, it can be concluded that self-efficacy is a self-concept and is related to a person's perception of abilities, skills, and competencies in facing a task and achieving certain goals which are influenced by cognitive, motivational, affective, selection, and environmental processes that influence improving abilities and someone's value.

#### **2.5. Hypothesis Development**

##### **a. Leadership Style on Job Satisfaction**

There are several research regarding the effect of leadership style on job satisfaction. Research from Wang (2018) observing employees in small and medium-sized companies in Hainan Province, China. The result shows that leadership style is positively related to organizational commitment. Leadership style to a certain extent influences employees in terms of the organization's emotional commitment, normative commitment, and continuous commitment. Then, research from Khan et al. (2020) concluded that transformational leadership style has a positive effect on job satisfaction. On the other hand, organizational learning culture was found to be insignificant in the relationship between TFL and employee job satisfaction.

##### **b. Self-Efficacy on Job Satisfaction**

There are several research regarding the effect of self-efficacy on job satisfaction. Research from Kasalak & Dagar (2020) found that self-efficacy influences job satisfaction. This research, which used a meta-analysis method on a sample of 102 teachers, showed that there was a significant relationship between teacher self-efficacy and job satisfaction. The same result was found by Choi et al. (2021), where the aim of this research is to examine the influence of self-efficacy among employees of health institutions in the Gyeonggi area of China on job satisfaction. With a sample size of 148 respondents and using the path analysis analysis method, it was concluded that self-efficacy had a very high impact on job satisfaction.



### **c. Leadership Style on Organizational Commitment**

There are several research regarding the effect of leadership style on organizational commitment. Research from Purnomo et al. (2020) examines the influence of leadership style, organizational culture, and job satisfaction on employee performance. The research's object is the employees of the Surabaya Regional Revenue Agency, East Java, Indonesia. The research uses a quantitative approach with the Partial Least Square analysis method. The result of the analysis show that the leadership style perceived by employees has a significant effect on organizational commitment. Apart from that, similar findings were found from a research by Zamin & Hussin (2021). This research took lecturer respondents at Pakistani State University as the sample. The quantitative approach using the Partial Least Square analysis method used in this research resulted in the conclusion that the leadership style perceived by state university lecturers in Pakistan has a significant effect on campus organizational commitment.

### **d. Self-Efficacy on Organizational Commitment**

There are several research regarding the effect of self-efficacy on organizational commitment. Research from Chegini et al. (2019) entitled "Organizational Commitment, Job Satisfaction, Organizational Justice and Self-efficacy among Nurses", examined the relationship between self-efficacy and organizational commitment, job satisfaction, and organizational justice among nurses in hospitals in Tabriz, Iran. Using the Structural Equation Modeling analysis method and taking a sample of 420 nurses as respondents, it was concluded that the self-efficacy felt by nurses at Tabriz Hospital in Iran had a significant effect on organizational commitment. A similar result exist in a research conducted by Demir (2020). In this research, the sample of teachers working in secondary schools in the city of Hatay, Turkey, was taken. A total of 33 schools were randomly selected and 321 teacher respondents were obtained. The analytical method used is structural equation model analysis. The results of the study concluded that self-efficacy felt by teachers had a significant effect on organizational commitment.

### **e. Job Satisfaction on Organizational Commitment**

There are several research regarding the effect of job satisfaction on organizational commitment. A research from Gopinath (2020) examined 419 respondents from academics and employees at universities. The analysis method used is CFA. The research results concluded that job satisfaction felt by respondents had a significant effect on organizational commitment. Apart from that, research from Jabbar et al. (2020), entitled "Mediating Role of Organizational Commitment and Work Environment on the Relationship between Transformational Leadership and Job Satisfaction" shows similar results. With a sample of 443 respondents with lecturer status at Punjab University, India, analyzed using the Partial Least Square analysis method, the research concluded that organizational commitment is influenced by job satisfaction.

### **f. Leadership Style on Organizational Commitment mediated by Job Satisfaction**

There are several research regarding the effect of leadership style on organizational commitment, mediated by Job Satisfaction. A research from Halim et al. (2021) examines the role of job satisfaction as a mediator between the influence of leadership style on organizational commitment. This study involved 381 teachers in schools in several junior high schools. The analytical method used is structural equation modeling. The results of the study concluded that job satisfaction felt by teachers has a significant role in influencing the relationship between leadership style and organizational commitment. The same result exist in a research conducted by Banjarnahor et al. (2018). This research examines the role of job satisfaction as a mediator between directive and participatory leadership styles on organizational commitment. The sample was taken from 164 teachers from 403 schools in Medan, North Sumatra, Indonesia. The analysis method used is Path Analysis. The results of the analysis conclude that job satisfaction functions as a positive mediator between participative leadership style and organizational commitment from school principals.

