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THE ROLE OF LEADERSHIP STYLE AND SELF-EFFICACY IN INCREASING JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF VILLAGE APARATUS IN SUMBAWA ISLAND POST PANDEMI COVID 19

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ABSTRACT

This research examines the influence of leadership style practices and self-efficacy levels on the level of job satisfaction and organizational commitment of village officials after the Covid 19 pandemic. Geographically, this research is limited to Sumbawa Island, which has 5 regencies/districts. city. The goal to be achieved in this study is to analyze the effect of 4 variables consisting of 2 exogenous variables and 2 endogenous variables . The sample size for this study was 120 village officials who served in villages with developing status . The approach used is quantitative , with the aim of obtaining accurate data both at the stages of collection and analysis . The results showed that: (1) there was a positive and significant effect of leadership style and self-efficacy on the job satisfaction of village officials, and (2) there was a positive and significant effect of leadership style and self-efficacy on the organizational commitment of village officials on Sumbawa Island after the covid pandemic 19.

Keywords : Leadership Style, Self-Efficacy, Job Satisfaction, Organizational Commitment , Covid 19 Pandemic

INTRODUCTION

In late 2019, the world was shocked by a great virus that caused a pandemic called Covid-19 (Corona Virus Disease). Coronavirus itself is a collection of viruses from the subfamily Orthocoronavirinae and are still related to Coronaviridae and the order Nidovirales. Initially this incident came from China, more precisely in Wuhan (Hu et al., 2020). The initial suspicion that the emergence of this virus was the result of exposure to the seafood market, which sold a lot in the Wuhan market. After the first cases were announced, the disease quickly spread throughout China. The emergence of 2019-nCoV has attracted world attention, and on 30 January 2019 WHO announced that this disease is a global health emergency and needs special international attention (Tang et al., 2020).

All sectors of life experience stagnation, starting from the economy, tourism and others. All central economic actors around the world admit that the current pandemic caused by the Covid-19 virus is a scapegoat in the decline and stagnation of the economic processes they are carrying out. This event was so shocking and have major consequences in changing the political and economic environment (Bloom et al., 2022).

The Role Of Leadership Style And Self-Efficacy In Increasing Job Satisfaction And...

Aheruddin Sidik, Henry Eryanto, Tuty Sariwulan

This pandemic forced all organizations to make changes. Even though organizations are obliged to make changes, this pandemic forces organizational leaders to think as quickly as possible. Organizational leaders really have to monitor carefully and continuously (Pardede, 2021). Currently, the pandemic has gradually become endemic. Every organization needs to use this momentum to accelerate performance recovery and face the next challenges.

The village government has a very important role to play in creating a climate that encourages the growth of initiatives and self-help in rural areas in the post-pandemic period. This role is actualized through development messages, directing the community to participate in development and channeling community aspirations. Village community participation is manifested in the form of directing and utilizing existing resources and resources within the community to enhance development activities in rural areas. Thus the success of village development is not always determined by the availability of sources of financial funds but is more influenced by the participation and response of the community to development. Success in generating community participation in development requires quality local leadership that is capable, authoritative and acceptable to all components of the village community (Busro, 2018).

In accordance with the mandate for the development of rural areas in Law no. 6 of 2014 concerning Villages, it is necessary to periodically measure a composite index consisting of three indicators to measure the level of development in a village. This measurement was developed based on the concept that in order to become an advanced and independent village, a framework for sustainable development is needed in which social, economic and ecological aspects become complementary forces and maintain village potential so that it is able to support development and prosper the lives of village communities. In order to accelerate the pace of village development through the effectiveness of village apparatus organizations, in this study several factors were examined that had a direct effect on the level of satisfaction of members of village apparatus organizations which in turn had an effect on increasing the level of member commitment to village apparatus organizations (Fajarini, 2014).

Organizational commitment as an important part of the body of knowledge of Organizational Behavior, continues to experience development to date organizational commitment as a person's orientation towards the organization in the sense of loyalty, identification, and involvement with the organization and its goals. According to (Ferdinand, 2014), organizational commitment is defined as:

1. Strong desire to remain a member of the organization;
2. Willingness to strive according to the wishes of the organization; And
3. Total acceptance of the values and goals of the organization.

