

THE INFLUENCE OF LEADERSHIP STYLE, JOB SATISFACTION AND LOYALTY ON VILLAGE OFFICIAL PERFORMANCE



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ABSTRACT

This study aims to determine the effect of leadership style, job satisfaction, and loyalty on the performance of village officials. This study was conducted on Mario village officials and Buntu Kamiri village officials. The method used was through the distribution of questionnaires to respondents. Data were analyzed using Structural Equation Modeling (SEM), a multivariate analysis technique that allows simultaneous examination of complex relationships between observed and latent variables. Multivariate analysis is to analyze the influence of independent variables with dependent variables. This research has several limitations that need to be considered. First, the study only included two villages (Mario and Buntu Kamiri), so the results may not be fully generalizable for the context of other villages. Second, the quantitative approach used in this study focuses on numerical data, so it does not explore more in-depth psychological or social aspects related to job satisfaction and loyalty. Third, the subjectivity or bias of the respondents may influence the data obtained through questionnaires. For future research, it is recommended to expand the research sample to include more villages in different regions so that the results are more representative.

Keywords :Leadership Style; Job Satisfaction; Loyalty

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INTRODUCTION

Human resources (HR) are the most important assets in an organization or agency, both in the public and private sectors, the quality and potential of human resources greatly determine the success of the organization in achieving its goals (Fika & Zohriah, 2024) because humans are the main driver in the operational, innovation, and decision-making processes. In the context of village development, for example, qualified and skilled human resources will be able to increase the effectiveness of public services and support the achievement of community welfare. Leaders play a crucial role in achieving the goals of an organization or institution through duties and supervision (Elvira & Jamil, 2024). Organizational productivity is determined by employee performance (Siagian & Khair, 2018). So, all the steps taken in each activity are determined by the person who is a part of that (Ewaldy et al., 2022).

In order to achieve this goal, companies need to have skilled and qualified employees. To improve the quality of human resources, companies or offices need to be able to improve employee performance (Djaka et al., 2023). With the development of science and technology, companies or offices must have employees who are skilled, knowledgeable, and can contribute effectively in their respective duties (Deasty, 2021). In achieving this, employees need high and professional motivation because motivation is very important in employee performance. Employee performance is a way to assess how well they perform the tasks and responsibilities given by the organization (Jufrizen & Rahmadhani, 2020). This helps show how effective they are at their job. Loyal employees will have a positive impact on the company or organization (Mawardi et al., 2024). Work loyalty can be seen from the happiness felt by employees towards their work. (Emisa & Heru Susanto, 2023) Job loyalty can improve employee performance because it creates a stable and sustainable work environment. (Jamil, n.d.) Loyalty is when an employee feels attached to the organization. It's not just about staying true and honest, but also the extent to which he gives his thoughts, attention, ideas, and dedication completely to the place where he works. The goal is to produce the best results for his organization. (Pratama, 2025)

Improving employee performance can be difficult because leadership affects their performance (Blegur et al., (2023). Leadership style is the way a person behaves while trying to influence the behavior of others in their favor. (Arifin & Darmawan, 2021) In an organization, an appropriate leadership style is needed to create a pleasant work environment and improve employee performance, so it is expected to significantly increase productivity (Kanda & Putri, 2024). Leadership style is the way a leader influences his subordinates to achieve organizational goals (Latifah, 2021). It also includes behavior patterns and strategies that are commonly used by a leader (Wirdah & Mirawati, 2022). Therefore, a person's leadership style greatly affects employee performance. Leadership style includes the behaviors and strategies used by a leader to influence his employees who work under him. This leadership style is influenced by the philosophy, skills, traits, and attitudes of a leader (Laili et al., 2023).

In addition to leadership, job satisfaction also affects employee job loyalty (Pramudya et al., 2023). Therefore, it is important for an organization or company to know the factors that make employees feel satisfied while working. Job satisfaction is how an employee feels fasted with his work (Suryadi & Karyono, 2022). This can be a pleasant or unpleasant feeling (Selvia & Karneli, 2023). Job satisfaction is a feeling of pleasure when looking at and carrying out work tasks (Dewi, 2024). If a person likes his job, then that person will feel satisfied with his job.