### **g. Self-Efficacy on Organizational Commitment mediated by Job Satisfaction**

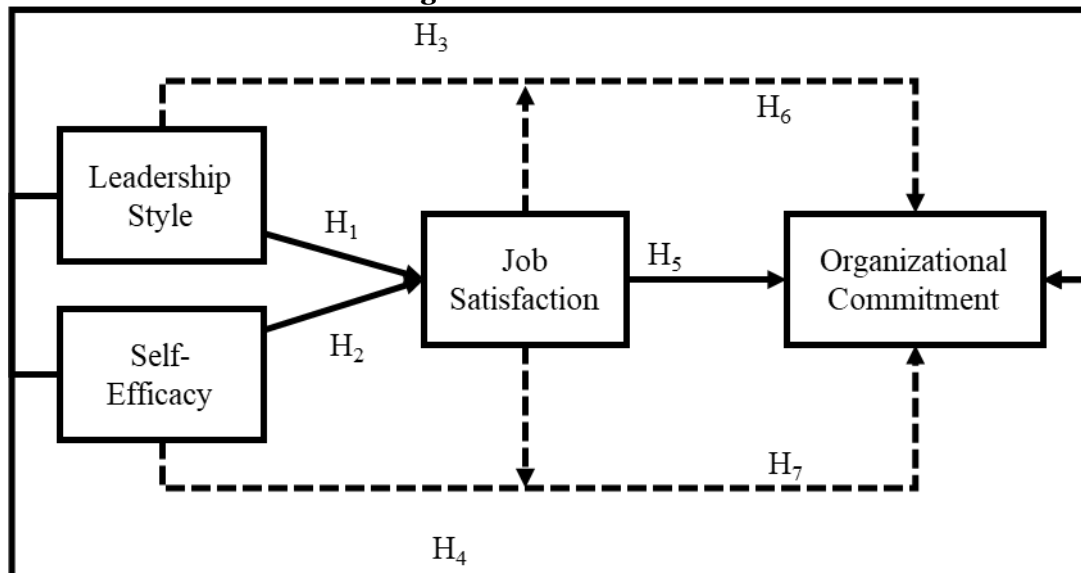
There are several research regarding the effect of self-efficacy on organizational commitment, mediated by Job Satisfaction. According to research conducted by Syabarrudin et al. (2020) entitled "Does Employees' Self-Efficacy Drive their Organizational Commitment?" where one of the aims of this research is to confirm the influence of the job satisfaction variable as an intervention variable in influencing the relationship between self-efficacy and organizational commitment, found the analysis results that support the hypothesis. This research focuses on the influence of employee self-efficacy on organizational commitment both directly and indirectly using the mediating variable of Job Satisfaction. There are 50 employees of PT. Semen Gresik (Persero) Tbk was used as the sample. From the research results, it was concluded that self-efficacy had a significant effect on organizational commitment with job satisfaction as a mediating variable. This shows that employees who have confidence in completing their duties and responsibilities will have the desire to stay in the company.

### **h. Research Hypothesis**

Therefore, based on the results of several researches mentioned above, the hypothesis for this research are:

- H1: Leadership style has a direct positive effect on organizational commitment
- H2: Self-efficacy has a direct positive effect on organizational commitment
- H3: Job satisfaction has a direct positive effect on organizational commitment
- H4: Leadership style has a direct positive effect on job satisfaction
- H5: Self-efficacy has a direct positive effect on job satisfaction
- H6: Leadership style has a positive indirect effect on organizational commitment through job satisfaction
- H7: Self-efficacy has a positive indirect effect on organizational commitment through job satisfaction

**Figure 1.** Research Model



### 3. Research Methodology

#### 3.1. Research Design

In accordance with the problems and research objectives, this research will use a quantitative approach. The research time will be around 6 months and will be held in four regencies on Sumbawa Island, namely West Sumbawa, Sumbawa, Dompu, and Bima. Sumbawa Island is an island located in the province of West Nusa Tenggara, Indonesia. Then, this research will be carried out using the Structural Equation Modeling (SEM) method to analyze the relationship patterns between variables, so that the direct and indirect influence of the independent variables on the dependent variable can be seen. This is designed to obtain information about symptoms at the time the research was conducted.

For data collection, a survey method using a questionnaire will be carried out. The collected data will be measured using a rating scale, which is arranged in the form of statement items for each indicator contained in the research variables, and each statement is followed by five responses which indicate the level of the respondent's attitude scale. The research instrument used is a questionnaire, which consists of several statements given by the researcher to the respondent, and the respondent will provide answers or responses to the statements. The type of questionnaire is a closed questionnaire, where the answers have been provided by the researcher so that respondents only need to choose one answer.

**Table 4.** Answer Categories

Categories	Answer Value
Highly Disagree	1
Disagree	2
Neutral	3
Agree	4
Highly Agree	5

#### 3.2. Research Population and Sample

The population of this research is all village officials on Sumbawa Island. There are four districts on Sumbawa Island, namely West Sumbawa, Sumbawa, Dompu, and Bima. The number of villages in the four districts is 477 villages. Bima Regency has the largest number of villages, namely 191 villages, West Sumbawa Regency has the least number of villages, namely 57 villages. The number of Village Officials varies in each village, but on average there are around 10 in each village.

Sampling in this study used multi-stage random sampling. In the first stage, sampling was carried out using cluster random sampling of villages in each district. Determining the number of research samples begins by calculating the ideal number of villages based on population using the Slovin formula. Slovin is used in survey research where the population is usually large, so a formula is needed to get a small sample but can represent the entire population.

**Figure 2.** Slovin Formula

$$n = \frac{N}{1 + (N \times e^2)}$$

Description:

n = Sample

N = Population

e = Degree of error (10%)

With a total village population on Sumbawa Island of 477 villages, it can be calculated that the number of village samples for this research is:

$$n = \frac{477}{1 + (477 \times 0,1^2)} = 82,67 = 83 \text{ (17.4\% from population)}$$

With this result, the number of villages taken as samples will be 17.4% of the total village population in each district. The criteria for villages selected as samples are villages with developing category status based on the 2021 Developing Village Index value.

In the second stage, Village Officials sampling was carried out using simple random sampling in the villages that had been selected as samples. Three Village Officials will be taken from each village, each of whom represents three village official positions.

**Table 5. Number of Village and Village Officials chosen as Samples**

Regency	Number of Village	Number of Village chosen as Samples	Number of Village Officials chosen as Samples
Sumbawa Barat	57	10	30
Sumbawa	157	27	81
Dompu	72	13	39
Bima	191	33	99
<b>Total</b>	<b>477</b>	<b>83</b>	<b>249</b>

The number of respondents as samples taken in each village was three people, namely 1 person holding the position of Head of Affairs, 1 person holding the position of Head of Section, and 1 person holding the position of Head of Region. Each office holder is selected at random. Thus, the total sample of village officials who were research respondents was 249 people.

## 4. Research Results

### 4.1. Descriptive Analysis of Respondents' Characteristics

This section aims to describe the characteristics of respondents who are categorized based on gender, level of education, working tenure, age, etc. An explanation of each categories of respondent characteristics can be seen below.



**Table 6. Respondents Characteristics based on Gender**

		Regency				Total
		Bima	Dompu	Sumbawa	Sumbawa Barat	
Gender	Male	92 93.9%	35 85.4%	56 69.1%	18 62.1%	201 80.7%
	Female	6 6.1%	6 14.6%	25 30.9%	11 37.9%	48 19.3%
Total		98 100.0%	41 100.0%	81 100.0%	29 100.0%	249 100.0%

Based on the table above, it can be seen that the majority of respondents are men. In Bima, there were 92 male respondents (93.9%). In Dompu, there were 35 male respondents (85.4%). Likewise, in the Sumbawa and Sumbawa Barat, there were 56 male respondents (69.1%) and 18 people (62.1%) respectively.

