Assessing Leadership Styles, Self-Efficacy, Job Satisfaction, and Organizational Commitment in Rural Administrative Officials Through Mixed-Methods and Quantitative Data Analysis

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Abstract

This study explores the relationship between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials on Sumbawa Island. Utilizing a mixed-methods approach, the research combines quantitative data from surveys and qualitative insights from interviews across four districts: Bima, Dompu, Sumbawa, and Sumbawa Barat. The findings indicate that transformational leadership significantly enhances organizational commitment, with Bima exhibiting the highest commitment scores (mean = 4.18), followed by Sumbawa (mean = 3.92). In contrast, transactional leadership, more common in Dompu, correlates with lower commitment (mean = 3.09). Self-efficacy also plays a crucial role, with higher scores associated with increased job satisfaction and commitment, particularly in Sumbawa (mean = 3.75) and Bima (mean = 3.38). Job satisfaction mediates the relationship between leadership styles and organizational commitment, underscoring its importance in fostering a dedicated workforce. The study reveals significant contextual differences, emphasizing the need for tailored leadership development programs that address specific socio-cultural and demographic factors. Key contributions include empirical evidence supporting transformational leadership in rural administration and integrating self-efficacy into leadership theories. Recommendations for future research include longitudinal studies and multi-source assessments. At the same time, practical applications suggest focusing on transformational leadership training, enhancing self-efficacy, and improving job satisfaction through better working conditions and career advancement opportunities. By addressing these factors, rural administrations can enhance organizational commitment and improve governance outcomes, ultimately contributing to sustainable rural development.

Keywords: Transformational Leadership, Self-efficacy, Organizational Commitment, Rural Administration, Job Satisfaction

1. Introduction

Local government plays a crucial role in fostering community initiatives by engaging with the community and supporting various initiatives. Community engagement in local governance is essential for inclusive decision-making processes [1]. Local government departments need an evidence base to effectively design and implement engagement initiatives [2]. Initiatives like participatory budgeting and local assemblies aim to involve communities in development projects [3]. Local governments provide services and expertise to enhance local communities [4]. They also act as mediators in corporate community engagement, aligning strategies with policies and connecting governments with communities [5]. In rural settings, the success of development initiatives is significantly influenced by the level of community involvement and response. Unlike urban areas, where financial resources and infrastructure might play a more substantial role, rural development hinges more on the active participation and cooperation of the community members. The community's willingness to engage in development activities, provide feedback, and offer their support is crucial for the success of these initiatives. This underscores the importance of fostering a sense of ownership and responsibility among rural inhabitants, as their involvement is a key driver of sustainable development. Local governments, therefore, must focus on strategies that enhance community participation. This involves effectively communicating development plans and policies and creating an environment where community members feel valued and heard. Encouraging participation can be achieved through regular community meetings, inclusive decision-making processes, and transparent communication channels. By doing so, local governments can ensure that development projects align with the community's needs and aspirations, enhancing their effectiveness and sustainability.

Indonesian Law No. 6 of 2014 concerning Villages mandates the periodic measurement of a composite index known as the IDM to assess the level of development in villages. This legislative requirement underscores the government's importance of systematically monitoring and enhancing rural development. The IDM is a comprehensive tool designed to evaluate various facets of village development, ensuring that progress is measured holistically. Implementing this index aims to promote accountability and transparency in rural development efforts, thereby driving continuous improvement. In evaluating the level of development in villages, the IDM can be a valuable tool. The IDM can assess various aspects of village development, including community engagement, infrastructure, economic activities, and social well-being. Research has indicated that local government involvement is essential in promoting community development and implementing strategies that positively impact village growth. Regional government initiatives are crucial in enhancing community projects such as tourism development, agriculture, and rural budgeting, which are fundamental for overall village progress. The IDM categorizes villages into five groups: self-sufficient, advanced, developing, underdeveloped, and very underdeveloped. This classification provides a clear picture of the varying stages of development across different villages, allowing for targeted interventions and resource allocation. Villages classified as self-sufficient or advanced have achieved significant progress and exhibit strong capabilities in managing their resources and development initiatives. Conversely, villages that fall into the underdeveloped or very underdeveloped categories require more intensive support and strategic planning to overcome their developmental challenges.

The periodic measurement and evaluation facilitated by the IDM enable the government to track the progress of villages over time and identify areas that need improvement. This data-driven approach allows for formulating evidence-based strategies tailored to each village's needs and conditions. By doing so, the government can implement development plans that are not only effective but also sustainable, fostering long-term growth and resilience in rural communities. In 2019, the Indonesian government's efforts to categorize villages based on their development status revealed that more than half of the villages in the country were classified as developing. This category indicates that these villages had achieved a certain level of progress but still required further development to reach advanced or self-sufficient statuses. At the same time, about one-third of the villages were categorized as underdeveloped or very underdeveloped, highlighting significant disparities in rural development across the nation. These categories reflect the varying degrees of economic, social, and infrastructural challenges different villages face. By 2021, substantial progress was observed in the development status of these villages. The number of villages classified as advanced or self-sufficient saw a significant increase, with a rise of 12% from the 2019 figures. This improvement underscores the effectiveness of targeted development programs and the crucial role of local leadership in driving these changes. The rise in advanced and self-sufficient villages indicates the successful implementation of sustainable development practices and improved management of local resources. It also reflects the positive impact of increased investment in rural infrastructure, education, and health services, contributing to better living conditions.

Leadership plays a vital role in facilitating village development. Effective leaders in rural areas are instrumental in mobilizing community resources, fostering participation, and ensuring the successful implementation of development projects. They help create a vision for the community, set developmental goals, and motivate villagers to work towards these goals collectively. The significant improvement in village statuses from 2019 to 2021 can be largely attributed to strong and committed leadership at the local level. Leaders who inspire and guide their communities can significantly accelerate development, turning underdeveloped villages into thriving, self-sufficient communities. Village organizations are crucial in managing local resources to achieve common development goals. These organizations are structured to effectively harness the various assets and potentials of the village, including natural resources, human capital, and economic opportunities. Village organizations aim to drive comprehensive and sustainable development by organizing these resources efficiently. This involves economic growth and social welfare, infrastructure, education, and healthcare improvements. The organizational structure typically includes various committees and roles designed to address specific areas of development, ensuring a coordinated approach to achieving the village's objectives. Effective resource management within village organizations requires clear goal-setting and strategic planning. Village leaders and administrators must develop and implement plans that align with the broader developmental policies and goals set by higher levels of government, such as the mandates outlined in Indonesian Law No. 6 of 2014. These plans often involve community participation to ensure that the development initiatives meet the actual needs and aspirations of the village residents. By fostering a participatory approach, village organizations can mobilize local support and resources more effectively, leading to more successful and sustainable development outcomes.

Strong commitment from all components of the village organization is essential for achieving organizational success. This commitment encompasses the dedication of village leaders, administrative officials, and community members to work collaboratively towards common goals. High levels of organizational commitment are characterized by loyalty, identification with the organization's objectives, and a willingness to contribute to its success. When all members of the village organization are committed to the development goals, the efficiency and effectiveness of implementing various projects and initiatives are enhanced. This collective commitment is critical in overcoming challenges and ensuring development efforts adapt to changing circumstances. Several factors influence organizational commitment within village settings, including leadership styles, job satisfaction, and self-efficacy [6], [7]. Effective leadership fosters a sense of purpose and motivation among the members, encouraging them to contribute their best efforts towards achieving the shared goals. Job satisfaction among village officials and community members also plays a significant role, as satisfied individuals are likelier to be engaged and proactive in their roles [7]. Furthermore, high self-efficacy among members boosts their confidence in their abilities to execute tasks and achieve desired outcomes, reinforcing their commitment to the organization. Organizational commitment is a fundamental concept in the study of organizational behavior, reflecting employees' emotional attachment, identification, and involvement with their organization. It is often considered a multidimensional construct encompassing affective, continuance, and normative commitment. Research has shown that organizational commitment is closely linked to various factors such as job satisfaction, organizational citizenship behavior, and leadership styles. Studies have highlighted organizational commitment's importance in predicting performance, turnover, absenteeism, and achieving organizational goals.

