

The Influence of Leadership Style, Compensation, and Work-Life Balance on Job Satisfaction of Village Officials in Moyudan District, Sleman

Antonius Dimas^{1*}, Widarta²

Management Study Program, Faculty of Economics, Universitas Mercu Buana
Yogyakarta, Indonesia

Corresponding Author: Antonius Dimas dimasadityapratama48@gmail.com

ARTICLE INFO

Keywords: Leadership Style, Compensation, Work-Life Balance, Job Satisfaction, Village Officials

Received : 16, May

Revised : 30, May

Accepted: 15, June

©2025 Dimas, Widarta: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by-sa/4.0/).



ABSTRACT

This research investigates how leadership approaches, reward structures, and work-life equilibrium affect the job satisfaction of village government staff in Moyudan District, Sleman. Employing a quantitative design through a structured survey, data were obtained from 108 participants selected via Slovin's formula selected based on Slovin's formula. Data were collected through a structured questionnaire employing a Likert scale and analyzed using multiple linear regression techniques. The data collection was conducted between May and July 2024. The findings reveal that leadership style, compensation, and work-life balance each exert a significant and positive influence on job satisfaction, both partially and simultaneously. These results underscore the necessity of adopting effective leadership practices, establishing equitable compensation systems, and promoting policies that support work-life balance to enhance both the satisfaction and performance of village officials.

INTRODUCTION

The performance and sustainability of an organization particularly at the local government level such as village administrations are strongly influenced by the quality and management of its human resources. In the context of Moyudan District, Sleman Regency, village officials serve as the front line in delivering essential public services and facilitating grassroots development. However, discrepancies are often observed between the intended policy goals and the on-ground realities, especially in aspects such as employee motivation, discipline, and overall job satisfaction.

This research holds relevance by exploring how leadership approach, reward systems, and the balance between professional responsibilities and personal life intersect to shape the job satisfaction of village officials. Understanding these factors is critical not only for optimizing their performance but also for promoting long-term well-being and institutional effectiveness.

From a practical standpoint, the lived experiences of village officials offer valuable insights into how organizational leadership, compensation mechanisms, and the tension between work and life obligations influence their commitment and output. By centering this rarely highlighted group in academic discourse, the study contributes meaningfully to the field of human resource management in local governance.

Moreover, the research aims to integrate leadership style, compensation, and work-life balance into a unified analytical model that can inform future studies on job satisfaction. The results are expected to yield actionable recommendations for improving the performance, welfare, and job fulfillment of village officials in Moyudan District – both through individual factors and their combined effects.

LITERATURE REVIEW

Leadership Style Theory

Leadership style refers to the characteristic manner in which a leader guides, motivates, and influences their team members to accomplish organizational objectives. As noted by Depitra and Soegoto (2018), the choice of leadership style plays a crucial role in shaping employee performance, where leaders who are professional and demonstrate sound judgment are generally more appreciated by their subordinates.

This study focuses on two key leadership theories: Servant Leadership and Transformational Leadership. The servant leadership model, introduced by Greenleaf (1970), emphasizes the importance of genuinely prioritizing the needs and development of employees. In contrast, Transformational Leadership, as outlined by Bass (1985), involves four core components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration – each aiming to inspire and elevate employee potential.

Empirical evidence from previous research, such as Sinurat (2017), indicates that leadership style significantly affects job satisfaction. These findings reinforce the basis for the current hypothesis, which proposes that leadership style exerts a meaningful and positive impact on job satisfaction.

H1: Leadership style has a positive and significant effect on the job satisfaction of village officials in Moyudan District.

Compensation Theory

Compensation refers to the form of recognition provided by an organization in return for the efforts and contributions of its employees, which may include both monetary rewards (such as salaries and bonuses) and non-monetary benefits (such as appreciation, opportunities, and facilities). As stated by Pahreri (2024), an effective compensation system must be equitable and proportionate to inspire employee motivation and drive higher performance levels.

The theoretical underpinnings of this study draw from Expectancy Theory (Vroom, 1964), which emphasizes that individuals are motivated when they believe their effort will lead to desirable outcomes, and Reinforcement Theory (Skinner, 1957), which suggests that behavior can be influenced through systematic rewards and consequences.