**Table 7. Respondents Characteristics based on Age**

		Regency				Total
		Bima	Dompu	Sumbawa	Sumbawa Barat	
Age	<30 Years Old	2 2.0%	0 0.0%	11 13.6%	7 24.1%	20 8.0%
	30-40 Years Old	14 14.3%	6 14.6%	34 42.0%	13 44.8%	67 26.9%
	41-50 Years Old	74 75.5%	35 85.4%	29 35.8%	8 27.6%	146 58.6%
	>50 Years Old	8 8.2%	0 0.0%	7 8.6%	1 3.4%	16 6.4%
Total		98 100.0%	41 100.0%	81 100.0%	29 100.0%	249 100.0%

Based on the table above, it can be seen that the majority of respondents are aged 41-50 years in Bima and Dompu regency, while in Sumbawa and Sumbawa Barat regency, the majority of respondents are aged 30-40 years. In Bima and Dompu, the largest number of respondents were aged 41-50 years, respectively 74 people (75.5%) and 35 people (85.4%). Then in Sumbawa and Sumbawa Barat, respondents aged 30-40 years are dominant, namely 34 people (42.0%) and 13 people (44.8%) respectively.

**Table 8. Respondents Characteristics based on Education**

		Regency				Total
		Bima	Dompu	Sumbawa	Sumbawa Barat	
Education	High School Degree	72 73.5%	35 85.4%	47 58.0%	20 69.0%	174 69.9%
	Associate Degree	0 0.0%	0 0.0%	3 3.7%	1 3.4%	4 1.6%
	Bachelor Degree	25 25.5%	6 14.6%	30 37.0%	8 27.6%	69 27.7%
	Master Degree	1 1.0%	0 0.0%	1 1.2%	0 0.0%	2 0.8%
Total		98 100.0%	41 100.0%	81 100.0%	29 100.0%	249 100.0%

Based on the table above, it can be seen that the majority of respondents had a high school education. In Bima and Dompu, the largest number of respondents were high school graduates, respectively 72 people (73.5%) and 35 people (85.4%). Likewise, in Sumbawa and Sumbawa Barat, the majority of respondents had a high school education with 47 people (58.0%) and 20 people (69.0%) respectively.

**Table 9. Respondents Characteristics based on Marital Status**

		Regency				Total
		Bima	Dompu	Sumbawa	Sumbawa Barat	
Marital Status	Single	1 1.0%	0 0.0%	8 9.9%	0 0.0%	9 3.6%
	Married	97 99.0%	41 100.0%	73 90.1%	26 89.7%	237 95.2%
	No Longer Married	0 0.0%	0 0.0%	0 0.0%	3 10.3%	3 1.2%
Total		98 100.0%	41 100.0%	81 100.0%	29 100.0%	249 100.0%

Based on the table above, it can be seen that the majority of respondents are married. In Bima, almost all respondents were married, namely 97 people (99.0%). While in Dompu, all respondents were married, namely 41 people (100.0%). Likewise in the Sumbawa and Sumbawa Barat areas where respondents were predominantly married, namely 73 people (90.1%) and 26 people (89.7%) respectively.

**Table 10. Respondents Characteristics based on Working Tenure**

		Regency				Total
		Bima	Dompu	Sumbawa	Sumbawa Barat	
Working Tenure	< 2 Years	7 7.1%	8 19.5%	6 7.4%	4 13.8%	25 10.0%
	2-5 Years	60 61.2%	26 63.4%	32 39.5%	10 34.5%	128 51.4%
	> 5 Years	31 31.6%	7 17.1%	43 53.1%	15 51.7%	96 38.6%
Total		98 100.0%	41 100.0%	81 100.0%	29 100.0%	249 100.0%

Based on the table above, it can be seen that the majority of respondents in Bima and Dompu regency have worked for 2-5 years, while in Sumbawa and Sumbawa Barat regency, the majority of respondents have worked for >5 years. In Bima and Dompu, the majority of respondents had a work period of 2-5 years, namely 60 people (61.2%) and 26 people (63.4%) respectively. Then in Sumbawa and Sumbawa Barat, the majority of respondents had a working period of > 5 years, respectively 43 people (53.1%) and 15 people (51.7%).

#### 4.2. Descriptive Analysis of Research Variables

This section describes the results of the research questionnaire, by using several interpretation categories. The categories are determined based on the average value of answers given by the respondent in the questionnaire. These interpretation categories are as follows:

**Table 11. Interpretation Categories**

Average value of Answers	Interpretation Categories
1 – 1,80	Very Low
1,81 – 2,60	Low
2,61 – 3,40	Moderate
3,41 – 4,20	High
4,21 – 5,00	Very High

The categories in the table above are used to interpret the average value of each indicator in the questionnaire. It will also be used to interpret the average value of each research variable.

**Table 12. Descriptive Analysis of Organizational Commitment**

Indicators	Average Value of Answers	Interpretation	Average Value of Variabels	Interpretation
<b>Sumbawa Barat Regency</b>				
Y.1.1	3.34	Moderate	3.33	Moderate
Y.1.2	3.52	High		
Y.1.3	3.21	Moderate		
Y.2.1	3.52	High		
Y.2.2	3.48	High		
Y.3.1	3.03	Moderate		
Y.3.2	3.24	Moderate		
Y.3.3	3.31	Moderate		
<b>Sumbawa Regency</b>				
Y.1.1	3.95	High	3.92	High
Y.1.2	4.11	High		
Y.1.3	3.93	High		
Y.2.1	4.09	High		
Y.2.2	3.94	High		
Y.3.1	3.58	High		
Y.3.2	3.81	High		
Y.3.3	3.94	High		
<b>Dompu Regency</b>				
Y.1.1	2.88	Moderate	3.09	Moderate
Y.1.2	2.98	Moderate		
Y.1.3	3.15	Moderate		
Y.2.1	3.27	Moderate		
Y.2.2	3.17	Moderate		
Y.3.1	3.05	Moderate		
Y.3.2	3.22	Moderate		
Y.3.3	3.05	Moderate		
<b>Bima Regency</b>				
Y.1.1	4.01	High	4.18	High
Y.1.2	4.29	Very High		
Y.1.3	4.10	High		
Y.2.1	4.28	Very High		
Y.2.2	4.31	Very High		
Y.3.1	4.15	High		
Y.3.2	4.10	High		
Y.3.3	4.22	Very High		

Based on the table above, it can be seen that each regency has a different level of organizational commitment. For respondents from Sumbawa Barat and Dompu, organizational commitment is in the Moderate category with average variable values of 3.33 and 3.09, respectively. This shows that respondents from Sumbawa Barat and Dompu have moderate organizational commitment. Meanwhile, for respondents from Sumbawa and Bima, organizational commitment is in the High category with average variable values of 3.92 and 4.18, respectively. This shows that respondents from West Sumbawa and Dompu have high organizational commitment.