In rural administrative contexts, high levels of organizational commitment among village officials are linked to improved performance in managing village governance. Village officials who exhibit strong organizational commitment are more likely to be proactive, responsible, and innovative. This commitment enhances their ability to implement development plans effectively, manage resources efficiently, and respond to the community's needs. The dedication of committed village officials can lead to more cohesive and coordinated efforts in achieving the village's developmental goals, thereby fostering sustainable growth and improvement in the quality of life for residents. Furthermore, organizational commitment is essential for building trust and credibility within the community. When village officials are committed to their roles and demonstrate genuine concern for the welfare of the villagers, it cultivates a positive organizational climate. This trust is crucial for encouraging community participation in development initiatives, as residents are more likely to support and engage with leaders they trust and respect. The alignment of village officials' personal and professional goals with those of the village enhances their motivation and job satisfaction, further reinforcing their commitment. Despite the significant role that village organizations play in rural development, there has been a relative dearth of studies focusing on these entities. Most research on organizational commitment and related factors has predominantly concentrated on corporate environments and government sectors, often overlooking village organizations' unique dynamics and challenges. This gap in the literature highlights the need for more focused studies that explore the specific context of rural administrative organizations, particularly in developing countries like Indonesia, where villages are critical to national development efforts.

The primary aim of this research is to explore the factors influencing organizational commitment among rural administrative officials. Understanding these factors is essential for developing strategies that enhance the effectiveness and efficiency of village governance. Organizational commitment in village settings involves various unique elements due to rural areas' socio-cultural and economic context. This study seeks to identify and analyze these elements, providing insights that can inform policies and practices to strengthen rural administrative structures. Three key factors are central to this exploration: job satisfaction, leadership style, and self-efficacy. Job satisfaction is crucial to organizational commitment, reflecting how content and motivated officials are in their roles [7]. Satisfied officials are more likely to be committed to their organization, contributing positively to its goals and objectives. Leadership style, another critical factor, influences how village leaders motivate and guide their teams. Effective leadership can inspire greater commitment among officials, fostering a collaborative and supportive organizational culture. Self-efficacy, the belief in one's capabilities to achieve tasks and goals, also significantly shapes organizational commitment. High self-efficacy among village officials can enhance their confidence and willingness to tackle challenges, leading to greater engagement and dedication to their work. By examining these factors within the context of village organizations, this research aims to fill the existing gap in the literature and provide a comprehensive understanding of the dynamics at play in rural administrative settings.

The primary objective of this research is to analyze the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. This focus is crucial because leadership styles and self-efficacy significantly influence job satisfaction and organizational commitment in various organizational settings. By examining these relationships in the specific context of rural administrative officials, this study aims to provide a comprehensive understanding of how these factors interact and affect the overall effectiveness of village governance. Leadership styles are a critical factor in shaping the work environment and influencing the motivation and performance of administrative officials [8]. Different leadership styles, such as transformational, transactional, and participative, can impact how officials perceive their roles and responsibilities. This research seeks to identify which leadership styles are most effective in fostering high levels of job satisfaction and organizational commitment among rural administrative officials. Additionally, the study will explore the role of self-efficacy, which is the belief in one's ability to perform tasks successfully, as a mediating factor that enhances the positive effects of effective leadership on job satisfaction and commitment. Another key objective of this research is to provide insights into improving village governance and development. Effective village governance is essential for successfully implementing development initiatives that can significantly improve the quality of life for rural communities. By understanding the dynamics between leadership styles, self-efficacy, job satisfaction, and organizational commitment, this study aims to offer practical recommendations for policy-makers and village leaders. These insights can help design training programs and leadership development initiatives that enhance the capabilities of rural administrative officials, ultimately leading to more effective governance and sustainable development in rural areas.

The significance of this study lies in its potential to enhance the understanding of how leadership styles and organizational commitment interact within the unique context of rural administration. Rural areas often face distinct challenges compared to urban centers, such as limited resources, infrastructure deficiencies, and socio-economic constraints. Effective leadership in these settings is crucial for overcoming these challenges and fostering sustainable development. This study aims to identify the most effective approaches for promoting a committed and motivated workforce by analyzing the impact of various leadership styles on organizational commitment among rural administrative officials. This, in turn, can lead to more efficient and effective governance, directly benefiting rural communities. Leadership development is critical to building resilient and capable rural administrative structures. The insights gained from this study can inform the design of targeted leadership training programs tailored to the needs and conditions of rural environments. Understanding which leadership styles are most conducive to enhancing job satisfaction and organizational commitment can help develop programs that equip rural leaders with the necessary skills and strategies. This can lead to improved decision-making, better management of resources, and a more engaged and productive administrative workforce. Moreover, the findings of this study can contribute to policy-making and strategic planning at both local and national levels. Policymakers can leverage the insights on leadership styles and organizational commitment to develop frameworks and guidelines that support effective rural governance. By prioritizing leadership development and fostering a culture of commitment within rural administrations, governments can ensure that rural development initiatives are implemented more effectively, leading to tangible improvements in the quality of life for rural populations. The study's significance extends beyond academic contributions, offering practical solutions and strategies for enhancing rural administration and leadership development.

2. Literature and Research Framework

2.1. Review of Various Leadership Styles and Their Relevance to Rural Administration

Leadership styles have long been a topic of interest in organizational behavior and management studies. Various theories have been proposed to explain how leadership styles influence organizational outcomes, including employee satisfaction, commitment, and overall performance. Among the most studied leadership styles are transformational, transactional, and situational leadership, each with unique characteristics and implications for different organizational contexts. Transformational leadership, as defined by [9], focuses on inspiring and motivating employees to exceed their self-interests for the good of the organization. Transformational leaders are characterized by their ability to bring about significant change by creating a vision for the future, communicating it effectively, and fostering an environment that encourages innovation and creativity. They engage in behaviors that demonstrate genuine concern for their followers' needs, provide intellectual stimulation, and instill a sense of purpose and commitment to organizational goals. In the

context of rural administration, transformational leadership can be particularly effective. Rural administrative officials often face unique challenges, including limited resources, infrastructural constraints, and socio-economic disparities. Transformational leaders can help navigate these challenges by fostering a sense of unity and purpose among community members, encouraging participation in development initiatives, and promoting innovative solutions to local problems. Their ability to inspire and motivate can lead to higher job satisfaction and organizational commitment among rural administrative officials, which are crucial for effective governance and sustainable development. Transactional leadership, in contrast, is based on a system of rewards and punishments. As articulated by [9], transactional leaders focus on the exchanges between leaders and followers. This leadership style involves setting clear goals, monitoring performance, and providing rewards or corrective actions based on that performance. Transactional leaders are often seen as effective in stable environments where tasks are routine and well-defined. While transactional leadership might not inspire the same level of innovation and commitment as transformational leadership, it can still be valuable in rural administration. In settings where immediate and practical solutions are needed to address basic administrative tasks and ensure the smooth functioning of village operations, transactional leadership can provide the necessary structure and accountability. By clearly defining roles, responsibilities, and expectations, transactional leaders can enhance efficiency and ensure that essential services are delivered effectively.

