

The Influence of Leadership Style on The Village Apparatus Satisfaction With Work Motivation As Moderating Variable

A Case Study of Village Governments in Gorontalo Regency, Indonesia

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Abstract—This study was aimed at finding out and analyzing and empirically testing the degree of leadership style with motivation as a moderating variable to simultaneously and partially influence the work satisfaction of village apparatus in Telaga sub-district. The results revealed that: 1) F test, the F-count was 17.004 and was higher than the F-table which was only 3.16. in the probability value that was smaller than 0.05 or 5% which was 0.000. Therefore, it can be resolved that leadership style with work motivation as its moderating variable simultaneously and significantly influenced the work satisfaction of village apparatus in Telaga sub-district; 2). Regression coefficient value of leadership style variable (X1) was 0.117 or 11.7%, which can be described that each 1% change in the work satisfaction, 11.7% of it was due to the leadership style, whereas, 88.3% was due to other factors; 3) regression coefficient for work motivation coefficient (X2) was 0.683 or 68.3%, which meant that each 1% change in the work satisfaction, 68.3% of it was due to the work motivation, while the rest 31.7% was due to other factors. Further, the interactional regression coefficient value between leadership style variable (X1) and work motivation (X2) was 0.428 or 42.8%. This indicated that 42.8% of work satisfaction was due to the interaction between leadership style and work motivation, and the rest 57.2% was due to other factors. In other words, work motivation will strengthen the influence of leadership style toward the work satisfaction

Keywords: leadership style; work motivation; work satisfaction

I. INTRODUCTION

Within an organization either private or public, there are activities where people work together to achieve common goals or objectives. In organization, there are two types of people, leaders and followers. Organization will only be successful when both of these organization elements work together effectively. Leaders will need to lead effectively and followers will need to effectively follow the leads. Thus, both will be satisfied with the outcome of their works.

Followers' satisfaction on the job will be evident on their discipline, eagerness, and enthusiasm toward their work. Work satisfaction will also be evident on the output of timely implementation of their work. The output is not only in accordance with the target/ the quality is as expected, but also to be held accountable toward that result.

Therefore, the expected role of the leaders here is how they can deal with the employees to bring the best in them to work for the achievement of the organization's vision and mission [1]. Leadership style is shown by the leaders to create and increase the followers' spirit in achieving their main tasks and functions in the organization.

Leaders employ various styles in mobilizing his or her followers to work. There are authoritarian leaders that treat his or her employees merely as workers without providing any opportunities for them to voice their ideas or inputs. There are also many leaders who provide rooms for their followers to provide inputs and ideas in development of plans and programs for the organization. Even, there are leaders who are very liberal toward their followers. They let their followers to work independently based on their main tasks and functions [2].

Leadership style influences employees' work motivation due to leader's constant interaction with followers. Purnomosidi in [3] mentioned that satisfaction toward leader as one of the work satisfaction. Leader's attention by providing reward toward the followers related to the way followers implement tasks optimally and efficiently have impact on followers/employees' work satisfaction. In reverse, if leaders are negligence toward the achievement of their followers, then it will impact on their dissatisfaction about their work.

In addition to leadership style, motivation also influences employees' work satisfaction. As Frederick Herzberg in [3] stated that work satisfaction rooted from the existence of intrinsic motivation and that work dissatisfaction is due to inexistence of extrinsic factors. Even, motivation is one of the leader's technical ability in implementing the leadership functions and tasks [4].

Motivation itself is defined as, "all those inner striving conditions variously described as wishes, desires, needs, drives, and the like." [5]. Motivation is a mental state that provides energy for them to move forward and puts all of a person's energy to achieve the objective of organization which provides satisfaction. There are two types of motivation, intrinsic motivation, a motivation from inside the person himself or herself, and extrinsic motivation [6].