**Table 13.** Descriptive Analysis of Leadership Style

Indicators	Average Value of Answers	Interpretation	Average Value of Variabels	Interpretation
<b>Sumbawa Barat Regency</b>				
X1.1.1	3.83	High	4.01	High
X1.1.2	4.10	High		
X1.2.1	4.31	Very High		
X1.2.2	4.38	Very High		
X1.2.3	4.31	Very High		
X1.3.1	3.41	High		
X1.3.2	3.90	High		
X1.4.1	3.72	High		
X1.4.2	3.97	High		
X1.5.1	3.90	High		
X1.5.2	4.28	Very High		
<b>Sumbawa Regency</b>				
X1.1.1	3.90	High	4.05	High
X1.1.2	4.02	High		
X1.2.1	4.31	Very High		
X1.2.2	4.12	High		
X1.2.3	4.30	Very High		
X1.3.1	3.65	High		
X1.3.2	4.02	High		
X1.4.1	4.02	High		
X1.4.2	3.93	High		
X1.5.1	3.96	High		
X1.5.2	4.27	Very High		
<b>Dompu Regency</b>				
X1.1.1	3.07	Moderate	3.38	Moderate
X1.1.2	3.27	Moderate		
X1.2.1	3.34	Moderate		
X1.2.2	3.54	High		
X1.2.3	3.54	High		
X1.3.1	3.39	Moderate		
X1.3.2	3.37	Moderate		
X1.4.1	3.56	High		
X1.4.2	3.29	Moderate		
X1.5.1	3.44	High		
X1.5.2	3.41	High		
<b>Bima Regency</b>				
X1.1.1	4.00	High	4.15	High
X1.1.2	4.06	High		
X1.2.1	4.21	Very High		
X1.2.2	4.28	Very High		
X1.2.3	4.30	Very High		
X1.3.1	4.10	High		
X1.3.2	4.15	High		
X1.4.1	4.12	High		

Indicators	Average Value of Answers	Interpretation	Average Value of Variabels	Interpretation
X1.4.2	4.06	High		
X1.5.1	4.19	High		
X1.5.2	4.22	Very High		

Based on the table above, it can be seen that most regency have a high opinion of their perceived leadership style. For respondents from Sumbawa Barat, Sumbawa, and Bima, leadership style is in the High category with average variable values of 4.01, 4.05, and 4.15, respectively. This shows that respondents from Sumbawa Barat, Sumbawa, and Bima have a high opinion on the leadership style that they receive. Meanwhile, for respondents from Dompu, leadership style is in the Moderate category with average variable values of 3.38. This shows that respondents from Dompu have a moderate opinion on the leadership style that they received.

**Table 14.** Descriptive Analysis of Self-Efficacy

Indicators	Average Value of Answers	Interpretation	Average Value of Variabels	Interpretation
<b>Sumbawa Barat Regency</b>				
X2.1.1	3.14	Moderate	3.15	Moderate
X2.2.1	3.14	Moderate		
X2.2.2	3.17	Moderate		
X2.2.3	3.24	Moderate		
X2.3.1	2.72	Moderate		
X2.3.2	3.10	Moderate		
X2.4.1	3.31	Moderate		
X2.4.2	3.34	Moderate		
<b>Sumbawa Regency</b>				
X2.1.1	3.75	High	3.75	High
X2.2.1	3.57	High		
X2.2.2	3.88	High		
X2.2.3	3.79	High		
X2.3.1	3.35	Moderate		
X2.3.2	3.74	High		
X2.4.1	3.91	High		
X2.4.2	4.05	High		
<b>Dompu Regency</b>				
X2.1.1	2.32	Low	2.55	Low
X2.2.1	2.54	Low		
X2.2.2	2.54	Low		
X2.2.3	2.73	Moderate		
X2.3.1	2.59	Low		
X2.3.2	2.59	Low		
X2.4.1	2.54	Low		
X2.4.2	2.59	Low		
<b>Bima Regency</b>				
X2.1.1	3.28	Moderate	3.38	Moderate
X2.2.1	3.30	Moderate		
X2.2.2	3.44	High		
X2.2.3	3.40	Moderate		
X2.3.1	3.45	High		
X2.3.2	3.42	High		

Indicators	Average Value of Answers	Interpretation	Average Value of Variabels	Interpretation
X2.4.1	3.35	Moderate		
X2.4.2	3.43	High		

Based on the table above, it can be seen that each regency has a different level of self-efficacy. For respondents from Sumbawa Barat and Bima, self-efficacy is in the Moderate category with average variable values of 3.15 and 3.38, respectively. This shows that respondents from Sumbawa Barat and Bima have moderate self-efficacy. Meanwhile, for respondents from Dompu, self-efficacy is in the Low category with average variable values of 2.55. This shows that respondents from Dompu have low self-efficacy. Then, for respondents from Sumbawa, self-efficacy is in the High category with average variable values of 3.75. This shows that respondents from Sumbawa have low self-efficacy.