Situational leadership, developed by [10], emphasizes the need for leaders to adapt their style to the maturity and competence of their followers. According to this model, effective leadership is contingent on the ability to assess the situation and apply the most appropriate leadership style—whether directive, supportive, coaching, or delegating—based on the specific needs of the team and the tasks at hand. In rural administration, situational leadership can be highly relevant due to rural communities' diverse and dynamic nature. Leaders in rural settings must often deal with various issues, from agricultural development and infrastructure projects to social services and community engagement. The flexibility inherent in situational leadership allows rural administrative officials to tailor their approach to the varying levels of experience, motivation, and competence within their teams, thereby maximizing effectiveness and fostering a supportive and adaptive organizational culture. The relevance of these leadership styles to rural administration cannot be overstated. Effective leadership is crucial for addressing rural communities' multifaceted challenges and ensuring the successful implementation of development initiatives. Transformational leadership can inspire and motivate officials and community members, fostering a collective commitment to progress. Transactional leadership provides the structure and discipline to manage routine tasks and maintain order. Situational leadership offers the flexibility to adapt to changing circumstances and diverse needs, ensuring that the most appropriate strategies are employed in any given situation. By understanding and applying these various leadership styles, rural administrative officials can enhance their ability to lead effectively, drive development, and improve the overall governance of their communities. This comprehensive approach to leadership can contribute significantly to achieving sustainable development goals and improving the quality of life in rural areas.

2.2. Concept of Organizational Commitment and Its Importance for Effective Administration

Organizational commitment is a critical concept within organizational behavior, encompassing an individual's psychological attachment to their organization. Defined by [11] as the nature of the relationship between an individual and their organization, organizational commitment includes a strong desire to remain a member, a willingness to exert considerable effort on its behalf, and a belief in and acceptance of its goals and values. This multifaceted construct is integral to understanding employee behavior and organizational effectiveness. Study by [12] further refine the concept of organizational commitment, describing it as the degree to which an individual identifies with, is involved in, and is loyal to their organization. This definition implies that commitment goes beyond job satisfaction; it reflects an employee's orientation toward the organization. High levels of organizational commitment typically result in positive outcomes such as reduced turnover, increased effort, and better job performance. Employees committed to their organization are more likely to contribute to its success, demonstrating behaviors aligning with its goals and values. The importance of organizational commitment in effective administration, particularly in rural contexts, cannot be overstated. In rural administration, where resources are often limited and challenges are multifaceted, the commitment of administrative officials is crucial for driving development and maintaining effective governance. Committed officials are likelier to stay with the organization, reducing the costs and disruptions associated with high turnover rates. Their loyalty and identification with the organization foster a sense of stability and continuity, which is essential

for long-term planning and the successful implementation of development projects. Furthermore, high organizational commitment among rural administrative officials can enhance community trust and cooperation. When officials are perceived as dedicated and aligned with the community's goals, it can improve public perception and increase community participation in development initiatives. This trust and cooperation are vital for the success of rural development programs, which often rely on active community involvement and support.

2.3. Perceived Studies

Previous studies have extensively explored the relationship between leadership style and organizational commitment, particularly in the corporate and government sectors. These studies have highlighted that leadership style significantly impacts job satisfaction and organizational commitment. For instance, research by [13] found that participative leadership plays a crucial role in moderating job stress and enhancing job satisfaction, which in turn positively affects organizational commitment. This study, conducted in the telecommunication industry of Cameroon, used a quantitative approach with 515 respondents to identify factors influencing job satisfaction and commitment. Similarly, research by [14] emphasized the importance of transformational leadership. Their findings indicated that transformational leadership positively influences job satisfaction, enhancing organizational commitment. This study, conducted in the banking sector of the UAE, underscored the necessity of capable leaders who can navigate diverse and competitive business environments, ultimately fostering a culture of continuous learning and commitment. Leadership style not only has direct effects on organizational commitment but also indirect effects through mediators such as job satisfaction and self-efficacy. For example, research by [15] highlighted the mediating role of job satisfaction in the relationship between leadership style and organizational commitment. Their research involving 385 respondents demonstrated that servant leadership significantly enhances job satisfaction, increasing organizational commitment. Effective leadership and high self-efficacy are critical for achieving job satisfaction and organizational commitment. Research by [16] concluded that leadership style significantly influences job satisfaction, directly impacting organizational commitment. Their study, conducted at PT Cipta Mandiri Agung Jaya, employed a quantitative method with a sample of 30 employees. It revealed that while salary positively affected job satisfaction, leadership style was crucial in fostering organizational commitment.

2.4. Theoretical Framework

The theoretical frameworks guiding this study are pivotal for understanding the intricate dynamics between leadership styles, self-efficacy, job satisfaction, and organizational commitment within rural administration. These frameworks provide a structured approach to analyzing how different variables interact to influence organizational outcomes. Transformational leadership theory, developed by [9], is foundational to this study. Transformational leaders inspire and motivate their followers by creating a vision, providing intellectual stimulation, and offering individualized consideration. This leadership style is characterized by the ability to foster an environment that encourages innovation, commitment, and a shared sense of purpose. In rural administrative contexts, transformational leadership can be particularly effective due to its emphasis on vision and motivation, essential for overcoming these settings' unique challenges. Transformational leaders can mobilize limited resources and inspire collective efforts toward community development goals. In contrast, transactional leadership theory, articulated by [9], focuses on the exchanges between leaders and followers. This style is grounded in a system of rewards and punishments contingent upon performance. Transactional leaders set clear goals, provide explicit guidelines, and monitor performance closely, rewarding followers who meet expectations and correcting those who do not. While this leadership style might not foster the same level of deep commitment as transformational leadership, it effectively maintains order and achieves short-term objectives. In rural administration, transactional leadership can ensure that routine tasks are completed efficiently, which is crucial for the smooth operation of administrative functions.

Self-efficacy as theorized by [17] is another critical framework that underpins this study. Self-efficacy refers to an individual's belief in their capability to execute behaviors necessary to produce specific performance attainments. It influences how people think, feel, and act. High self-efficacy among rural administrative officials can enhance their confidence in handling complex tasks and challenges, leading to greater job satisfaction and organizational commitment. This theory helps understand how boosting self-efficacy can improve performance and commitment within rural administrative settings. The theory of organizational commitment, particularly the model proposed by [18], provides a comprehensive understanding of the nature of commitment. Their model identifies three components of

organizational commitment: affective commitment (emotional attachment to the organization), continuance commitment (awareness of the costs associated with leaving the organization), and normative commitment (feeling of obligation to remain with the organization). This framework is essential for analyzing how different leadership styles and self-efficacy levels influence the commitment of rural administrative officials. High organizational commitment is linked to reduced turnover, higher job performance, and greater willingness to go above and beyond. Job satisfaction theory by [19] defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This theory posits that job satisfaction is influenced by various factors, including work conditions, leadership styles, and self-efficacy. In rural administration, understanding the factors that contribute to job satisfaction can help design strategies to enhance the well-being and performance of administrative officials. High job satisfaction is associated with greater organizational commitment and reduced turnover, crucial for effective governance and sustainable development.

2.5. Research hypothesis

Based on the theoretical frameworks and previous research findings, this study posits several hypotheses to explore the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. These hypotheses aim to comprehensively understand how different variables interact to influence organizational outcomes in rural settings.

Hypothesis 1: Direct Influence of Leadership Style on Organizational Commitment

The first hypothesis posits that leadership style directly and positively influences organizational commitment. Previous studies, such as those by [20] and [8], have demonstrated that effective leadership, particularly transformational leadership, significantly enhances organizational commitment. This hypothesis will test whether similar patterns are observed among rural administrative officials, focusing on how different leadership styles impact their commitment to the organization.