Empirical findings from Veriyani and Prasetyo (2018) affirm that compensation plays a crucial role in shaping job satisfaction, highlighting a positive and significant relationship between the two. This aligns with the proposed hypothesis below:

H2: Compensation has a significant and positive influence on the job satisfaction of village officials in Moyudan District.

Work-Life Balance Theory

Work-life balance refers to an individual's capacity to allocate their time, energy, and attention effectively across professional obligations and personal needs. According to Ganapathi (2016), maintaining work-life balance enables employees to navigate their career responsibilities alongside personal aspects such as family, hobbies, and overall well-being.

This concept is theoretically supported by Spillover Theory (Kossek & MacDermid, 1994), which emphasizes that experiences in one life domain – whether work or personal – can carry over and influence outcomes in the other, either positively or negatively. Meanwhile, Enrichment Theory (Greenhaus & Powell, 2006) asserts that the knowledge, skills, and psychological resources acquired in one role can enhance performance and satisfaction in another.

Empirical evidence from Arafah and Novi Rianti (2024) affirms that work-life balance significantly contributes to employees' job satisfaction, reinforcing the foundation of this study's hypothesis.

H3: Work-life balance has a significant and positive impact on the job satisfaction of village officials in Moyudan District.

Simultaneous Influence

Based on the integration of theoretical perspectives and empirical evidence discussed earlier, it is proposed that leadership style, compensation, and work-life balance collectively influence the level of job satisfaction experienced by village officials. When considered together, these three variables

are expected to contribute significantly to the overall satisfaction of personnel within the village administrative structure.

H4: Leadership style, compensation, and work-life balance collectively have a significant and positive effect on the job satisfaction of village officials in Moyudan District.

Theoretical Framework

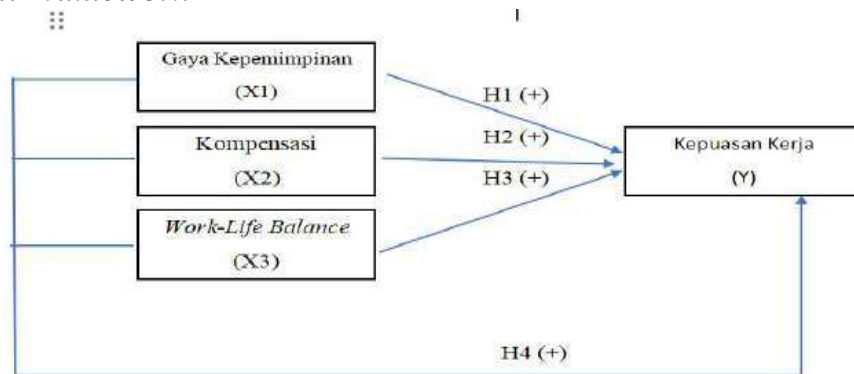


Figure 1. Proposed Theoretical Framework

METHODOLOGY

The study employed a causal-comparative quantitative method, referring to the guidelines set out by Sugiyono (2023), to analyze cause-and-effect interactions between the independent and dependent variables. Between independent and dependent variables. The study was carried out in Moyudan District, Sleman Regency, Yogyakarta, with the target population consisting of village government officials (Pamong Kalurahan) from several villages within the district.

To obtain representative data, the study utilized a probability sampling technique, specifically simple random sampling, ensuring that every member of the population had an equal chance of being selected (Sugiyono, 2018). The total population included 148 officials, and based on the Slovin formula with a 5% margin of error, a sample size of 108 respondents was determined.

Data collection was conducted using a structured questionnaire, administered both in person and via Google Forms to increase accessibility. Each item in the questionnaire was assessed using a 4-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," as adapted from Ghozali (2018). Prior to analysis, the instrument underwent a validity test by correlating item scores with total scores, and a reliability test using Cronbach's Alpha to ensure consistency and internal stability of the measurement tool.

The collected data were then processed using multiple linear regression analysis to examine the effect of each independent variable on job satisfaction. The hypothesis testing involved t-tests to evaluate the individual influence of each variable and F-tests to measure the overall model significance. In addition, several classical assumption tests were conducted including tests for normality, multicollinearity, and heteroscedasticity to assess whether the regression model met the underlying statistical assumptions required for robust inference.