**Table 15.** Descriptive Analysis of Job Satisfaction

Indicators	Average Value of Answers	Interpretation	Average Value of Variabels	Interpretation
<b>Sumbawa Barat Regency</b>				
X3.1.1	2.72	Moderate	3.16	Moderate
X3.2.1	3.34	Moderate		
X3.2.2	3.21	Moderate		
X3.3.1	3.34	Moderate		
X3.3.2	3.24	Moderate		
X3.4.1	3.21	Moderate		
X3.4.2	3.17	Moderate		
X3.4.3	3.03	Moderate		
X3.5.1	3.31	Moderate		
X3.5.2	3.03	Moderate		
X3.1.1	2.72	Moderate		
X3.2.1	3.34	Moderate		
<b>Sumbawa Regency</b>				
X3.1.1	2.75	Moderate	3.34	Moderate
X3.2.1	3.43	High		
X3.2.2	3.40	Moderate		
X3.3.1	3.42	High		
X3.3.2	3.16	Moderate		
X3.4.1	3.32	Moderate		
X3.4.2	3.43	High		
X3.4.3	3.42	High		
X3.5.1	3.48	High		
X3.5.2	3.54	High		
X3.1.1	2.75	Moderate		
X3.2.1	3.43	High		
<b>Dompu Regency</b>				
X3.1.1	2.83	Moderate	3.06	Moderate
X3.2.1	2.90	Moderate		
X3.2.2	3.15	Moderate		
X3.3.1	3.22	Moderate		
X3.3.2	2.98	Moderate		
X3.4.1	3.12	Moderate		
X3.4.2	3.12	Moderate		



Indicators	Average Value of Answers	Interpretation	Average Value of Variabels	Interpretation
X3.4.3	3.07	Moderate		
X3.5.1	2.93	Moderate		
X3.5.2	3.24	Moderate		
X3.1.1	2.83	Moderate		
X3.2.1	2.90	Moderate		
<b>Bima Regency</b>				
X3.1.1	3.71	High	4.14	High
X3.2.1	4.09	High		
X3.2.2	4.18	High		
X3.3.1	4.39	Very High		
X3.3.2	4.26	Very High		
X3.4.1	4.17	High		
X3.4.2	4.10	High		
X3.4.3	4.20	High		
X3.5.1	4.09	High		
X3.5.2	4.24	Very High		
X3.1.1	3.71	High		
X3.2.1	4.09	High		

Based on the table above, it can be seen that most regency have a moderate opinion of their job satisfaction. For respondents from Sumbawa Barat, Sumbawa, and Dompu, job satisfaction is in the Moderate category with average variable values of 3.16, 3.34, and 3.06, respectively. This shows that respondents from Sumbawa Barat, Sumbawa, and Dompu have a moderate job satisfaction. Meanwhile, for respondents from Bima, job satisfaction is in the High category with average variable values of 4.14. This shows that respondents from Dompu have a moderate opinion on the leadership style that they received.

#### 4.3. Validity and Reliability Test

Before the research continues to hypothesis testing, the indicators and variables used for this research must be tested in validity and reliability. Validity testing is carried out to determine how precisely the measuring instrument performs its function. Reliability testing is carried out to determine the consistency of the instrument status measurement results if the instrument is used again as a measuring tool for an object or respondent. The reliability test itself is a continuation of the validity test, where the indicators tested are the only indicators that pass the validity test.

**Table 16.** Validity Test Results

Variables	Indicators	Valid Indicators
Leadership Style (X <sub>1</sub> )	11	11
Self-Efficacy (X <sub>2</sub> )	8	8
Job Satisfaction (X <sub>3</sub> )	10	10
Organizational Commitment (Y)	8	8

The validity test in this research uses the Product Moment Technique by looking at the correlation value (calculated r) which is greater than the r-table. Based on the test results in the table above, all indicators in each research variable are declared valid. So, there are no indicators that need to be deleted because they have a calculated r-value less than the r-table.

**Table 17.** Reliability Test Results

Variables	Cronbach's Alpha	Results
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Leadership Style (X <sub>1</sub> )	0.713	Reliable
Self-Efficacy (X <sub>2</sub> )	0.715	Reliable
Job Satisfaction (X <sub>3</sub> )	0.751	Reliable
Organizational Commitment (Y)	0,673	Reliable

In the reliability test, a variable is declared reliable if it has a Cronbach's Alpha value above 0.60. Based on the test results in the table above, all research variables are declared reliable. This is because each variable has a Cronbach's Alpha value greater than 0.60

#### 4.4. Confirmatory Factor Analysis (CFA)

The Structural Equation Modeling analysis technique will be carried out in two stages (Two Step Approach). The first stage was measuring each research variable using Confirmatory Factor Analysis to obtain a fit variable model. The second stage is to test the Structural Equation Modeling research model as a whole by combining each fit variable model into one model (full model) for analysis and estimation. A model is said to be fit if it meets the determined criteria so that an acceptable full model is obtained.

**Table 18.** Goodness-of-Fit results for Organizational Commitment

Goodness-of-Fit Criteria	Cut-off Value	Results	Interpretation
<b>Absolute Fit Measure</b>			
p-value (Sig.)	> 0.05	0.024	<i>Bad Fit</i>
GFI (Goodness of Fit)	≥ 0.90	0.97	<i>Good Fit</i>
RMSEA (Root Mean square Error of Approximation)	≤ 0.08	0.054	<i>Good Fit</i>
RMR (Root Mean Square Residual)	≤ 0.05	0.023	<i>Good Fit</i>
<b>Incremental Fit Measure</b>			
AGFI(Adjusted Goodness of Fit Index)	≥ 0.90	0.94	<i>Good Fit</i>
CFI (Comparative Fit Index)	≥ 0.90	0.99	<i>Good Fit</i>
Incremental Fit Index (IFI)	≥ 0.90	0.99	<i>Good Fit</i>
Relative Fit Index (RFI)	≥ 0.95	0.97	<i>Good Fit</i>
<b>Parsimonious Fit Measure</b>			
PNFI (Parsimonious Normed Fit Index)	Close to 1	0.60	<i>Good Fit</i>
PGFI (Parsimonious Goodness Of Fit Index)	Close to 1	0.46	<i>Bad Fit</i>
AIC (Akaike Information Criterion)	<72,000	67.43	<i>Good Fit</i>
CAIC (Consistent Akaike Information Criterion)	<240,731	153.26	<i>Good Fit</i>

Based on the table above, it can be seen that the organizational commitment variable has met the majority of the criteria used to test goodness of fit in three different categories, namely absolute fit indices, incremental fit indices, and parsimony indices. Thus, it can be concluded that the goodness of fit test for Confirmatory Factor Analysis on the organizational commitment variable is acceptable.