Previous research examined how leadership style affects employee performance. Depitra & Soegoto (2016) found that leadership styles in organizations can have a significant impact on employee performance. The performance of village officials is an important element in the success of village development. The factors that affect this performance include leadership style, job satisfaction, and loyalty. An effective leadership style can increase the job satisfaction of village officials which can ultimately encourage their loyalty to the organization. High loyalty will strengthen their commitment and responsibility in carrying out tasks that have a positive impact on improving performance.

Therefore, it is important to understand how the relationship between leadership style, job satisfaction, and loyalty can contribute to improving the performance of village officials. This study aims to find out how the influence of leadership style, job satisfaction and loyalty on the performance of Mario Village and Buntu Kamiri Village officials.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Leadership Style

Leadership style is important to guide the team and achieve the organization's targets (Iano et al., 2025). This includes behaviors, values, and methods used to move team members to achieve desired goals (Efendi (2021). In an organization, there are people who have the ability to influence, provide direction, guide, and some who engage in activities to influence the behavior of others to follow the wishes of their superiors or leaders (Laili et al., 2024). Therefore, leadership is the ability to influence subordinates to cooperate in a group to achieve the organization's goals (Laili et al., 2023). Leadership style is the way a leader acts and plans strategies combined with philosophy, skills, traits, and attitudes to influence the performance of their subordinates (Busro & Aji (2022).

Leadership style is the way leaders behave consistently when influencing others (Rakhma et al., 2022). Researchers understand that leadership style is the ability of a leader to influence individuals to follow his direction, either directly or indirectly. This is very important to influence employee performance so that it can be improved to achieve organizational goals. The indicators of leadership style are giving orders, having good relationships and motivation.

H1 : Leadership style has a positive influence on loyalty

Job Satisfaction

Job satisfaction is how an employee feels happy or unhappy with his or her job at work (Istiqomah, 2024). This is not only related to work performance, but also the extent to which a person loves his job so that it becomes a passion (Wayan et al., 2023). This passion will make a person happy and with a happy heart in their work because that is what their passion is (Robingun & Mu'tafi, 2023).

Job satisfaction is when an employee feels happy or unhappy with his job and his or her circumstances (Marentek et al., 2021) Job satisfaction is how an employee feels about his or her job, (Suryadi & Karyono, 2022). It can be a good or bad feeling towards their work (Riskawati et al., 2023). Determine job satisfaction with favorable sentiment in the activity as a jerry-proof from the assessment of the features of the activity. Job satisfaction indicators are co-workers, the job itself and salary.

H2: Job satisfaction has a positive influence on loyalty

Loyalty

Loyalty is an attitude of loyalty that a person shows through service and responsibility with good behavior (Ekonomi et al., 2025). This can be interpreted as the determination and ability to wait, implement, and implement something with full awareness and responsibility. Employee loyalty is when employees are less likely to move to another company (Sukmara, 2024). Employee loyalty is an employee's mental attitude that shows loyalty to the company. This keeps employees working, even though the office is experiencing difficulties (Anggraeni & Badrianto, 2023). Hasibuan and Dirbawanto, (2024) states that employee loyalty involves diverse roles and members in contributing their thoughts and time to achieve organizational goals. Thus, it can be concluded that employee loyalty is a sense of loyalty or high responsibility from employees to the company as a form of appreciation given by the company to employees. Indicators of loyalty are compliance, responsibility and being able to work together.

H3: Employee loyalty has a positive influence on performance

Performance

Performance comes from the actual work performance that a person achieves (Nomor et al., 2025). It comes from the words performance or actual performance. Performance is how an employee performs his duties well, both in quality and quantity, in accordance with the responsibilities given to him (Lestari et al., 2025). Performance is the result of a person's work that reflects the quality and amount of work that has been done (Husaini et al., n.d.).

People's performance can vary because the factors that affect it can vary. Employee performance is how well employees work and achieve predetermined goals over a certain period (Tangahu et al., 2025). This can be measured by how well employees meet work standards, achieve targets, or meet previously agreed criteria (Sukmara, 2024). Employee performance is the result of work in the form of quality and quantity done by an employee in accordance with the tasks given to him (Farid & Kirono, 2024).

Some of the categories that can be used to assess employee performance include: quality of work, amount of work, punctuality, cost efficiency, need for supervision, and interpersonal relationships. The performance indicators are work quality, work time and work quantity (Gantini et al., n.d.)

H4: Leadership style and job satisfaction have a simultaneous effect on performance through loyalty.