Hypothesis 2: Direct Influence of Self-Efficacy on Organizational Commitment

The second hypothesis suggests that self-efficacy directly and positively influences organizational commitment. Research by [21] and [22] supports the notion that high self-efficacy enhances employees' commitment to their organization. This hypothesis will examine whether rural administrative officials with higher self-efficacy exhibit greater organizational commitment, contributing to more effective governance and development efforts.

Hypothesis 3: Direct Influence of Job Satisfaction on Organizational Commitment

The third hypothesis posits that job satisfaction directly and positively influences organizational commitment. Studies by [7] and [6] have shown that job satisfaction is a critical determinant of organizational commitment. This hypothesis will explore the relationship between job satisfaction and organizational commitment among rural administrative officials, assessing how job satisfaction influences their dedication and loyalty to the organization.

Hypothesis 4: Direct Influence of Leadership Style on Job Satisfaction

The fourth hypothesis suggests that leadership style directly and positively influences job satisfaction. Research by [13] and [14] has indicated that effective leadership significantly enhances job satisfaction. This hypothesis will test whether leadership styles, particularly transformational leadership, positively impact the job satisfaction of rural administrative officials, thereby improving their overall performance and effectiveness.

Hypothesis 5: Direct Influence of Self-Efficacy on Job Satisfaction

The fifth hypothesis posits that self-efficacy directly and positively influences job satisfaction. Studies by [23] and [24] have demonstrated that high self-efficacy leads to greater job satisfaction. This hypothesis will examine whether rural administrative officials with higher self-efficacy experience higher job satisfaction, contributing to their overall well-being and productivity.

Hypothesis 6: Indirect Influence of Leadership Style on Organizational Commitment through Job Satisfaction

The sixth hypothesis suggests that leadership style influences organizational commitment indirectly through job satisfaction. Research by [25] and [26] has shown that job satisfaction mediates the relationship between leadership

style and organizational commitment. This hypothesis will test whether job satisfaction is a mediating variable in the relationship between leadership style and organizational commitment among rural administrative officials.

Hypothesis 7: Indirect Influence of Self-Efficacy on Organizational Commitment through Job Satisfaction

The seventh hypothesis posits that self-efficacy influences organizational commitment indirectly through job satisfaction. Studies by [27] and [28] have indicated that job satisfaction mediates the relationship between self-efficacy and organizational commitment. This hypothesis will explore whether job satisfaction mediates the effect of self-efficacy on organizational commitment among rural administrative officials, providing insights into how self-efficacy contributes to organizational outcomes.

3. Research Methodology

3.1. Research Design

The research design for this study employs a comparative case study approach combined with a mixed-methods methodology. This design comprehensively examines the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. The comparative case study design involves selecting multiple cases (in this instance, various districts) to provide a detailed contextual analysis of the phenomena under investigation. This method is particularly useful for understanding complex issues in real-life contexts, as it allows for comparisons across different settings while capturing the unique characteristics of each case. In this study, the selected instances are four districts in Sumbawa Island: Sumbawa Barat, Sumbawa, Dompu, and Bima. These districts provide diverse contexts to explore the research questions, ensuring that the findings are robust and generalizable to similar rural settings. The mixed-methods approach integrates both quantitative and qualitative data collection and analysis techniques. This approach is chosen to leverage the strengths of both methodologies, providing a richer, more nuanced understanding of the research problem. Quantitative data is collected through surveys administered to a sample of village officials, focusing on measuring variables such as leadership styles, self-efficacy, job satisfaction, and organizational commitment. The survey utilizes a Likert scale to capture the perceptions and attitudes of respondents, ensuring a standardized and reliable measurement of the constructs.

Qualitative data is gathered through semi-structured interviews with a subset of the survey respondents. These interviews are designed to delve deeper into the respondents' experiences and perspectives, providing context and depth to the quantitative findings. The study's qualitative component allows for exploring nuances that might not be captured through surveys alone, such as personal anecdotes, contextual factors, and the dynamics of leadership and commitment in rural administrative settings. To provide a clear visual representation of the research model and the hypothesized relationships between the variables, the proposed research model is illustrated in figure 1.
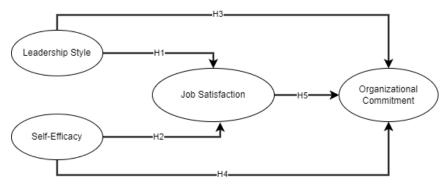

Figure 1. Research Model

This model hypothesizes the following relationships:

1) H1: Leadership style positively influences job satisfaction.
2) H2: Self-efficacy positively influences job satisfaction.
3) H3: Leadership style positively influences organizational commitment.
4) H4: Self-efficacy positively influences organizational commitment.

5) H5: Job satisfaction positively influences organizational commitment.
6) H6: Leadership style indirectly affects organizational commitment through job satisfaction.
7) H7: Self-efficacy indirectly affects organizational commitment through job satisfaction.

The combination of these methods facilitates a comprehensive analysis of the research questions. The quantitative data provides a broad overview of the trends and patterns across the selected districts. In contrast, the qualitative data offers detailed insights into the underlying mechanisms and contextual factors influencing these patterns. The study aims to produce statistically robust and richly descriptive findings by integrating these data sources.

3.2. Sample selection

The sample selection for this study follows a multi-stage random sampling method to ensure a representative and comprehensive analysis of rural administrative officials across different districts on Sumbawa Island. The population consists of all village officials in the four districts: West Sumbawa, Sumbawa, Dompu, and Bima, which collectively comprise 477 villages. Table 1 show the sample villages and village officials.

Table 1. Number of Sample Villages and Village Officials

No	Regency	Number of Villages	Sample of Developing Village	Sample of Village Officials
1	Sumbawa Barat	57	10	30
2	Sumbawa	157	27	81
3	Dompu	72	13	39
4	Bima	191	33	99
	Total	477	83	249

In the first stage, the Slovin formula is utilized to determine the appropriate sample size from the total population of villages. Given the total number of 477 villages, the formula calculates that a sample of 83 villages (approximately 17.4%) would be representative. This calculation uses a margin of error set at 10%. These villages are selected based on their developmental status, specifically targeting those categorized as "developing" according to the 2021 IDM. This focus ensures that the study examines villages with similar developmental challenges and opportunities, providing a consistent context for comparing leadership styles and organizational commitment. Once the sample villages are identified, the second stage involves selecting village officials within these villages. A simple random sampling technique chooses three officials from each village, representing different administrative roles. The roles selected include the Head of Affairs, the Head of Section, and the Head of Region, ensuring a diverse representation of the village administration structure. This approach results in a total sample of 249 village officials distributed across four districts. In West Sumbawa, the sample includes ten villages with 30 officials. Sumbawa contributes a larger portion of the sample, with 27 villages and 81 officials. 13 villages, encompassing 39 officials, represent Dompu. Finally, Bima, the district with the highest representation, includes 33 villages and 99 officials.

The criteria for selecting these officials are designed to capture a broad spectrum of administrative responsibilities and perspectives within the village governance framework. This multi-stage random sampling method ensures that the sample is representative and diverse, providing a robust foundation for analyzing the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment. The rationale for selecting villages with a "developing" status is based on the aim to understand leadership and organizational dynamics within a specific developmental context. By focusing on developing villages, the study aims to identify leadership practices and organizational behaviors that can support progress and address these communities' unique challenges. The selection of three officials per village from key administrative roles ensures that the study captures a comprehensive view of the leadership and organizational commitment landscape, reflecting the varied responsibilities and influences within village administration.