In other words, organizational commitment is an attitude that reflects the loyalty of members to the organization, which leads to the concern of members of the organization for the progress and success of the organization. Organizational commitment is a condition in which members of the organization believe in and accept organizational goals, and wish to continue to be part of the organization. In the context of village government, the organizational commitment of village officials is the level of loyalty and totality of village officials in carrying out their duties to develop the village through managing village government affairs correctly and responsibly.

According to Judge (2015) states that in general members of the organization who are committed to organizational goals determined in a participatory manner produce high performance. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization. Looking at these definitions, it is stated that there is a relationship

between organizational commitment and organizational performance, including the performance of government organizations. In order to accelerate the pace of village development through the effectiveness of the village apparatus organization, in this study several factors were examined that had a direct effect on the level of satisfaction of members of the village apparatus organization which in turn had an effect on increasing the level of member commitment to the village apparatus organization.

In relation to seeking high member commitment, the level of job satisfaction often appears as a cause of high or low member commitment to the organization. Seema (2021) states that organizations that meet employee expectations or are able to provide job satisfaction, automatically make employees enthusiastic about participating in achieving organizational goals. Job satisfaction leads to high involvement with the organization and other positive behaviors needed by the organization .

LITERATURE REVIEW

A. Organizational Commitment

According to Lambert (2018) defined Organizational Commitment as follows: "Organizational Commitment as the nature of the relationship between work and the organization that allows a person to have a high commitment both seen from a strong desire to remain a member of the organization, a willingness to do their best for the benefit of the organization, as well as the trust and acceptance that strongly against the values and goals of the organization". While Gibson (1996) defining Organizational Commitment as follows: "Organizational commitment as a scope of identification, involvement, and loyalty expressed by a person towards his organization".

The definition of this commitment is generally accepted, in the sense that it applies to everyone, regardless of age, gender, education, salary position, social status, and others. So this understanding of commitment applies to all employees, it's just that the intensity is different. Another opinion expressed by Luthans (2005) that organizational commitment is defined as the relative strength of individual identification and involvement in a particular organization. While defining Organizational Commitment as an individual orientation towards the organization which includes loyalty, identification, and involvement.

According to Judge (2015) viewing commitment to the organization is one of the work attitudes. Because commitment reflects one's feelings (like or dislike) towards the organization where one works. If someone likes the organization, he will try to keep working in the organization. So, organizational commitment is defined as the orientation of an active relationship between an individual and his organization, this relationship orientation results in individuals willingly willing to give something to reflect their support for the achievement of organizational goals. Furthermore, organizational commitment can be divided into two, namely commitment shown by attitude, which is called attitudinal commitment and commitment shown by behavior or behavioral commitment . In the sense of commitment as an attitude (attitudinal commitment), a person is committed or not with his organization can be seen from his attitude towards the organization. As an attitude, organizational commitment is broader than job satisfaction , because organizational commitment does not only cover work, but includes the organization as a whole in terms of commitment as a behavior (behavior commitment). A person is committed or not with his organization can be seen or shown from how he behaves in the organization.

1. Moral involvement , namely a positive and strong orientation towards the organization

because there is internalization of the goals, values and norms of the organization and identification with the authorities. Individuals have a commitment to the organization to the extent of the consistency of their personal identity with organizational goals.

2. Calculative involvement, namely the individual's desire to stay in an organization because of mutual interests with that organization.
3. Alienative involvement, namely a negative orientation towards the organization, especially in situations when individuals feel compelled to behave in a certain way.

B. Job Satisfaction

Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins and Judge 2016). According to Hasibuan (2007) that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Research conducted by Newstrom and Davis (2002) suggests that job satisfaction is a set of employee feelings about whether or not their job is enjoyable. According to Judge (2015) employee job satisfaction is not only seen when doing work, but with aspects of employee work experience such as interactions with fellow co-workers, superiors, work environment. Job satisfaction is the extent to which positive or negative feelings are shown by employees towards their work such as the severity of a job, placement of work according to their expertise, and the nature of work that is monotonous or not. 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 (Ferdinand, 2014). According to Liu (2019) states that job satisfaction is the level of pleasant feelings obtained from the assessment of one's work or work experience.