METHOD

The source of data in this study is primary data. This study uses primary data sources obtained through the distribution of questionnaires. A sample is a part of the population. The number of samples to be taken by the researcher is 50 people who are part of the village apparatus of Mario and Buntu Kamiri villages. According to Sugiono (2020), the quantitative method is a method based on positivist philosophy, used to research a certain population or sample, collecting data using research instruments, statistical research data with the aim of testing research hypotheses (Kurniawan & Helen, 2022). Respondents were asked to provide personal responses to a series of statements given. To maintain confidentiality, respondents were asked to fill out the questionnaire anonymously. This approach aims to avoid the possibility of bias in the data collection process.

A quantitative approach was used and the data was analyzed using equation modeling, Structural Equation Modeling (SEM), a multivariate analysis technique that

allows simultaneous examination of complex relationships between measurable and latent variables (Aher & Kamaru, 2023). Multivariate analysis is to analyze the influence of independent variables with dependent variables (Susanto et al., 2024). Multivariate analysis is the analysis of variables in various directions or more. SEM is particularly useful for confirming the relationships proposed by the research model, as it combines aspects of confirmatory factor analysis, regression, and path analysis (Studi & Manajemen, 2024). In this study, SEM was carried out using SmartPLS4 software.

The dependent variable is the performance of employees that is influenced by external factors. The independent variables were leadership style, job satisfaction and loyalty. All variables were measured using a 5-point Likert scale, with options ranging from 1 (Strongly Agree) to 5 (Strongly Disagree).

RESULTS AND DISCUSSION

Descriptive Statistics

The analysis conducted can include the presentation of data in the form of regular tables or pie charts, frequency distributions, graphs, or pictograms. In explaining groups through mode, mean, and group variation using the range of standard deviation, it depicts the actual conditions of the variables Leadership Style, Job Satisfaction, Loyalty, and Employee Performance. In measuring the responses of respondents using the following intervals:

Table 1
Validity and Reliability Test Results

Variable	Grain	Factor Loading	Information	Component Reliability
Leadership Style	X1,1	0.792	Valid	0.964
	X1,2	0.945	Valid	
	X1,3	0.962	Valid	
	X1,4	0.94	Valid	
	X1,5	0.934	Valid	
	X1,6	0.848	Valid	
Job Satisfaction	X2, 1	0.987	Valid	0.988
	X2, 2	0.991	Valid	
	X2, 3	0.903	Valid	
	X2, 4	0.979	Valid	
	X2, 5	0.941	Valid	
	X2, 6	0.982	Valid	
Loyalty	Z1	0.957	Valid	0.993
	Z2	0.987	Valid	
	Z3	0.987	Valid	
	Z4	0.968	Valid	
	Z5	0.987	Valid	
	Z6	0.996	Valid	
Employee Performance	Y1	0.923	Valid	0.984
	Y2	0.964	Valid	
	Y3	0.961	Valid	
	Y4	0.98	Valid	
	Y5	0.981	Valid	
	Y6	0.92	Valid	

Source: Data Analyzed, 2024

According to Ghazali (2014), A value is considered valid if the value is >0.5 . The validity test shows that all statement indicators representing 4 variables are considered valid with a value of >0.5 . Ghazali, (2014) states that the results of the tester are

considered reliable if they have a construct reliability value of >0.7 . The test results showed that the C.R value of leadership style was 0.964, job satisfaction was 0.988, loyalty was 0.993, and employee performance was 0.984. All of these values are greater than 0.7. From the results obtained, it can be concluded that all research tools are reliable and can be used in this study.

Interval = $\frac{\text{max value} - \text{minimum value}}{\text{Interval classes}}$

$$\text{Interval} = \frac{5-1}{5} = 0.8$$

Based on these intervals, in the interpretation of the grade of the interval classes for the answers obtained from the respondents:

Table 2
Interval Class Interpretation

Interval	Interpretasi
1,00 – 1,79	Very Low
1,80 – 2,59	Low
3,00 – 3,39	Currently
3,40 – 4,19	Tall
4,20 – 5,00	Very high

Source: SmaratPLS4, 2025

The results of descriptive statistics on the research variables to find out the average of each indicator tested in the study, the results can be seen from the following table.