3.3. Data Collection

The data collection for this study employs a mixed-methods approach, integrating both quantitative and qualitative methods to comprehensively analyze the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. The primary method for quantitative data collection is a structured survey administered to a sample of village officials from the selected districts. The survey measures the key variables of interest: leadership styles, self-efficacy, job satisfaction, and organizational commitment. A Likert scale is used for responses, ranging from 1 (strongly disagree) to 5 (strongly agree), allowing for a standardized measurement of attitudes and perceptions. The survey includes several sections:

1) Leadership Styles: Questions adapted from Bass and Avolio's MLQ to assess transformational and transactional leadership behaviors.

2) Self-Efficacy: Items based on Bandura's Self-Efficacy Scale to gauge the confidence of officials in their abilities to perform tasks.

3) Job Satisfaction: Questions derived from Spector's JSS to evaluate various facets of job satisfaction.

4) Organizational Commitment: Items from Meyer and Allen's OCQ to measure affective, continuance, and normative commitment.

The survey is distributed electronically and in paper format to ensure maximum reach and response rates. Data collected from the surveys are then analyzed using statistical methods, including SEM, to identify direct and indirect relationships between the variables. To complement the quantitative data and gain deeper insights into the contextual factors influencing leadership and organizational commitment, semi-structured interviews are conducted with a subset of the survey respondents. These interviews aim to explore the experiences and perspectives of village officials in greater depth, focusing on:

1) Leadership Experiences: How different leadership styles are perceived impacts daily operations and community development.

2) Challenges and Solutions: This section discusses the specific challenges faced by rural administrative officials and the strategies employed to overcome them.

3) Motivation and Commitment: Factors influencing job satisfaction and organizational commitment.

The semi-structured format allows for flexibility in probing deeper into specific areas based on respondents' answers, providing rich qualitative data that enhances the understanding of survey findings. Interviews are recorded and transcribed for analysis, with qualitative coding techniques identifying themes. The integration of survey and interview data is achieved through a process known as triangulation, which helps to validate findings and provide a more holistic view of the research problem. Quantitative data from surveys provide broad patterns and statistical relationships, while qualitative data from interviews offer detailed explanations and contextual nuances. This mixed-methods approach ensures that the study captures both the measurable impacts of leadership styles and self-efficacy on organizational commitment and the underlying mechanisms and contextual factors driving these relationships.

3.4. Data analysis

This study's data analysis employs qualitative and quantitative techniques to provide a comprehensive understanding of the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. The quantitative data collected through surveys are analyzed using SEM. SEM is chosen for its ability to examine complex relationships between multiple variables simultaneously, providing a holistic view of the direct and indirect effects within the model. The analysis follows a two-step approach. This initial step involves CFA to validate the measurement model. CFA assesses the reliability and validity of the constructs by examining the relationships between observed variables (indicators) and their underlying latent constructs. The goodness-of-fit indices, such as the CFI, RMSEA, and GFI, are used to evaluate the model fit. A model is considered acceptable if it meets the specified cut-off values for these indices. Once the measurement model is validated, the structural model is tested to evaluate the hypothesized relationships between latent constructs. SEM allows for estimating direct and indirect effects, providing insights into how leadership styles and self-efficacy influence job satisfaction and

organizational commitment. The significance of the path coefficients is tested using the t-value, with a threshold of 1.96 indicating statistical significance at the 0.05 level.

The qualitative data obtained from semi-structured interviews are analyzed using thematic analysis. This method involves identifying, analyzing, and reporting patterns (themes) within the data. The study follows several steps: First, data familiarization is undertaken, where transcripts of the interviews are read multiple times to become familiar with the content and to gain a preliminary understanding of the key themes and patterns. This initial stage sets the foundation for deeper analysis. Next, the process of generating initial codes begins. Relevant segments of the data are coded, capturing significant phrases, sentences, or paragraphs related to the research questions. This coding process helps to organize the data into meaningful groups, facilitating a structured analysis. Following this, themes are searched for by reviewing and collating the initial codes into potential themes. Themes are patterns that capture something significant about the data and the research questions. At this stage, codes are grouped into broader themes that reflect the underlying patterns observed in the data. The identified themes are then reviewed and refined to represent the data accurately. Reviewing themes involves checking the coherence and consistency of the themes and verifying that they align with the coded data extracts. This ensures the themes are robust and accurately reflect the dataset. Subsequently, each theme is clearly defined and named, concisely describing what the theme represents. This step, defining and naming themes, helps to ensure that the themes are distinct and meaningful, providing clarity and focus for the final analysis.

The final step involves writing up the analysis. This consists of crafting a detailed narrative that explains the themes and how they relate to the research questions. Quotes from the interviews illustrate the themes, providing a rich, contextual understanding of the data. This comprehensive narrative integrates the thematic analysis with the broader research objectives, offering insights and conclusions from the qualitative data. By combining quantitative and qualitative analysis techniques, the study aims to provide a comprehensive and nuanced understanding of the factors influencing leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. This mixed-methods approach ensures that the findings are statistically robust and contextually rich, offering valuable insights for improving governance and development in rural areas.

4. Result and Discussion

4.1. Quantitative Findings

The descriptive analysis provides an overview of the respondent characteristics, which were categorized based on gender, age, education, marital status, and length of employment. This information is crucial in understanding the demographic distribution of the study participants and its potential impact on the study results.

1) Gender Distribution

According to the data, most respondents across all districts were male. Specifically, 93.9% of respondents in Bima were male, followed by 85.4% in Dompu, 69.1% in Sumbawa, and 62.1% in Sumbawa Barat. This trend highlights the male dominance in rural administrative roles within these regions. The detailed gender distribution of respondents is presented in table 2.

Table 2. Respondents Characteristics based on Gender

Gender	Bima (n=98)	Dompu (n=41)	Sumbawa (n=81)	Sumbawa Barat (n=29)	Total (n=249)
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%)	41 (100%)	81 (100%)	29 (100%)	249 (100%)

2) Age Distribution

The age distribution of respondents showed that the majority were in the 41-50 age group. In Bima, 75.5% of respondents fell into this category, while in Dompu, it was 85.4%. Conversely, in Sumbawa and Sumbawa Barat, the

predominant age group was 30-40, with 42.0% and 44.8%, respectively. This indicates a relatively older workforce in Bima and Dompu compared to Sumbawa and Sumbawa Barat.

3) Education Level

The educational background of respondents revealed that most had completed high school (SLTA). In Bima, 73.5% of respondents had SLTA as their highest level of education, followed by 85.4% in Dompu, 58.0% in Sumbawa, and 69.0% in Sumbawa Barat. This suggests a general trend of high school education being the common educational attainment among rural administrative officials.

4) Marital Status

The majority of respondents in all districts were married. Bima had 99.0% married respondents, Dompu had 100.0%, Sumbawa had 90.1%, and Sumbawa Barat had 89.7%. This uniform trend of high marriage rates could have implications for the stability and life experience of the officials.

5) Length of Employment

Regarding the length of employment, most respondents in Bima and Dompu had been working for 2-5 years, with 61.2% and 63.4%, respectively. However, many respondents had more than five years of employment in Sumbawa and Sumbawa Barat, indicating a more experienced workforce in these regions.

The study assessed various variables, including leadership style (X1), self-efficacy (X2), job satisfaction (X3), and organizational commitment (Y). The analysis used descriptive statistics such as mean, minimum, maximum, standard deviation, median, and mode.

1) Organizational Commitment (Y)

The average organizational commitment score varied across regions. Sumbawa Barat had a mean score of 3.33, indicating a moderate level of commitment. Sumbawa had a higher mean score of 3.92, categorized as high, while Dompu had a moderate score of 3.09. Bima had the highest commitment score, with an average of 4.18, indicating a high level of organizational commitment. The detailed descriptive analysis of organizational commitment is presented in table 3.