RESEARCH RESULT

Validity Test

To evaluate item validity, Pearson correlation coefficients were computed between each item and the total score. The results are as follows:

Table 1. Pearson Correlation Output for Construct Validity

Variable	Item No	Correlation	R table	Status
Leadership Style	1	0.663	0.1591	Valid
	2	0.747	0.1591	Valid
	3	0.642	0.1591	Valid
	4	0.641	0.1591	Valid
	5	0.752	0.1591	Valid
	6	0.804	0.1591	Valid
Compensation	1	0.677	0.1591	Valid
	2	0.713	0.1591	Valid
	3	0.664	0.1591	Valid
	4	0.654	0.1591	Valid
	5	0.482	0.1591	Valid
	6	0.584	0.1591	Valid
	7	0.727	0.1591	Valid
	8	0.679	0.1591	Valid
Work-life balance	1	0.663	0.1591	Valid
	2	0.747	0.1591	Valid
	3	0.642	0.1591	Valid
	4	0.641	0.1591	Valid
	5	0.752	0.1591	Valid
	6	0.804	0.1591	Valid
Job satisfaction	1	0.751	0.1591	Valid
	2	0.803	0.1591	Valid
	3	0.796	0.1591	Valid
	4	0.625	0.1591	Valid

Reliability test

Cronbach's Alpha values for each construct are presented below, indicating acceptable levels of internal consistency when $\alpha > 0.60$:

Table 2. Internal Consistency Evaluation Using Cronbach's Alpha

Reliability			
Construct	Cronbach's Alpha	Number of Items	Reliability Status
Leadership Style	0.783	6	Reliable
Compensation	0.802	8	Reliable
Work-Life Balance	0.802	6	Reliable
Job Statification	0.728	4	Reliable

Normality Test Results

Residual data were analyzed for normality through the Kolmogorov-Smirnov test, and refined using Monte Carlo simulation for robustness:

Table 3. Distribution Assessment Using Kolmogorov-Smirnov and Monte Carlo Methods

Normality was assessed using the Kolmogorov-Smirnov test, enhanced with Monte Carlo simulation to ensure robustness.			
			Unstandardized Residuals
N			108
Normal Parameters	Mean		.0000000
	Std. Deviation		.04122938
Most Extreme Differences	Absolute		.119
	Positive		.119
	Negative		-.055
Test Statistic (K-S)			.119
Asymptotic Significance (2-tailed)			.001
Monte Carlo Significance (2-tailed)	Sig.		.087
	99% Confidence Interval	Lower Bound	.080
		Upper Bound	.094
a. Test distribution is normal.			

Based on the results of the normality assessment using the Kolmogorov-Smirnov test, the residuals were found not to be normally distributed, as indicated by an asymptotic significance (2-tailed) value of 0.001, which is below the 0.05 threshold. Consequently, additional steps were required to address the distribution issue. One such method employed was the Monte Carlo test.

The purpose of this test was to determine whether the residual data, especially those with extreme values, complied with the assumption of normality. The Monte Carlo test results demonstrated an improvement, with the significance value increasing from 0.001 to 0.087 and a 99% confidence interval ranging from 0.080 to 0.094. Since the significance value now exceeds the 0.05 criterion, it can be concluded that the residuals meet the normality assumption required for this study.

Multicollinearity analysis aims to evaluate if there is a strong correlation among the independent variables within a regression model, as such correlations can lead to inaccurate estimation of the regression coefficients.

Multicollinearity Test Results

Indicators below demonstrate that no serious multicollinearity is present among predictors:

Table 4. Variance Inflation Factor and Tolerance Values for Multicollinearity Check

Coefficient			
Predictor		Collinearity Statistics	
		Tolerance	VIF
	x1	.482	2.077
	x2	.573	1.745
	x3	.656	1.525

Multicollinearity diagnostics revealed that tolerance scores for variables X1, X2, and X3 were 0.482, 0.573, and 0.656, respectively. Since all values were above 0.1 and VIF remained below 10, multicollinearity was not considered a concern in this model. Corresponding Variance Inflation Factor (VIF) values are 2.077, 1.745, and 1.525. Because all VIF values are under the threshold of 10 and all tolerance values exceed 0.1, it can be concluded that there is no significant multicollinearity problem within this regression model.