Table 3
Descriptive Statistics of Leadership Style Variable

Variable	N	Minimum	Maximum	Mean
X1,1	50	2	5	4,313
X1,2	50	3	5	
X1,3	50	3	5	
X1,4	50	3	5	
X1,5	50	3	5	
X1,6	50	3	5	

Source: SmartPLS4, 2025

From the Table 3, we can see that the descriptive statistics of respondents provide ratings for each variable item, indicating the level of the respondents' assessment of leadership style. The average research score of the respondents in this assessment was 4,313. The maximum score is 5, while the minimum score is 2 and 3. This shows that the response from respondents to the quality of services in this category is very high.

Table 4
Descriptive Statistics of Job Satisfaction Variable

Variable	N	Minimum	Maximum	Mean
X2,1	50	3	5	4,294
X2,2	50	3	5	
X2,3	50	3	5	
X2,4	50	3	5	
X2,5	50	3	5	
X2,6	50	3	5	

Source: SmartPLS4, 2025

In the Table 4, it can be seen that the respondent's descriptive statistics in providing an assessment of each item of variables show the level of respondents' assessment of the job satisfaction variable. This shows that the respondents' answers to the job satisfaction variable in this category are very high.

Table 5
Descriptive Statistics of Loyalty Variable

Variable	N	Minimum	Maximum	Mean
Z1	50	3	5	4,285
Z2	50	3	5	
Z3	50	3	5	
Z4	50	3	5	
Z5	50	3	5	
Z6	50	3	5	

Source: SmartPLS4, 2025

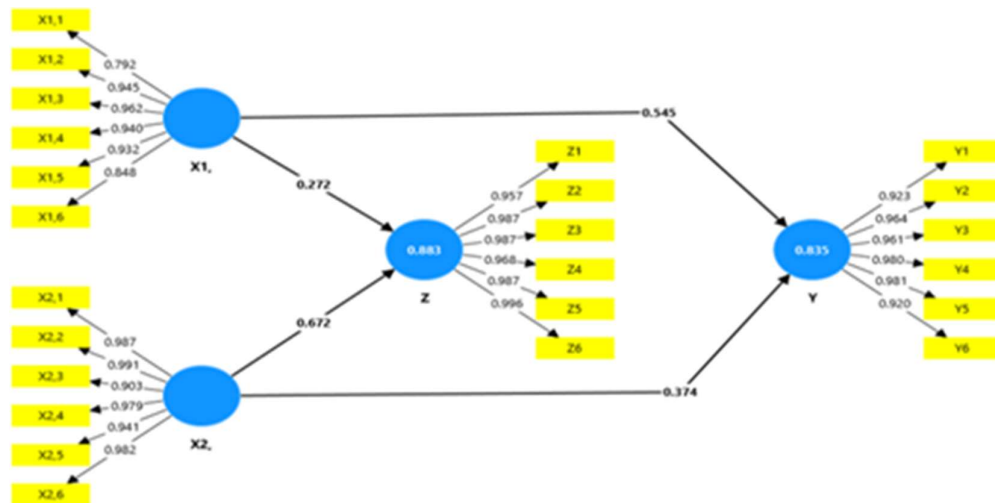
In the Table 5, it is known that the respondent's descriptive statistics in providing an assessment of each item of variables show the level of the respondent's assessment of the loyalty variable. The average assessment of respondents in this assessment is 4,285 with a maximum score of 5 and a minimum score of 3. This shows that the respondents' answers to the employee motivation variable in this category are very high.

Tabel 6
Statistics of Performance Variable

Variable	N	Minimum	Maximum	Mean
Y1	50	3	5	4,268
Y2	50	3	5	
Y3	50	3	5	
Y4	50	3	5	
Y5	50	3	5	
Y6	50	3	5	

Source: SmartPLS4, 2025

The information in the table 6 helps us see how respondents assess employee performance through existing variable items. The average assessment score from the respondents' research was 4,268 out of a maximum total score of 5 and 3. The results show that the response from respondents to this employee performance category is very high.



Source: Data Analyzed, 2024

Figure 1
Structural Equation Modeling**Discussion***Leadership style affects loyalty*

H1 in this study states that leadership style has a significant effect on employee loyalty. The results showed that leadership style affected employee loyalty positively and significantly, showing a direct relationship between leadership style and employee loyalty. So hypothesis 1 in this study is accepted. This shows that a leader needs to give his subordinates the opportunity to make their own decisions so that employee loyalty will increase.

This result is in accordance with previous research which showed that the leadership style of the village head had a positive effect on the loyalty of the Tobungin Village apparatus in South Tinangkung District, Banggai Islands Regency (Hati et al., n.d.).