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Extrinsic motivation is a motivation from outside the person or in this case from outside of an employee, which partly due to the role of organizational leaders to pay attention to the needs of the employees. However, for leaders to successfully motivate the followers, they have to understand the motivation pattern. Knowledge about motivation pattern helps leaders and managers to understand the work attitude of each employees. Managers can motivate employees using various ways according to each pronounced pattern [6]. Ref [2] divide motivation pattern into four following categories, achievement motivation, affiliation motivation, competence motivation, and power motivation.

Achievement motivation is an intrinsic motivation that makes a worker to work hard in his or her jobs without any needs for external incentive. Financial incentive is the tool used by this type of motivated person to compare their achievement with others [7]. Whereas affiliation motivation is motivation to interact well based on the tasks, works relationship and social relationship. Promising a well-off job to this type of person will satisfied his/her [8]. In addition, competence motivation is a need from an employee to have better competencies in his/her jobs' implementation. Training and professional development are designed to increase work performance, and lessen the turnover, and to satisfy this need [9] [10]. The last type of motivation is power motivation that influences people to change the situations. This type of motivation can be either destructive or constructive. MacLellan mentioned that constructive power motivation can enable others to work diligently, discipline in obeying regulations, and preserve and develop organization [11].

Leader's existence in management is evident in public management functions. Out of six functions of public management, four of them, public actuating, public coordinating, public leading, and public motivating, are closely relate to leadership [12]. Considering these management functions, which mostly related to functions and roles of leaders, then it can be said that management function is similar to leadership function, hence, these two terms are often interchangeable by many [13].

In relation to job satisfaction, it is defined it as an individual's general attitude toward his or her job [14]. In addition, it is also defined as pleasant or unpleasant emotional state on how employees view their job [9]. Work satisfaction shows the suitability between one's expectation and the incentive provided, thus, work motivation also closely related to fairness theory, psychological commitment, and motivation. Mathis and Jackson in [2] classified five types of work satisfaction elements; salary, acknowledgement, supervision, good cooperation among co-workers, and opportunity for development.

From the description above it is clear that leadership style and work motivation can increase employees' work satisfaction in implementing their daily works. However, in general, in village office, it is common to find village apparatus whose complaining about their lack of incentive, lack of opportunity to become civil servant, etc. Considering that these village apparatuses have extensive jobs and functions in implementation of government, development and

empowerment in village level as stipulated in Undang Undang No. 6 of 2014 (Act, henceforth called as UU) on Village, their work satisfaction is important to ensure their high performance.

This condition is evident in several villages in Gorontalo Regency. During the 2017 evaluation meeting, there are 65 villages who have not submitted their accountability report on 2016 Village Budget (henceforth called as ADD) Usage and many have not also submitted the evaluation of village budget and expenditure (henceforth called as APBDes) [15]. This lateness is also admitted by the Bupati, Prof Nelson Pomalingo, whose mentioned human resource as one of the constraints in the management of village budget.

Thus, it is interesting to study the leadership style influence on village apparatus' satisfaction with work motivation as the moderating variable. This study was conducted on villages' apparatus in Telaga sub-district, Gorontalo Regency.

II. RESEARCH METHOD

As this study aims at describing the influence of leadership style on employees' job satisfaction with motivation as the moderating variable, then this study uses quantitative approach to verify its objective.

The population of this study are the village apparatus from eight villages in Talaga sub-district, Gorontalo regency with total number of population 64 people. The samples are taken using total sampling method and the data are analyzed using multiple regression analysis.

III. RESULTS AND DISCUSSION

A. Leadership style with work motivation as moderating variable simultaneously have a significant influence on village apparatus job satisfaction

The F test reveals the F count value of 17.004, which is larger than the F-table which is only 3.16 in the significant level of 0.05. This indicates that leadership style with work motivation as its moderating variable simultaneously have a significant influence on the job satisfaction of the villages apparatus in Telaga sub-district. This study indicates that the job satisfaction of the villages apparatus in Telaga sub-district is largely depend on the leadership style and work motivation of the chiefs of village. As it appears in the data that the job satisfaction of village apparatus was in 'moderate' category, especially because their salary was still below the provincial standard of salary, and that they were yet registered into National Health Care system (JKN/BPJS) despite, their range of tasks that are very wide [16]. The leadership styles applied here were bureaucratic style, participative style, and the free-reign style, as well as the authoritarian. These leadership styles are able to motivate the villages apparatus, which in turn, motivate them in their work, hence, influence their job satisfaction in daily jobs implementation by providing services to the people in their respective villages.