Table 3. Descriptive Analysis of Organizational Commitment

Regency	Mean	Standard Deviation	Minimum	Maximum
Sumbawa Barat	3.33	0.78	2	4.5
Sumbawa	3.92	0.85	2.5	5
Dompu	3.09	0.73	2	4
Bima	4.18	0.82	3	5

2) Leadership Style (X1)

Leadership style scores also varied, with Sumbawa Barat scoring an average of 4.01, indicating high suitability. Sumbawa scored 4.05, Dompu scored 3.38 (moderate), and Bima scored 4.15 (high). These results suggest that effective leadership styles are more prevalent in Bima and Sumbawa. The detailed descriptive analysis of leadership style is presented in table 4.

Table 4. Descriptive Analysis of Leadership Style

Regency	Mean	Standard Deviation	Minimum	Maximum
Sumbawa Barat	4.01	0.75	3	5
Sumbawa	4.05	0.79	3	5
Dompu	3.38	0.84	2	4.5
Bima	4.15	0.83	3	5

3) Self-Efficacy (X2)

Self-efficacy scores ranged from moderate to high. Sumbawa Barat had a mean score of 3.15 (moderate), Sumbawa scored 3.75 (high), Dompu scored 2.55 (low), and Bima scored 3.38 (moderate). This indicates varying levels of confidence among officials in their abilities across different districts.

4) Job Satisfaction (X3)

Job satisfaction scores were also assessed, with Sumbawa Barat scoring 3.16 (moderate), Sumbawa scoring 3.34 (moderate), Dompu scoring 3.06 (moderate), and Bima scoring 4.14 (high). This shows that job satisfaction levels are relatively higher in Bima compared to other districts.

To provide a comprehensive understanding of the relationships between leadership style, self-efficacy, job satisfaction, and organizational commitment, SEM was employed. This advanced statistical technique allows for simultaneously examining complex relationships among multiple variables. The SEM results in the table below summarize the direct effects of leadership style and self-efficacy on job satisfaction, organizational commitment, and the mediating role of job satisfaction. Each path coefficient, along with its corresponding t-value and significance level, provides insight into the strength and significance of these relationships. The table 5 highlights the critical factors influencing organizational dynamics among rural administrative officials.

Table 5. SEM Results for Direct Effects

Path	Coefficient (β)	t-value	p-value	Significance
Leadership Style → Job Satisfaction	0.21	3	<0.01	Significant
Self-Efficacy → Job Satisfaction	0.14	2.04	<0.05	Significant
Leadership Style → Organizational Commitment	0.32	5.28	<0.001	Significant
Self-Efficacy → Organizational Commitment	0.27	4.56	<0.001	Significant
Job Satisfaction → Organizational Commitment	0.24	4.3	<0.001	Significant

The SEM results indicated significant direct effects of leadership style and self-efficacy on job satisfaction and organizational commitment. Specifically, the path coefficient from leadership style to job satisfaction was 0.21 with a t-value of 3.00, indicating a significant positive relationship. Similarly, the path coefficient from self-efficacy to job satisfaction was 0.14 with a t-value of 2.04, indicating a significant positive relationship. Further, the path coefficient from leadership style to organizational commitment was 0.32 with a t-value of 5.28, showing a strong positive relationship. The path coefficient from self-efficacy to organizational commitment was 0.27 with a t-value of 4.56, indicating a significant positive impact. Finally, the path coefficient from job satisfaction to organizational commitment was 0.24 with a t-value of 4.30, highlighting the mediating role of job satisfaction in enhancing organizational commitment. These results underscore the importance of effective leadership and high self-efficacy in fostering job satisfaction and organizational commitment among rural administrative officials. These quantitative findings provide a comprehensive understanding of the key trends and patterns in leadership style, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. The results underscore the importance of effective leadership and high self-efficacy in fostering job satisfaction and organizational commitment, ultimately contributing to better governance outcomes in rural areas.

4.2. Qualitative Insights

The interviews with village officials across different districts highlighted the significant impact of leadership styles on their organizational commitment. Many officials pointed out that transformational leadership, characterized by inspiration and support, greatly enhanced their commitment to their roles. For instance, one village official from Sumbawa mentioned, "Our leaders here always encourage us to innovate and take ownership of our projects, which makes us feel more committed to our roles." This sentiment was echoed by several other officials, who emphasized the importance of having leaders who are not only visionary but also supportive and inclusive. In contrast, officials from

Dompu reported a more transactional leadership style, which focused on routine tasks and performance monitoring. According to the officials, this approach did not inspire the same level of commitment. As one official from Dompu remarked, "Our leaders focus more on tasks and less on motivating us, which affects our commitment to the organization." These insights suggest that the leadership style significantly influences the level of organizational commitment among village officials, with transformational leadership being more effective in fostering higher commitment levels. The qualitative data also revealed the crucial role of self-efficacy and job satisfaction in enhancing organizational commitment. Officials who reported high self-efficacy, particularly in Sumbawa and Bima, also noted higher job satisfaction and organizational commitment. An official from Bima stated, "When we believe in our abilities to handle tasks and challenges, it boosts our job satisfaction and makes us more committed to our roles."

This correlation between self-efficacy, job satisfaction, and organizational commitment was consistently highlighted across various interviews. Officials from Dompu, however, reported lower self-efficacy and corresponding lower job satisfaction and organizational commitment. One official from Dompu mentioned, "We often lack confidence in our abilities to handle unexpected situations, which impacts our satisfaction with our jobs and our commitment to the organization." This indicates that enhancing self-efficacy could be a key strategy in improving job satisfaction and organizational commitment among village officials in districts where these levels are currently lower. The interviews underscored the mediating role of job satisfaction in the relationship between leadership styles and organizational commitment. Officials from Sumbawa and Bima highlighted how supportive and inspirational leadership enhanced their job satisfaction, boosting their organizational commitment. One official from Sumbawa mentioned, "When our leaders appreciate our efforts and support us, it increases our job satisfaction, which makes us more committed to our work." This finding aligns with the quantitative data, reinforcing the importance of job satisfaction as a mediator. Conversely, in Dompu, where job satisfaction levels were moderate, officials reported that the lack of supportive leadership affected their overall commitment. An official remarked, "Without sufficient support and recognition from our leaders, it's hard to feel satisfied with our jobs and committed to the organization." This suggests that initiatives to improve leadership support could enhance job satisfaction and organizational commitment in such districts.

The organizational structure of the village administration also emerged as a significant factor influencing organizational commitment. Officials from districts with more inclusive and participatory structures, like Sumbawa and Bima, reported higher levels of commitment. An official from Bima stated, "Being involved in decision-making processes makes us feel valued and increases our commitment to the organization." This participatory approach fosters a sense of ownership and responsibility among officials, enhancing their commitment. Officials felt less involved and committed in districts with more hierarchical structures like Dompu. One official noted, "Decisions are often made without input, which makes us feel undervalued and less committed to the organization." These insights highlight the importance of organizational structure in shaping the levels of commitment among village officials, with more inclusive structures being more effective in fostering higher commitment levels.

4.3. Comparative Analysis

The gender distribution of respondents varied significantly across the districts. In Bima, 93.9% of respondents were male, reflecting a strong male dominance in the administrative roles. Similarly, Dompu had 85.4% male respondents, Sumbawa had 69.1% males, whereas Sumbawa Barat had the lowest male dominance at 62.1%. This distribution suggests a gender imbalance in the administrative positions across these regions, with Bima and Dompu showing a particularly high concentration of male officials. This gender disparity could impact each district's leadership styles and organizational commitment differently. For example, traditional leadership styles might be more prevalent in regions with higher male dominance. In contrast, districts with a more balanced gender distribution might experience more diverse leadership approaches and possibly different organizational dynamics. Age distribution also showed notable differences. Most respondents in Bima (75.5%) and Dompu (85.4%) were aged between 41-50 years, indicating a more experienced administrative workforce. In contrast, Sumbawa and Sumbawa Barat had a younger demographic, with the majority of respondents aged between 30-40 years (42.0% and 44.8%, respectively). These age differences might influence the adaptability to new leadership styles and changes in organizational commitment. Younger officials in Sumbawa and Sumbawa Barat might be more open to transformational leadership and innovation. At the same time, the older workforce in Bima and Dompu might prefer more stable and transactional leadership styles.