**Table 19.** Goodness-of-Fit results for Leadership Style

Goodness-of-Fit Criteria	Cut-off Value	Results	Interpretation
<b>Absolute Fit Measure</b>			
p-value (Sig.)	> 0.05	0.000	<i>Bad Fit</i>
GFI (Goodness of Fit)	≥ 0.90	0.91	<i>Good Fit</i>
RMSEA (Root Mean square Error of Approximation)	≤ 0.08	0.097	<i>Bad Fit</i>
RMR (Root Mean Square Residual)	≤ 0.05	0.032	<i>Good Fit</i>
<b>Incremental Fit Measure</b>			
AGFI(Adjusted Goodness of Fit Index)	≥ 0.90	0.85	<i>Marginal Fit</i>
CFI (Comparative Fit Index)	≥ 0.90	0.96	<i>Good Fit</i>
Incremental Fit Index (IFI)	≥ 0.90	0.96	<i>Good Fit</i>
Relative Fit Index (RFI)	≥ 0.95	0.93	<i>Marginal Fit</i>
<b>Parsimonious Fit Measure</b>			

PNFI (Parsimonious Normed Fit Index)	Close to 1	0.67	<i>Good Fit</i>
PGFI (Parsimonious Goodness Of Fit Index)	Close to 1	0.54	<i>Good Fit</i>
AIC (Akaike Information Criterion)	<72,000	184.74	<i>Good Fit</i>
CAIC (Consistent Akaike Information Criterion)	<240,731	306.71	<i>Good Fit</i>

Based on the table above, it can be seen that the leadership style variable has met the majority of the criteria used to test goodness of fit in three different categories, namely absolute fit indices, incremental fit indices, and parsimony indices. Thus, it can be concluded that the goodness of fit test for Confirmatory Factor Analysis on the leadership style variable is acceptable.

**Table 20.** Goodness-of-Fit results for Self-Efficacy

Goodness-of-Fit Criteria	Cut-off Value	Results	Interpretation
<b>Absolute Fit Measure</b>			
p-value (Sig.)	> 0.05	0.0078	<i>Bad Fit</i>
GFI (Goodness of Fit)	≥ 0.90	0.97	<i>Good Fit</i>
RMSEA (Root Mean square Error of Approximation)	≤ 0.08	0.064	<i>Good Fit</i>
RMR (Root Mean Square Residual)	≤ 0.05	0.016	<i>Good Fit</i>
<b>Incremental Fit Measure</b>			
AGFI(Adjusted Goodness of Fit Index)	≥ 0.90	0.93	<i>Good Fit</i>
CFI (Comparative Fit Index)	≥ 0.90	0.99	<i>Good Fit</i>
Incremental Fit Index (IFI)	≥ 0.90	0.99	<i>Good Fit</i>
Relative Fit Index (RFI)	≥ 0.95	0.98	<i>Good Fit</i>
<b>Parsimonious Fit Measure</b>			
PNFI (Parsimonious Normed Fit Index)	Close to 1	0.60	<i>Good Fit</i>
PGFI (Parsimonious Goodness Of Fit Index)	Close to 1	0.46	<i>Bad Fit</i>
AIC (Akaike Information Criterion)	<72,000	72.14	<i>Good Fit</i>
CAIC (Consistent Akaike Information Criterion)	<240,731	157.98	<i>Good Fit</i>

Based on the table above, it can be seen that the self-efficacy variable has met the majority of the criteria used to test goodness of fit in three different categories, namely absolute fit indices, incremental fit indices, and parsimony indices. Thus, it can be concluded that the goodness of fit test for Confirmatory Factor Analysis on the self-efficacy variable is acceptable.

**Table 20.** Goodness-of-Fit results for Job Satisfaction

Goodness-of-Fit Criteria	Cut-off Value	Results	Interpretation
<b>Absolute Fit Measure</b>			
p-value (Sig.)	> 0.05	0.00022	<i>Bad Fit</i>
GFI (Goodness of Fit)	≥ 0.90	0.95	<i>Good Fit</i>
RMSEA (Root Mean square Error of Approximation)	≤ 0.08	0.042	<i>Good Fit</i>
RMR (Root Mean Square Residual)	≤ 0.05	0.015	<i>Good Fit</i>
<b>Incremental Fit Measure</b>			
AGFI(Adjusted Goodness of Fit Index)	≥ 0.90	0.91	<i>Good Fit</i>
CFI (Comparative Fit Index)	≥ 0.90	0.99	<i>Good Fit</i>
Incremental Fit Index (IFI)	≥ 0.90	0.99	<i>Good Fit</i>
Relative Fit Index (RFI)	≥ 0.95	0.98	<i>Good Fit</i>
<b>Parsimonious Fit Measure</b>			
PNFI (Parsimonious Normed Fit Index)	Close to 1	0.68	<i>Marginal Fit</i>
PGFI (Parsimonious Goodness Of Fit Index)	Close to 1	0.54	<i>Bad Fit</i>
AIC (Akaike Information Criterion)	<72,000	111.84	<i>Good Fit</i>
CAIC (Consistent Akaike Information Criterion)	<240,731	220.26	<i>Good Fit</i>

Based on the table above, it can be seen that the job satisfaction variable has met the majority of the criteria used to test goodness of fit in three different categories, namely absolute fit indices, incremental fit indices, and parsimony indices. Thus, it can be concluded that the goodness of fit test for Confirmatory Factor Analysis on the job satisfaction variable is acceptable.

#### 4.5. Structural Equation Modelling (SEM)

The research analysis was continued by carrying out Structural Equation Modeling, by combining variable models that had been tested through Confirmatory Factor Analysis. The fit variable models are combined into

one full model. Just like before, this full model must be tested for goodness-of-fit before it can be used to test the research hypothesis.