This result is consistent with study conducted by [17], [18], [19], [20], and [21].

B. Leadership style influence the job satisfaction of the villages apparatus in Telaga sub-district

The t test reveals the value of t-count which was 2.757 which are higher than the t-table which is only 1.67203 in the significant level of 0.045. Further the regression coefficient of Leadership style variable (X1) is only 0.117 or 11.7% which can be described that each 1% change in the job satisfaction is due to the 11.7% change in leadership style. Or that 11.7% of job satisfaction can be described by leadership style. This result of study also means that leadership style has positive and significant influence on job satisfaction of the villages apparatus in Telaga sub-district. This also indicates that the higher the value of leadership style of the chief of village, the higher the job satisfaction of the village apparatus.

This study empirically points out that there is a significant influence of leadership style of the village chiefs which employ bureaucratic, participative, and laissez faire, and authoritarian styles toward the job satisfaction of the village apparatus. It has to be noted that dominant leadership styles applied by the chief of villages in this sub-district are bureaucratic style and participative style. This is understandable, as village government is part of the government bureaucracy that works to manage the village budget (ADD), in which those budgets has to be well managed. Therefore, chiefs of village in their leadership practices have to be rational in managing the behavior of their apparatus to be productive and loyal to them and to the organization. This impersonal and stiff behavior as well as placement of apparatus based on the ability, is clearly developed in implementation of the jobs [22]

C. Work motivation mediates the influence of leadership style on the job satisfaction of the villages apparatus in Telaga sub-district

For this third hypothesis, the t-count is 3.325, while the t-table is 1.67203 in the significance value of 0.027. Further, the regression coefficient value for work motivation is 0.683 or 68.3%. This indicates that each one-unit changes in job satisfaction, 68.3% of it is due to work motivation. Hence, it is proven that leadership style positively and significantly influences the job satisfaction of the village apparatus in Telaga sub-district through their high working motivation.

In the same manner, the regression coefficient for interaction between leadership style (X1) and work motivation (X2) is 0.428 or 42.8%. This describes that each change that happened in job satisfaction, 42.85 of it is due to the interaction between leadership style variable and work motivation, while the rest 57.2% can be described by other uninvestigated variables. In other words, work motivation strengthens the leadership style.

Leadership styles of the villages chiefs in Telaga sub-district in mobilizing their apparatus is also due to the way they motivate the apparatus through good rewards such as praising them on their achievement, mediating their tasks, and providing assistance for village apparatus who would like to pursue higher education. The chiefs of villages also provide opportunities for the village apparatus to participate as steering committee in each village activities, facilitating them with

office vehicle for to ease their provision of service to the community, and encourage those who have leadership capacity to be a candidate of village chief, etc. These findings are consistent with [14], [23], [24], and [1].

IV. CONCLUSION

Leadership style, through work motivation as its moderating variable simultaneously has positive and significant influence on job satisfaction of the village apparatus. The closeness of this relationship because of the chief of village who implements bureaucratic, participatory, free-reign, or even authoritarian leadership styles depends on the situations and that these chiefs of villages also provide work motivation, hence, it becomes the capital for the villages apparatus to perform better.

Leadership style positively and significantly influences the job satisfaction of the village apparatus in Telaga sub-district. This leadership style creates pleasant working situation and harmonious relationship among village apparatus hence, create job satisfaction that enables them to properly deliver their public services in the village office.

Job motivation mediates the influence of leadership style on job satisfaction of the village apparatus. The chief of villages regards the needs of his apparatus by providing supports that boost their work motivation, such as tap on shoulder when they are working, or sharing cigarette, praising them on their good works, mediating and facilitating the village apparatus to obtained better education, etc. Through these facilitations, will in turn create job satisfaction among village apparatus.

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