Educational background varied across the districts as well. In Bima, 73.5% of respondents had a high school education, with similar trends in Dompu (85.4%) and Sumbawa (58.0%). Sumbawa Barat had a slightly more diverse educational background, with 69.0% of respondents holding high school diplomas. Higher academic levels were associated with higher self-efficacy and job satisfaction, which, in turn, could enhance organizational commitment. The districts with higher high school education levels might experience challenges in implementing advanced administrative practices compared to those with a more varied educational background. Marital status also showed interesting variations. In Bima and Dompu, almost all respondents were married (99.0% and 100.0%, respectively), while Sumbawa and Sumbawa Barat had a slightly lower percentage of married respondents (90.1% and 89.7%, respectively). Marital status could influence organizational commitment, as married individuals might have different priorities and stability needs than their unmarried counterparts. The high percentage of married respondents in Bima and Dompu suggests a potentially higher level of stability and long-term commitment to their roles, which could positively impact organizational commitment. The length of tenure also differed across the districts. In Bima and Dompu, the majority of respondents had worked for 2-5 years (61.2% and 63.4%, respectively), while in Sumbawa and Sumbawa Barat, more respondents had been working for over five years (53.1% and 51.7%, respectively). Longer tenure can correlate with higher organizational commitment due to increased familiarity and investment in the organization. The districts with longer-serving officials might benefit from greater stability and continuity in leadership and administrative practices.

The comparative analysis highlights that gender, age, educational background, marital status, and tenure all significantly shape the leadership styles and organizational commitment in different districts. Bima and Dompu, with their higher male dominance, older workforce, and longer tenure, might exhibit more traditional and stable leadership styles. In contrast, with their younger and more educationally diverse workforce, Sumbawa and Sumbawa Barat might be more adaptable to transformational leadership and innovation. Understanding these contextual differences is crucial for tailoring leadership development programs and policies to enhance organizational commitment effectively across different districts. By addressing each district's unique needs and characteristics, it is possible to foster a more committed and effective administrative workforce.

4.4. Interpretation

The findings of this study provide significant insights into the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials. These insights can be interpreted through the lens of established theoretical frameworks and compared with previous studies in the field.

4.4.1. Leadership Styles and Organizational Commitment

The study confirms that transformational leadership has a significant positive impact on organizational commitment. This aligns with [29] transformational leadership theory, which posits that leaders who inspire and motivate their followers can enhance organizational commitment and performance. The results from Sumbawa and Bima, where transformational leadership was prevalent, show higher organizational commitment, supporting this theory. These findings are consistent with previous research by [30], which also found a significant relationship between transformational leadership and organizational commitment in various contexts. Conversely, organizational commitment was lower in districts like Dompu, where transactional leadership was more common. This suggests that while transactional leadership can ensure task completion and performance monitoring, it may not foster the same loyalty and dedication as transformational leadership. This finding highlights the importance of adopting leadership styles that manage tasks and inspire and engage employees, leading to higher organizational commitment.

4.4.2. Self-Efficacy and Job Satisfaction

The positive relationship between self-efficacy and job satisfaction found in this study supports [17] theory of self-efficacy, which emphasizes the role of self-belief in achieving job-related success and satisfaction. Officials in Sumbawa and Bima who reported higher self-efficacy also experienced higher job satisfaction and organizational commitment. This finding aligns with [24] study, which demonstrated that self-efficacy significantly impacts job satisfaction among educators. It suggests that building self-efficacy through training and development can enhance job satisfaction and organizational commitment among rural administrative officials. However, the study also reveals that in districts like Dompu, lower self-efficacy correlates with lower job satisfaction and organizational commitment. This

indicates a need for targeted interventions to boost self-efficacy in these regions. Such interventions could include skills training, mentorship programs, and opportunities for officials to develop and demonstrate their capabilities.

4.4.3. Job Satisfaction as a Mediator

The study confirms that job satisfaction mediates the relationship between leadership styles and organizational commitment. This mediation effect is supported by [31] theoretical model, which suggests that job satisfaction is an intermediary between leadership behaviors and organizational outcomes. The data show that transformational leadership enhances job satisfaction, increasing organizational commitment, particularly in Sumbawa and Bima. This highlights the critical role of job satisfaction in fostering a committed workforce and underscores the importance of leadership practices that promote job satisfaction.

4.5. Contextual Factors

The study found significant variation in the relationship between leadership styles and organizational commitment across different districts. This variation can be attributed to each district's unique socio-cultural and demographic contexts. For instance, in districts like Bima and Sumbawa, where transformational leadership was prevalent, there was a higher level of organizational commitment among village officials. The socio-cultural context in these districts, which values visionary and inclusive leadership, aligns well with the principles of transformational leadership. One official from Bima stated, "Our leaders" vision and encouragement significantly enhance our commitment to our roles." This finding underscores the importance of aligning leadership styles with the cultural values and expectations of the community. In contrast, organizational commitment was lower in Dompu, where transactional leadership was more common. The officials in this district reported that the emphasis on routine tasks and performance monitoring did not inspire the same level of loyalty and dedication as transformational leadership. An official from Dompu remarked, "Our leaders focus more on tasks and less on motivating us, which affects our commitment to the organization." This highlights the limitations of transactional leadership in fostering long-term organizational commitment, particularly in contexts where community engagement and inspiration are crucial.

Demographic factors such as age, gender, and education level also significantly shaped the relationship between leadership styles and organizational commitment. For example, younger officials in Sumbawa and Sumbawa Barat, who were generally more educated, showed a higher preference for transformational leadership and reported higher organizational commitment. This demographic group valued leaders who encouraged innovation and inclusiveness, key aspects of transformational leadership. Conversely, older officials in Bima and Dompu, who had longer tenures and less educational diversity, were more accustomed to traditional leadership styles. This demographic was less responsive to transformational leadership and showed lower organizational commitment when such leadership was lacking. The study suggests that leadership development programs should consider these demographic factors to tailor their approaches effectively.

Cultural influences were another critical factor affecting the relationship between leadership styles and organizational commitment. In districts with strong communal ties and a collectivist culture, like Sumbawa and Bima, transformational leadership that fostered a sense of community and collective effort was particularly effective. Officials in these districts felt a stronger sense of belonging and loyalty to their organization when their leaders exhibited transformational qualities. The transactional leadership style was more prevalent in Dompu, where individual achievements and routine performance were more emphasized. However, this did not translate into high organizational commitment, indicating a possible misalignment between leadership practices and the cultural context. This finding suggests understanding and integrating local cultural values into leadership practices can enhance organizational commitment.

The contextual differences highlighted in this study have important implications for policy-making in rural administration. Policies aimed at enhancing organizational commitment should consider each district's unique socio-cultural and demographic contexts. For instance, leadership training programs should be designed to develop transformational leadership skills in districts like Dompu, where such skills are currently lacking. Additionally, policies should promote inclusive and participatory leadership practices that align with the collectivist values prevalent in districts like Sumbawa and Bima. Furthermore, demographic factors such as age and education level should be considered when designing leadership development initiatives. Tailoring these programs to address different

demographic groups' specific needs and preferences can enhance their effectiveness in fostering organizational commitment.