C. Leadership Style

The need for good leadership at this time is much greater larger than in the past, because today's organization is more complicated and facing various very tough challenges, both from pressure internal and external of the organization (Setyaningrum, 2017). Leadership is clear is a very important main human resource. However in reality, not many individuals can become leaders capable of creating conditions that enable human resources to become critical and to progress towards a better development.

According to Sudahono (2019) states that: "Leadership style can be formulated as a

$$L_E = L_{PA} + F + S$$

pattern of behavior designed to combine organizational and personnel interests to pursue several goals". Rustom S. Davar (Soetisna, 2002) stated about the philosophy and style of leadership, namely: That a leader is not born by himself, leadership consists of a relationship of several elements that are quite complex as shown in the formula:

Where L_E = Leadership appearance

L_{PA} = Philosophy and policy or quality leaderitself which is areflection of style leadership

F = Follower type

S = Situation where the leadership isheld

According to Hersey (1992) successful study of leadership style associated with management interests. The two figures succeeded in studying this leadership style which was named Situational Leadership. Both take the basic concept of relationship-oriented leadership/subordinate support. From this concept, 4 leadership styles are put forward, namely

- (1) Instructional Style (G1) or directing Style
- (2) Consulting Style (G2) or training,
- (3)

Participatory Style (G3), (4) Delegation Style (G4) or delegation of authority .

Draft base leadership situational namely:

1. Instruction Style (G1): Leaders with Instruction Style emphasize the importance of orders, instructions and directions. Leaders have very high task orientation and very low relationship with subordinates. This leader gives specific instructions about roles and goals for followers and strictly supervises the performance of their duties. Problem-solving and decision-making initiatives are solely carried out by the leader. This leadership style is authoritarian in color because it is characterized by one-way communication.
2. Consulting Style (G2): Leaders with a Consulting Style still provide considerable direction and direction. But the leader has paid attention to the relationship with subordinates. This leadership style is referred to as the consulting style because in using this style the leader has begun to reduce direction and provide support/consultation to subordinates. Two-way communication has started to be implemented. But even though support is increased, control over decision making remains with the leader.
3. Participative Style (G3): Leaders with a Participative style further enhance two-way communication. Leaders and subordinates are both involved in problem solving and decision making. The participation of subordinates in problem solving and decision making is increasing, based on the assumption that subordinates will improve their work ethic if they are given the trust to participate in solving problems and making decisions for organizational success. This leadership style is participative in color because the position of control over problem solving and decision making is held alternately. This means that there is a balanced trust between the leaders and subordinates. Leaders assume that their subordinates are capable and able to complete tasks.
4. Delegation Style (G4): Leaders with Delegation Style place more emphasis on the importance of giving responsibility to subordinates. Leaders assume that subordinates have been able and mastered if given trust and responsibility. Leaders give confidence to subordinates to be responsible for carrying out and completing certain tasks that are quite challenging. Leaders give confidence to subordinates to be confident, independent, and self-actualized to work well. Now it is the subordinates who have the control to decide how to carry out the task.

D. Self Efficacy

According to Baron (2007) (Ardela, 2018) Self Efficacy is self-efficacy is a self- concept and related to one's perception of the ability and expertise in dealing with a particular task. According to Ardela (2018) self-efficacy is the belief that a person has that he is able to do something to achieve a goal and overcome obstacles. Self-Efficacy is closely related to an individual's ability to respond and complete tasks, motivate oneself and one's level of confidence in facing any obstacles that exist to achieve goals. The higher a person's self-efficacy, the more cognitively motivated he/she will be in determining the steps to be taken in achieving goals and making the individual not give up easily and find alternative solutions more creatively in facing challenges and obstacles. So that the goal will be easier to achieve.

Several ways are used to create a strong sense of efficacy, namely through mastery of competencies in accordance with the experience they have, social media also plays an active role in providing self-development experiences and increasing self-ability from exchanging information and being motivated based on the experiences or achievements of others, carrying out social persuasion as a step to ensure one's ability to succeed in achieving his goals, and to reduce things that trigger stress by changing negative energy and misinterpreting physical conditions into positive energy that can motivate someone.