**Table 20.** Goodness-of-Fit results for the Full Model

Goodness-of-Fit Criteria	Cut-off Value	Results	Interpretation
<b>Absolute Fit Measure</b>			
p-value (Sig.)	> 0.05	0.00026	<i>Bad Fit</i>
GFI (Goodness of Fit)	≥ 0.90	0.93	<i>Good Fit</i>
RMSEA (Root Mean square Error of Approximation)	≤ 0.08	0.044	<i>Good Fit</i>
RMR (Root Mean Square Residual)	≤ 0.05	0.035	<i>Good Fit</i>
<b>Incremental Fit Measure</b>			
AGFI(Adjusted Goodness of Fit Index)	≥ 0.90	0.90	<i>Good Fit</i>
CFI (Comparative Fit Index)	≥ 0.90	0.99	<i>Good Fit</i>
Incremental Fit Index (IFI)	≥ 0.90	0.99	<i>Good Fit</i>
Relative Fit Index (RFI)	≥ 0.95	0.97	<i>Good Fit</i>
<b>Parsimonious Fit Measure</b>			
PNFI (Parsimonious Normed Fit Index)	Close to 1	0.81	<i>Good Fit</i>
PGFI (Parsimonious Goodness Of Fit Index)	Close to 1	0.68	<i>Good Fit</i>
AIC (Akaike Information Criterion)	<72,000	238.43	<i>Good Fit</i>
CAIC (Consistent Akaike Information Criterion)	<240,731	429.13	<i>Good Fit</i>

Based on the table above, it can be seen that the full model has met the majority of the criteria used to test goodness of fit in three different categories, namely absolute fit indices, incremental fit indices, and parsimony indices. Thus, it can be concluded that the goodness of fit test for Structural Equation Modelling on the full model is acceptable, and it can be used to test the hypothesis.

#### 4.6. Hypothesis Testing

Hypothesis testing using the Structural Equation Model technique aims to find out whether there is a direct effect or indirect effect in each relationship between the variables studied. The direct effect is the influence of the independent variable on the dependent variable. Meanwhile, the influence of the indirect effect is the influence of the independent variable on the dependent variable through the mediating variable.

Direct effect testing on the research model was carried out using the t-test to determine the path coefficient value or influence value in the significant category. The hypothesis will be accepted if the t-value is greater than 1.96. From the results of the Structural Equation Model test, the t-value for each variable can be seen in the table below.

**Table 21.** Direct Effect

Hypothesis	t-value
<b>Leadership Style → Job Satisfaction</b>	3.00
<b>Self-Efficacy → Job Satisfaction</b>	2.04
<b>Leadership Style → Organizational Commitment</b>	5.28
<b>Self-Efficacy → Organizational Commitment</b>	4.56
<b>Job Satisfaction → Organizational Commitment</b>	4.30

Testing the indirect effect on the research model was carried out by conducting a Sobel test. This test is used to determine whether a variable mediates the influence of the independent variable on the dependent variable. The hypothesis will be accepted if the resulting value is greater than 1.96. The Sobel formula is as follows:

**Figure 3.** Sobel Formula

$$Z = \frac{a * b}{\sqrt{b^2 Sa^2 + a^2 Sb^2}}$$

Description:

Z = Sobel test result

a = unstandardized regression between independent variable and mediating variable

b = unstandardized regression between mediating variable and dependent variable

Sa = standard error for "a"

Sb = standard error for "b"

#### **a. Leadership Style on Job Satisfaction**

From the results of structural equation modeling calculations on the direct influence of leadership style on job satisfaction, the resulting t-value is 3.00. Because the t-value is greater than 1.96, the hypothesis is accepted. So, it can be interpreted that there is a significant positive direct influence between leadership style on job satisfaction. Thus, it can be concluded that the better the leadership style received by village officials on Sumbawa Island, the greater the job satisfaction of village officials on Sumbawa Island, and vice versa.

#### **b. Self-Efficacy on Job Satisfaction**

From the results of structural equation modeling calculations on the direct influence of self-efficacy on job satisfaction, the resulting t-value is 2.04. Because the t-value is greater than 1.96, the hypothesis is accepted. So, it can be interpreted that there is a significant positive direct influence between self-efficacy and job satisfaction. Thus, it can be concluded that the better the self-efficacy of village officials on Sumbawa Island, the higher the job satisfaction of village officials on Sumbawa Island, and vice versa.

#### **c. Leadership Style on Organizational Commitment**

From the results of structural equation modeling calculations on the direct influence of leadership style on organizational commitment, the resulting t-value is 5.28. Because the t-value is greater than 1.96, the hypothesis is accepted. So, it can be interpreted that there is a significant positive direct influence between leadership style and organizational commitment. Thus, it can be concluded that the better the leadership style received by village officials on Sumbawa Island, the greater the organizational commitment of village officials on Sumbawa Island, and vice versa.

#### **d. Self-Efficacy on Organizational Commitment**

From the results of structural equation modeling calculations on the direct influence of self-efficacy on organizational commitment, the resulting t-value is 4.56. Because the t-value is greater than 1.96, the hypothesis is accepted. So, it can be interpreted that there is a significant positive direct influence between self-efficacy and organizational commitment. Thus, it can be concluded that the better the self-efficacy possessed by village officials on Sumbawa Island, the greater the organizational commitment of village officials on Sumbawa Island, and vice versa.

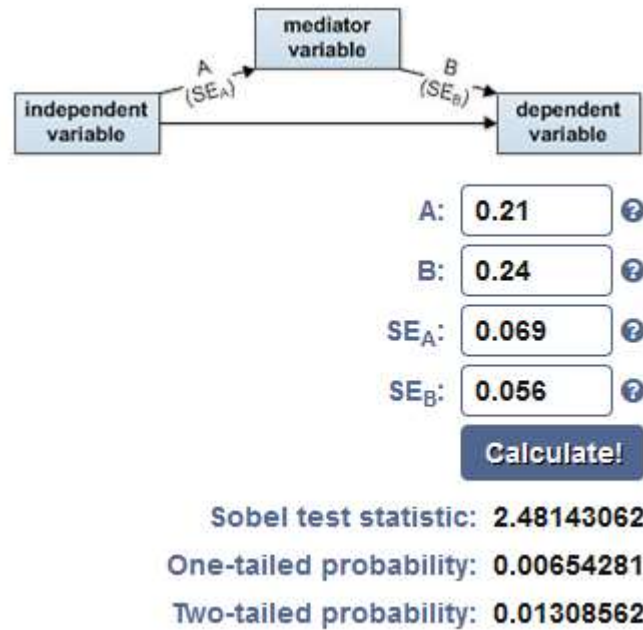
#### **e. Job Satisfaction on Organizational Commitment**

From the results of structural equation modeling calculations on the direct influence of job satisfaction on organizational commitment, the resulting t-value is 4.30. Because the t-value is greater than 1.96, the hypothesis is accepted. So, it can be interpreted that there is a significant positive direct influence between job satisfaction and organizational commitment. Thus, it can be concluded that the better the job satisfaction of village officials on Sumbawa Island, the greater the organizational commitment of village officials on Sumbawa Island, and vice versa.