4.6. Implications

The findings of this study underscore the critical role of leadership styles in shaping organizational commitment among rural administrative officials. Given the significant positive impact of transformational leadership on organizational commitment, leadership development programs in rural administration should emphasize transformational leadership training. Such programs should focus on developing skills in visioning, inspiration, motivation, and support. Training modules could include workshops on effective communication, team-building exercises, and mentoring programs to foster a transformational leadership culture. Moreover, the study reveals that while effective in task management, transactional leadership does not significantly enhance organizational commitment. Therefore, rural administration training should balance the development of transactional skills with a stronger emphasis on transformational qualities. This dual approach can ensure that leaders are efficient in managing tasks and effective in inspiring and engaging their teams. The study's insights have significant policy implications for rural administration. Policies aimed at improving organizational commitment should consider each district's unique socio-cultural and demographic contexts. For instance, in districts like Bima and Sumbawa, where transformational leadership is more effective, policies should support initiatives that promote visionary and inclusive leadership practices. This could include funding for leadership development programs, incentives for leaders who demonstrate transformational qualities, and frameworks that encourage participatory decision-making. In contrast, in districts like Dompu, where transactional leadership is more prevalent, policies should focus on gradually integrating transformational elements into existing leadership practices. This could involve pilot programs introducing transformational leadership concepts and broader implementation based on feedback and results. By tailoring policies to each district's specific leadership needs and cultural contexts, rural administrations can enhance organizational commitment more effectively.

The study also highlights the importance of self-efficacy in enhancing job satisfaction and organizational commitment. Policies and programs to boost self-efficacy among rural administrative officials should be prioritized. This can be achieved through continuous professional development opportunities, such as workshops, seminars, and training sessions focusing on skill-building and confidence enhancement. Creating a supportive work environment where officials feel valued and recognized can also boost self-efficacy. For instance, mentorship programs where experienced officials mentor recruits can help build confidence and competence. Regular feedback and recognition of achievements can also be crucial in enhancing self-efficacy. Rural administrations can foster a more confident and committed workforce by focusing on these areas. Job satisfaction is a key mediator between leadership styles and organizational commitment. Therefore, policies to improve job satisfaction should be integral to rural administration strategies. This could include improving working conditions, offering competitive salaries, providing opportunities for career advancement, and ensuring a healthy work-life balance. Furthermore, creating a positive organizational culture that values employee contributions and promotes a sense of belonging can significantly enhance job satisfaction. Regular surveys to gauge employee satisfaction and identify areas for improvement can help administrations stay responsive to the needs and concerns of their officials. The study's findings indicate that demographic factors such as age, education level, and tenure significantly influence the effectiveness of leadership styles and organizational commitment. Therefore, leadership development programs and policies should be tailored to address these demographic differences. For example, younger and more educated officials in Sumbawa and Sumbawa Barat may benefit more from innovative and participatory leadership approaches. In comparison, older officials in Bima and Dompu may require a more gradual introduction to transformational leadership concepts.

4.7. Limitations

While providing valuable insights into the relationship between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials, this study has several limitations that should be acknowledged. One of the primary limitations of this study is the reliance on self-assessment for measuring organizational commitment. Self-assessment can introduce bias, as respondents may overestimate or underestimate their commitment levels due to social desirability or personal perceptions. Future research could benefit from incorporating assessments from multiple sources, such as supervisors or peers, to provide a more comprehensive and objective measure of organizational commitment. The unit of analysis in this study was limited to village officials,

excluding the broader community and other stakeholders involved in village development. While village officials play a crucial role in mobilizing community participation, the overall success of village development depends on the active involvement of the community. Future studies should consider expanding the unit of analysis to include community members and other stakeholders to capture a more holistic view of the factors influencing organizational commitment and leadership effectiveness in rural settings. This study focused solely on self-efficacy without considering the potential impact of team efficacy (collective efficacy). Team efficacy can significantly influence organizational outcomes in collectivist cultures, like those prevalent in many rural Indonesian communities. Future research should explore the role of team efficacy alongside self-efficacy to provide a more nuanced understanding of how efficacy beliefs at both individual and collective levels impact organizational commitment and performance.

The findings of this study are based on data from specific districts within a rural Indonesian context, which may limit the generalizability of the results to other regions or countries with different socio-cultural dynamics. Comparative studies across different rural contexts or countries could provide insights into the generalizability of the findings and help identify context-specific factors that influence the relationship between leadership styles and organizational commitment. The study's cross-sectional design limits the ability to infer causal relationships between the variables. Longitudinal studies are needed to track changes in leadership styles, self-efficacy, job satisfaction, and organizational commitment over time to establish causality and better understand the dynamics of these relationships in rural administrative settings. The sample size and selection criteria may also affect the study's external validity. The study's findings may not represent all rural administrative officials in Indonesia or other regions. Future research should aim to include larger and more diverse samples to enhance the generalizability and robustness of the findings.

5. Discussion

This study has provided comprehensive insights into the relationships between leadership styles, self-efficacy, job satisfaction, and organizational commitment among rural administrative officials on Sumbawa Island. The key findings indicate that transformational leadership, characterized by inspiration and support, significantly enhances organizational commitment compared to transactional leadership. Self-efficacy emerged as a crucial factor, positively influencing job satisfaction and organizational commitment. Additionally, job satisfaction was identified as a significant mediator in the relationship between leadership styles and organizational commitment, highlighting the indirect impact of transformational leadership through job satisfaction. The study also revealed substantial contextual differences across districts, with Bima and Sumbawa showing higher levels of organizational commitment due to the prevalence of transformational leadership. This study makes several important contributions to the literature on leadership and organizational commitment, particularly in rural administration. It provides empirical evidence supporting the effectiveness of transformational leadership in enhancing organizational commitment among rural administrative officials. By integrating self-efficacy into the analysis, the study adds depth to existing leadership theories and underscores its critical role in influencing job satisfaction and organizational commitment. The comparative analysis across different districts offers valuable insights into how socio-cultural and demographic contexts influence the effectiveness of leadership styles, contributing to a more nuanced understanding of rural administration dynamics. These findings have practical implications for leadership development programs and policy-making in rural administration, emphasizing the need for tailored interventions based on specific contextual factors.

Based on the study's findings, several recommendations for future research and practical applications are proposed. To establish causality, future research should conduct longitudinal studies to track changes in leadership styles, self-efficacy, job satisfaction, and organizational commitment over time. Including a larger and more diverse sample of rural administrative officials and community stakeholders can enhance the generalizability of the findings. Utilizing multi-source assessments, including feedback from supervisors and peers, would provide a more comprehensive measure of organizational commitment. Regarding practical applications, leadership development programs should focus on transformational leadership skills, such as visioning, motivation, and support. Initiatives to enhance self-efficacy among village officials through continuous professional development, mentorship programs, and recognition of achievements are also recommended. Improving job satisfaction through better working conditions, competitive salaries, opportunities for career advancement, and a positive organizational culture should be a priority. Additionally,

formulating policies that consider each district's unique socio-cultural and demographic contexts can promote leadership practices that align with local values and needs.

6. Declaration

6.1. Author Contributions

Conceptualization: A., H.E., and T.S.; Methodology: H.E.; Software: A.; Validation: A., H.E., T.S.; Formal Analysis: A., H.E., T.S.; Investigation: A.; Resources: H.E.; Data Curation: H.E.; Writing - Original Draft Preparation: A., H.E., and T.S.; Writing - Review & Editing: H.E., A., and T.S.; Visualization: A.; All authors have read and agreed to the published version of the manuscript.

6.2. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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6.4. Institutional Review Board Statement

Not applicable.

6.5. Informed Consent Statement

Not applicable.

6.6. Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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