Factors that influence self-efficacy according to Bandura are:

The Role Of Leadership Style And Self-Efficacy In Increasing Job Satisfaction And...

Aheruddin Sidik, Henry Eryanto, Tuty Sariwulan

1. Nature and Tasks Faced: The nature and tasks that are obtained have different levels of difficulty. So that the step in completing requires a special strategy or even special abilities to be able to support performance.
2. External Intensity: Intensive giving in the form of rewards to other people is one of the efforts to appreciate the success of someone who is able to complete and carry out a task well.
3. Individual status or role in the environment: self-confidence, mutual respect that is obtained by individuals can be a measure of the individual's role or status in an environment.
4. Information about his abilities: information related to his abilities, both positive and negative, can have an impact on increasing or decreasing self-efficacy. This is related to self-confidence that is formed and self-development that must be done so that it can become constructive criticism for an individual.

According to Bandura, the 4 main psychological processes that influence *self-beliefs of efficacy* in humans are:

1. Cognitive Processes
Cognitive processes can be identified through several aspects such as human behavior, having goals so that they have various The stronger the perceived self-efficacy, the higher the goals challenge set for them and help identify commitment to the company.
2. Motivational Processes
Self-efficacy which can contribute to the motivational process can be done in several ways, namely setting goals for oneself and others, the amount of effort made, the duration of surviving in the face of difficulties and resilience in the face of failure.
3. Affective Processes
The process that regulates emotional states and the reactions that result from one's emotions
4. Selection Processes
Individuals tend to know their own abilities and limitations so they tend to avoid environments and situations beyond their abilities. However, in some situations, individuals will feel challenged to take steps or solve new problems outside of their usual habits which they consider they can still handle. The environment also plays an active role in motivating, increasing one's abilities and values through self-development so that self-efficacy can increase.

E. Organizational Behavior Research in the Context of the Covid 19 Pandemic

Ismie Fauziah Sutisna (2020) with research entitled Leadership Style in Supporting Organizational Behavior at PT. Kerry Ingredients Indonesia During the Covid-19 Pandemic , explained that in achieving goals, companies need to develop strategies to be able to compete in a competitive market. The company's competitive advantage depends on employee performance because it is employees who plan, implement and evaluate performance. On the other hand, employee performance is strongly influenced by the work environment . A comfortable work environment will cause the level of concentration of employees to be more focused and thorough at work . The conducive work environment causes the level of employee work productivity to increase. Leaders play an important role in creating a conducive work environment by practicing their leadership style. The results of Sutisna's

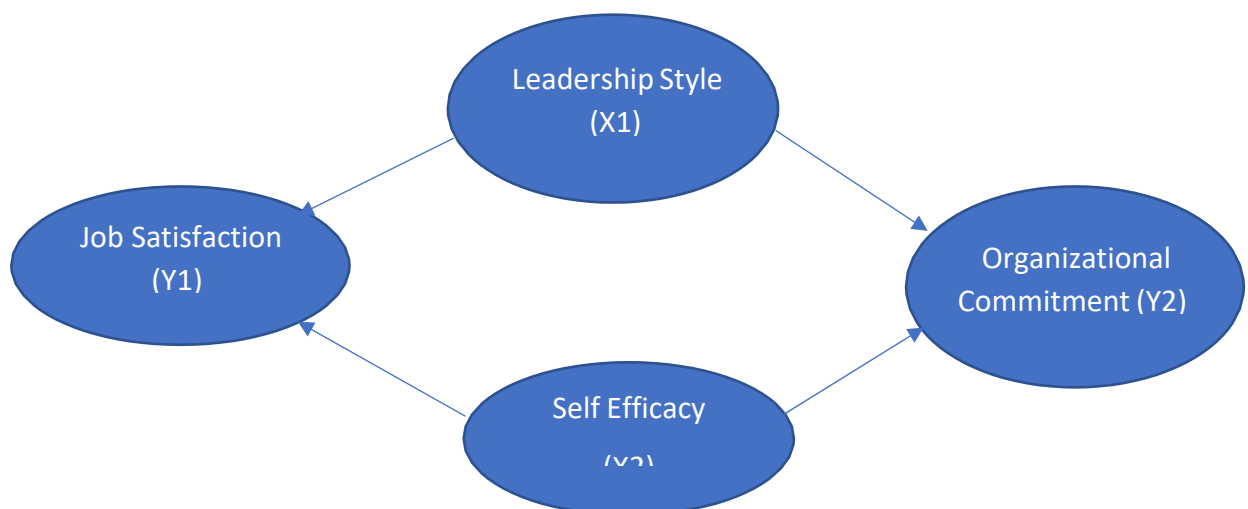
research show that employee -centered leadership styles generally tend to be more effective , especially during the Covid 19 pandemic .Ellang Agustri Herlambang (2022) with research entitled The Urgency of Organizational Change in Facing Covid-19 , explains that the Covid 19 pandemic forced all organizations to make changes. Even though organizations are obliged to make changes, this pandemic forces organizational leaders to think as quickly as possible. Organizational officials really have to monitor carefully and continuously (Pardede, 2021).