Heteroscedasticity Test Results

The Glejser approach was applied to determine whether residuals exhibited non-constant variance across predictor levels:

Table 5. Residual Variance Test via Glejser Method

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	-.178	.082		-2.160
	x1	.035	.069	.070	.509
	x2	.113	.071	.199	1.592
	x3	.004	.060	.007	.062
a. Dependent Variable: ABS_RES					

The results of the heteroscedasticity test show that none of the independent variables (X1, X2, X3) are statistically significant (p-values of 0.612, 0.114, 0.950). Therefore, there is no evidence of heteroscedasticity affecting the model.

Multiple Linear Regression Analysis Test Results

The model's regression output, including unstandardized and standardized coefficients, is presented below:

Table 6. Estimated Coefficients from Multiple Linear Regression Model

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.298	.117		-2.544	.012
	x1	.586	.091	.566	6.415	.000
	X2	.028	.004	.523	6.610	.000
	x3	.504	.082	.480	6.128	.000
a. Dependent Variable: y						

The analysis results indicate that the constant term significantly influences the dependent variable (Y), as shown by a p-value of 0.012. Furthermore, the independent variables X1, X2, and X3 each demonstrate a strong and statistically significant effect on the dependent variable, with p-values of 0.000. The standardized coefficients (Beta) reveal that X1 exerts the greatest impact at 0.566, followed by X2 at 0.523, and X3 at 0.480. Overall, the constant and all three independent variables collectively play a significant role in explaining the variations observed in the dependent variable (Y).

Determination Coefficient Test Results (R2)

This summary presents the proportion of variance explained by the predictors, adjusted for the number of variables:

Table 7. Overview of Model Fitness via Adjusted R-Square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.580	.568	.03512
a. Predictors: (Constant), x3, X2, x1				

The results of the analysis show that 58% of the variation in the dependent variable (Y) can be explained by the independent variables (X1, X2, and X3). The remaining 42% of the variation is likely influenced by factors outside the scope of this study. The adjusted R² value of 0.568 indicates that when accounting for the number of predictors, the model explains approximately 56.8% of the total variance in Y. This suggests that including additional relevant variables could potentially improve the model's ability to explain the dependent variable.

F Test Results

The F-statistic and its significance level are provided to evaluate the collective influence of the independent variables:

Table 8. ANOVA Output for Simultaneous Significance Test (F-test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.177	3	.059	47.941	.000 ^b
	Residual	.128	104	.001		
	Total	.306	107			
a. Dependent Variable: y						
b. Predictors: (Constant), x3, x2, x1						

Findings from the F-test indicate that the model's F-statistic reached 47.941 with a significance probability of 0.000. As this value surpasses the critical threshold at a 5% level, it confirms the combined effect of the predictors on the dependent variable. This result is notably higher than the critical F value of 2.68 at the 5% significance level. Given that the computed F exceeds the F table value ($47.941 \geq 2.68$) and the p-value is below 0.05, the null hypothesis is rejected. This confirms that the independent variables collectively have a statistically significant influence on the dependent variable.

T Test Results

Table 9. Individual Predictor Significance from t-Statistics

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.298	.117		-2.544	.012
	x1	.586	.091	.566	6.415	.000
	X2	.028	.004	.523	6.610	.000
	x3	.504	.082	.480	6.128	.000
a. Dependent Variable: y						

The t-test results show that:

The t-test outcomes show that the constant and all independent variables are statistically significant. Variable X1 demonstrates the strongest standardized impact, followed closely by X2 and X3, all with p-values well below 0.05, with a p-value of 0.012, suggesting its relevance in the model. Furthermore, all independent variables (X1, X2, and X3) exhibit strong statistical significance, each having a p-value of 0.000. This signifies that each variable exerts a considerable effect on the dependent variable (Y). Based on the standardized beta coefficients, X1 (0.566) emerges as the most influential predictor, followed by X2 (0.523) and X3 (0.480). These findings imply that the independent variables collectively play a crucial role in explaining the variability in the dependent variable.