#### **f. Leadership Style on Organizational Commitment mediated by Job Satisfaction**

From the results of structural equation modeling calculations on the indirect influence of leadership style on organizational commitment through job satisfaction, the resulting Sobel test value was 2.48. The Sobel test can be seen in the figure below.

**Figure 4.** Sobel Test Result for the Sixth Hypothesis

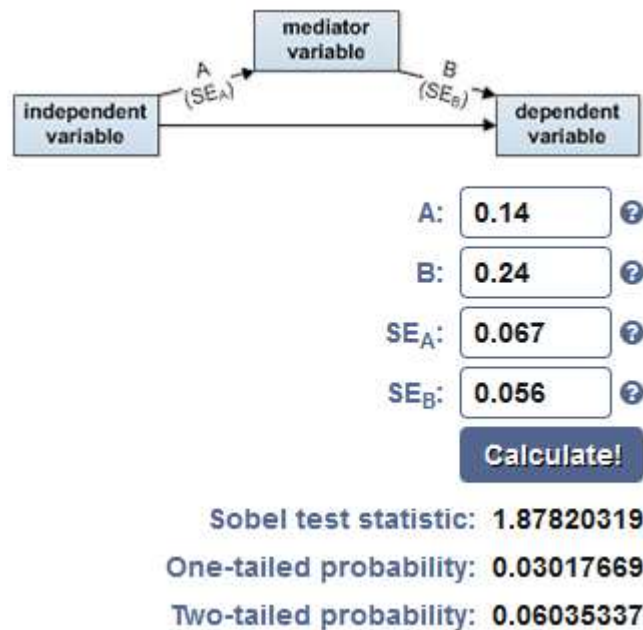


Because this value is greater than 1.96, the hypothesis is accepted. So, it can be interpreted that there is an indirect influence between leadership style on organizational commitment through job satisfaction. Thus, it can be concluded that the better the leadership style received by village officials on Sumbawa Island, the job satisfaction of village officials on Sumbawa Island will improve, which will result in increased organizational commitment of village officials on Sumbawa Island.

#### g. Self-Efficacy on Organizational Commitment mediated by Job Satisfaction

From the results of structural equation modeling calculations on the indirect influence of self-efficacy on organizational commitment through job satisfaction, the resulting Sobel test value was 1.88. The Sobel test can be seen in the figure below.

**Figure 5.** Sobel Test Result for the Seventh Hypothesis



Because this value is smaller than 1.96, the hypothesis is rejected. So, it can be interpreted that there is no indirect influence between self-efficacy on organizational commitment through job satisfaction. Thus, it can be concluded that the level of job satisfaction of village officials on Sumbawa Island does not affect the influence between the self-efficacy of village officials on Sumbawa Island and the organizational commitment of village officials on Sumbawa Island.



## 5. Conclusion

Based on the study results, several conclusions can be drawn. Leadership style and self-efficacy have a direct positive and significant influence on job satisfaction. This means that, the better the leadership style and self-efficacy, the higher the job satisfaction will be. Then, leadership style, self-efficacy and job satisfaction have a direct positive and significant influence on organizational commitment. This means that, the better the leadership style, self-efficacy and job satisfaction, the higher the organizational commitment will be.

Then several conclusions can also be drawn regarding the indirect role of job satisfaction. First, job satisfaction mediates the influence of leadership style on organizational commitment. Second, job satisfaction does not mediate the effect of self-efficacy on organizational commitment. Thus, job satisfaction has a role in influencing the relationship between leadership style and organizational commitment, but does not have a role in influencing the relationship between self-efficacy and organizational commitment.

From the research findings, there are implications that can be drawn for each research variable. On organizational commitment, it can be seen that there is an indicator with the highest average value and lowest average value. For the highest value, the indicator is Y.2.2 (I feel loyal to this institution) answered by respondents from Bima Regency. This implies that the respondents from Bima have a high loyalty towards their organization. For the lowest value, the indicator is Y.1.1 (I found my values are the same as the values of this institution) answered by respondents from Dompu Regency. This implies that the respondent from Dompu didn't have a similar value to their organization.

Then, on leadership style, it can be seen that there is an indicator with the highest average value and lowest average value. For the highest value, the indicator is X1.2.2 (My superior doesn't like employees who are late) answered by respondents from Sumbawa Barat Regency. This implies that the respondent from Sumbawa Barat are punctual, due to the strictness of their superior. For the lowest value, the indicator is X1.1.1 (My superior provides assistance to subordinates who work hard) answered by respondents from Dompu Regency. This implies that the respondent from Dompu rarely got assistance from their superiors when they worked hard.

Furthermore, on self-efficacy, it can be seen that there is an indicator with the highest average value and lowest average value. For the highest value, the indicator is X2.4.2 (If I am in a difficult situation, I can usually think of doing something) answered by respondents from Sumbawa Regency. This implies that the respondents from Sumbawa have the capability to find their way out of difficulties in their work. For the lowest value, the indicator is X2.1.1 (I believe in my intelligence to deal with unexpected situations) answered by respondents from Dompu Regency. This implies that the respondents from Dompu didn't have confidence in their intelligence when they had to face an unexpected situation in their work.

Lastly, in job satisfaction, it can be seen that there is an indicator with the highest average value and lowest average value. For the highest value, the indicator is X3.3.1 (My superiors always act fairly towards their subordinates) answered by respondents from Bima Regency. This implies that respondents from Bima are satisfied with the fair treatment from their superiors. For the lowest value, the indicator is X3.1.1 (My salary is enough for my daily needs) answered by respondents from Sumbawa Barat Regency. This implies that respondents from Sumbawa Barat are not satisfied with the salary that they received.

Several recommendations can be implemented by future research with a similar subject to this study:

1. Future research can add, change, or develop the variables used in the study, so other perspectives that can affect organizational commitment can be studied as well.
2. Future research can expand the number of respondents and/or change the sample to other government bodies, so the results of the study can be more relevant.

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