Organizations need to continuously update to adapt to the dynamics caused by the Covid 19 pandemic . Drucker mentions that organizational renewal can come from “unpredictability, non-conformity, innovation based on process requirements, changes in industry or market structure, demographics, changes in perceptions of mood and meaning, and new knowledge” (Malik, 2022).Kreitner and Kinicki, argue that external factors greatly influence changes, these external factors include demographic characteristics, technology, market orientation , social politics and others . In addition to external factors, there are also internal factors which include HR problems and behavior / manager's decision (Kissell, 2020). Organizations must consciously strive for serious and sustainable changes with the pressure on environmental dynamics due to the Covid-19 pandemic .

Change is an exchange from the current condition of an organization to the expected condition in the future (Ciriello, 2018). Talking about changes in the body of the organization, means also related to the value of organizational development. Organizational development is related to a plan, form, and process with the hope of causing organizational change in accordance with goals, as a tool to be ready to deal with dynamic situations, which must be faced by an organization while still trying to adapt to its environment (Clever, 2018).

Tyna Yunita and Murti Wijayanti conducted research entitled Organizational Innovation During the COVID-19 Pandemic at Bhayangkara University, Jakarta Raya . His observations show that innovation leadership, either directly or through increased strategic fit, significantly improves firm performance. A climate that is conducive to organizational change is a supporting factor for a pro-innovation organizational culture.

CONCEPTUAL FRAMEWORK AND HYPOTHESES



There are two hypotheses put forward in this study, namely, H1: leadership style and self-efficacy have a positive and significant effect on job satisfaction , and H2: leadership style and self-efficacy

have a positive and significant effect to organizational commitment.

METHOD

This research uses a quantitative approach, because this research is presented with numbers, both at the stage of data collection, interpretation of the data, and the appearance of the results. The type of research used is intended to obtain accurate data in testing the effect of the independent variables on the dependent variable. It is hoped that the influence of the village head's leadership style and self-efficacy of village officials on job satisfaction and organizational commitment of village officials on Sumbawa Island after the Covid 19 pandemic can be identified. The total population in this study is 477 villages on Sumbawa Island. Determination of the number of samples using the Slovin formula with the aim of generalizing research results. The total sample is 40 villages, where in each village 3 members of the village apparatus are taken as respondents. Thus the total number of respondents is 120 village officials who are on Sumbawa Island.

RESULTS AND DISCUSSION

A. Validity Test

Validity test is used in a study aimed at measuring whether or not a data obtained (questionnaire) is valid. This validity test uses a significant level of 5%. With a significance level of 0.05, if the validity test results in a significance of less than 0.05 (sig. <0.05) it means that the data is declared valid. The results of the validity test of this study showed that there were several invalid indicators, so they had to be excluded from further analysis.