This means that if the leadership style is implemented properly, the loyalty of the village apparatus will increase. This research is also strengthened by Citra (2024), that shows that leadership style has a positive effect on employee loyalty. The better the leadership style, the more employee loyalty will increase.

Job satisfaction affects loyalty

H2 in this study states that job satisfaction has a significant effect on loyalty. These findings show that job satisfaction has a positive and significant influence on employee loyalty. So this study accepts Hypothesis 2. The research states that with job satisfaction with colleagues, superiors, and the work itself, employee loyalty to LPD in Sukawati sub-district will increase. Research conducted by Yudhaningsih et al., (2023) also shows that job satisfaction has a positive and significant effect on employee loyalty.

Leadership style affects performance

H3 in this study states that leadership style has a significant influence on employee performance. The results of the study show that leadership style has a positive and significant influence on employee performance. This shows that there is a direct relationship between leadership style and employee performance. So this study accepts hypothesis 3.

This shows that the way a person leads has an impact on the success and improvement of employee performance. These findings support previous research that states that leadership style has a positive and significant impact on the performance of BNI KCU Bandung employees (Studi & Manajemen, 2024). The better the leadership style, the better the performance of employees will also increase. A leader needs to consider the good or bad consequences before making a decision, in order to produce better changes for the organization. The findings of this study are in accordance with the study that states that leadership style has a significant effect on employee performance (Turmono, 2020).

Job satisfaction affects Performance

In this study, the H4 hypothesis says that job satisfaction has a significant effect on employee performance. These results show that job satisfaction has a positive and significant effect on employee performance. It can be concluded that job satisfaction has a direct influence on employee performance. So the hypothesis of these 4 studies is accepted.

This shows that job satisfaction has an effect on improving employee performance. This finding is in accordance with previous research which stated that there was a strong and significant relationship between job satisfaction and employee performance at Siti Khadijah Islamic Hospital Palembang, South Sumatra (Hati et al., n.d.). Job satisfaction is how a person feels about their job (Marlius & Melaguci, 2024).

Loyalty affects performance

H5 in this study states that loyalty has a significant effect on employee performance. These results show that loyalty has a positive and significant impact on employee performance. This shows that there is a direct relationship between employee loyalty and performance. The hypothesis of these 4 studies has been proven to be correct. This shows that loyalty has a positive and significant influence on employee performance.

This finding is in accordance with previous research which stated that loyalty also had a positive and significant effect on the performance of village government in Toili

District (Purwanto et al., 2021). This research is also strengthened by Askiah (2020) that loyalty has a significant effect on employee performance. Loyalty is very important in village government because it makes the village apparatus ready to carry out the responsibilities given by superiors.

CONCLUSION AND SUGGESTION

This research shows that leadership style, job satisfaction, and loyalty have a significant impact on the performance of village officials. A good leadership style, which involves empowering officials in decision-making, directly enhances their loyalty. Job satisfaction, which includes relationships with superiors, colleagues, and satisfaction with the job itself, has also been shown to positively contribute to the loyalty and performance of village officials. High loyalty encourages responsibility and commitment among employees in carrying out their duties, thus directly impacting the improvement of organizational performance.

Testing using SMARTPLS 4 supports all hypotheses in this research, with findings that the relationships between leadership style, job satisfaction, loyalty, and performance are positive and significant. This research makes an important contribution to the development of human resource management theory and practice, especially in the context of village government. Practically, these findings can be used by village leaders to implement leadership strategies that support human resource development and create a conducive work environment. In addition, this research provides new insights for training or educational institutions to design programs that are relevant to improving the performance and loyalty of village officials. For local governments, these findings can be the basis for formulating policies that support improving the quality of leadership and welfare of village employees.

This research has several limitations that need to be considered. First, the study only included two villages (Mario and Buntu Kamiri), so the results may not be fully generalizable for the context of other villages. Second, the quantitative approach used in this study focuses on numerical data, so it does not explore more in-depth psychological or social aspects related to job satisfaction and loyalty. Third, the data obtained through questionnaires can be affected by the subjectivity or bias of the respondents. For future research, it is recommended to expand the research sample to include more villages in different regions so that the results are more representative. Additionally, qualitative approaches, such as in-depth interviews or focus group discussions, can be used to better understand the social and psychological factors that affect performance and loyalty. Further research can also explore the influence of digitalization and technology on the effectiveness of leadership styles and performance of village officials, which is relevant in the current era of digital transformation.

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