Table 1. Validity Test Results

Items	r count	Significance	Information
Y2.1	0.815	0.000	Valid
Y2.2	0.812	0.000	Valid
Y2.3	0.753	0.000	Valid
X 1 .1	0.777	0.000	Valid
X1.2	0.633	0.000	Valid
X1.3	0.329	0.032	Invalid
X1.4	0.767	0.000	Valid
X1.5	0.358	0.052	Invalid
X2.1	0.611	0.000	Valid
X2.2	0.794	0.000	Valid
X2.3	0.794	0.000	Valid
X2.4	0.804	0.000	Valid
Y1.1	0.307	0.098	Invalid
Y1.2	0.906	0.000	Valid
Y1.3	0.523	0.003	Valid
Y1.4	0.437	0.016	Valid
Y1.5	0.427	0.019	Valid

B. Reliability Test

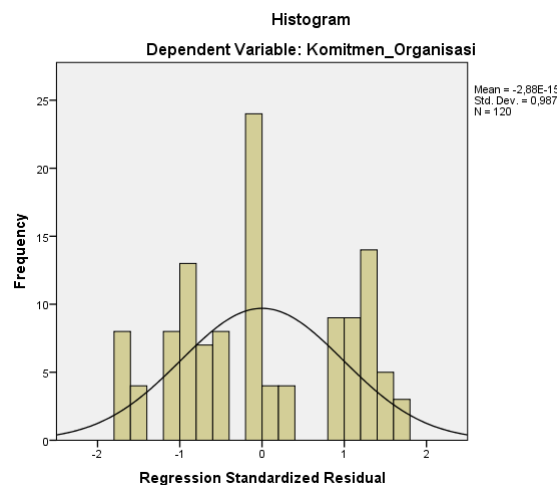
Reliability test is a test used to measure the extent to which the answers to each variable remain consistent. In this study the reliability test used Cronbach's alpha (\bar{y}) statistical test. The provisions of this test are that each research questionnaire variable is declared reliable if the value of Cronbach's alpha (\bar{y}) is more than 0.60. The following table are the results of the reliability test in this study.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Information
Y2	0.700 _	Reliable
X1	0.553 _	Reliable
X2	0.748 _	Reliable
Y1	0.328 _	Reliable

C. Normality Test

According to Santoso (2005), the normality test is intended to find out whether the data is normally distributed or not normally distributed. In this study the normality test was carried out by observing the distribution of data on the diagonal axis of a graph or histogram. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model satisfies the assumption of normality. The normality test results of this study are still within the limits that allow for further analysis.



D. Multicollinearity Test

The multicollinearity assumption test aims to determine whether there is a deviation between the independent variables and the dependent variable in the regression model in the study. The classic assumption of multicollinearity in research has the following criteria: 1) Having a tolerance score above or more than ($>$) 0.1; 2) Have a VIF value below or less than ($<$) 10. The results of the multicollinearity test in this study are as shown in Table 3 below.

Table 3 . Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	std. Error	Betas	t	Sig.	tolerance	VIF
1	(Constant)	9,072	1,473		6,158	,000		
	Leadership Style	,155	,058	,244	2,691	,008	,914	1,094
	Self-Efficacy	-.063	,070	-.079	-,896	,372	,972	1,029
	Job satisfaction	,069	,030	,207	2,314	,022	,939	1,065

a. Dependent Variable: Organization_Commitment

The table shows that the VIF value of all independent variables in this study is less than 10, while the tolerance value of all independent variables is more than 0.10. So it can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

E. Heteroscedascity Test

The heteroscedasticity assumption test aims to have variances of the residuals in all the observations made on the regression model. The basis for decision making according to (Priyatno, 2009) is said to occur heteroscedasticity if the regression results form certain regular patterns such as widening, wavy or even narrowing). 2) it is said that there is no heteroscedasticity if the pattern from the results of the regression test spreads above or below the number 0 axis on the Y axis. The following figure are the results of the heteroscedasticity test in this study.

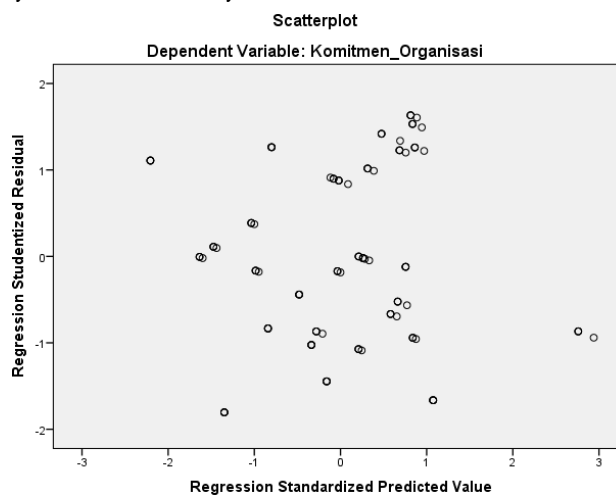


Figure 3. Heteroscedasticity Test Results

From the scatterplots graph above, it can be seen that the points spread randomly and are spread both up and down the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the regression model.

F. Research Hypothesis Test

The dependent variable in this study is Job Satisfaction and Organizational Commitment, while the independent variables are Leadership Style and Self-Efficacy. Following table are the results of multiplelinear regression analysis in this study.

Table 4. Linear Regression Test Results of Leadership Style and Self-Efficacy on Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	1,270	1.125		1.129	,269
	Leadership Style	,287	.080	,454	3,592	,001
	Self-Efficacy	,455	,113	,509	4.025	,000

a. Dependent Variable: Job Satisfaction

The analysis for testing the first hypothesis, as shown in Table 4, produces an equation regression linear as following:

$$Y = 1.270 + 0.287 _ X_1 + .455 _ X_2 + e$$

From the results of the equation above, it can be interpreted that:

- The constant value is 1.270 with a positive value. This means that without the influence of the Leadership Style and Self-Efficacy variables, the Job Satisfaction variable value is 1.270
- The coefficient value of the Leadership Style variable is 0.287 with a positive value. This means that every one unit increase in the leadership style variable will have an impact on an increase in the Job Satisfaction variable by 0.287 units, assuming other factors are constant
- The coefficient value of the Self-Efficacy variable is 0.455 with a positive value. This means that every one unit increase in the Self-Efficacy variable will have an impact on an increase in the Job Satisfaction variable by 0.455 units, assuming other factors are constant

Table 4. Linear Regression Test Results of Leadership Style and Self-Efficacy on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	,607	1,062		,571	,573
	Leadership Style	,207	.080	,328	2,603	,015
	Self-Efficacy	,299	,121	,334	2,472	,020

a. Dependent Variable: Commitment_Organizational

The analysis for testing the first hypothesis, as shown in Table 5, produces an equation regression linear as following:

$$Y = 0.607 + 0.207 _ X_1 + 0.299 _ X_2 + e$$

From the results of the equation above, it can be interpreted that:

- a. The constant value is 0.607 with a positive value. This means that without the influence of the Leadership Style and Self-Efficacy variables, the Organizational Commitment variable value is 0.607
- b. The coefficient value of the Leadership Style variable is 0.207 with a positive value. This means that every one unit increase in the Leadership Style variable will have an impact on an increase in the Organizational Commitment variable by 0.207 units, assuming other factors are constant
- c. The coefficient value of the Self-Efficacy variable is 0.299 with a positive value. This means that every one unit increase in the Self-Efficacy variable will have an impact on an increase in the Organizational Commitment variable by 0.299 units, assuming other factors are constant.

CONCLUSION

From the discussion above, it can be concluded that organizational commitment has the nature of the relationship between individuals and work organizations, where individuals have self-confidence in the values and goals of work organizations, there is a willingness to use their efforts seriously for the benefit of work organizations and have a strong desire to remain part of the work organization of village officials on Sumba Island after the covid 19 pandemic. One way that can be used to measure Job Satisfaction is to use the Job Satisfaction Survey (JSS) leadership style which focuses more on employee self-development, organizational goals, organizational needs above the needs and desires of the leader according to the belief that a person has in his own ability to do a job and find solutions to solve obstacles and problems in order to achieve a goal.

Village organizations and Village Heads can immediately restore service performance after the Covid 19 pandemic, by increasing organizational commitment and job satisfaction of village officials. The results showed that organizational commitment and job satisfaction were significantly influenced by leadership style and self-efficacy. This has practical implications that in order to increase organizational commitment and job satisfaction, the Village Head needs to play his leadership style effectively and always strive to improve the self-efficacy of his village officials.

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