DISCUSSION

The findings of this study indicate that leadership style, compensation, and work-life balance each have a positive and significant impact on the job satisfaction of village officials in Moyudan District. These outcomes are in harmony with previous studies and conceptual theories, reinforcing the view that strong leadership practices are fundamental in shaping employee satisfaction levels. According to transformational leadership theory (Bass, 1985), leaders who inspire, intellectually stimulate, and personally engage their subordinates foster higher levels of commitment and satisfaction. This was evident in the data, where leadership style exerted the strongest influence among the variables studied.

Moreover, fair and transparent compensation systems were shown to significantly enhance job satisfaction. Consistent with Expectancy Theory (Vroom, 1964), employees are more motivated when they believe that their efforts will be rewarded with valued outcomes. These findings reinforce earlier research by Veriyani and Prasetyo (2018), emphasizing that appropriate compensation strengthens employees' sense of appreciation and motivation in fulfilling their roles.

Work-life balance also emerged as a vital factor affecting job satisfaction. This is in accordance with Enrichment Theory (Greenhaus & Powell, 2006), which posits that experiences and resources gained in one domain of life can enrich another. Village officials who perceive they have sufficient time and flexibility to manage both work and personal life report higher levels of job satisfaction, suggesting that policies promoting work-life integration can improve overall performance and well-being.

Collectively, the results demonstrate that leadership style, compensation, and work-life balance simultaneously influence job satisfaction. This implies that addressing only one aspect may be insufficient; a comprehensive approach that enhances organizational leadership, fair reward systems, and work-life integration is essential to improve both the performance and satisfaction of village-level government employees. These findings contribute not only practical insights for local governance management but also enrich the body of knowledge in public sector human resource management.

CONCLUSION AND RECOMMENDATION

The research findings indicate that leadership style, compensation, and work-life balance all play a significant role in influencing the job satisfaction of village officials in Moyudan District, Sleman. Based on these results, it is recommended that:

1. Village governance bodies implement leadership development programs emphasizing emotional intelligence and empathy.
2. Transparent and fair compensation systems be established to ensure equity and boost morale.
3. Policies that promote flexible working arrangements be introduced to enhance both employee satisfaction and overall performance.

Future research could further investigate intermediary variables such as work motivation or organizational commitment to deepen understanding of these relationships.

ADVANCED RESEARCH

This research has several inherent limitations that should be acknowledged when interpreting the results. Firstly, the study was confined to Moyudan District only, which limits the ability to generalize the findings to other regions or contexts. Secondly, the focus was restricted to three variables – leadership style, compensation, and work-life balance while other important determinants such as organizational culture, workplace environment, and career advancement opportunities were not examined, though they may also influence job satisfaction.

Additionally, data were collected via questionnaires, which might introduce response bias. The exclusive use of a quantitative methodology means that the rich, subjective experiences of the village officials were not deeply explored. To address these limitations, future research could broaden the geographic scope, incorporate additional relevant factors, employ a mixed-methods design combining both quantitative and qualitative approaches, and consider longitudinal studies to provide a deeper and more nuanced understanding of the factors affecting job satisfaction.

ACKNOWLEDGMENT

The author expresses sincere thanks to Universitas Mercu Buana Yogyakarta, the supervising lecturer, and all village officials in Moyudan District for their participation and support throughout the research process.

REFERENCES

- Antoni, A. (2024). Implementasi Teori Operant Conditioning B.F. Skinner dalam Pembelajaran Pendidikan Agama Islam. *Counselia: Jurnal Bimbingan Konseling Pendidikan Islam*, 5(1), 181–191.
<https://doi.org/10.31943/counselia.v5i1.84>
- Arafah, M., & Rianti, N. M. N. (2024). Pengaruh work-life balance dan kompensasi terhadap kepuasan kerja tenaga kesehatan pada Puskesmas Mepanga Kecamatan Mepanga Kabupaten Parigi Moutong. *Jurnal Metaverse ADPERTISI*, 3(2), 29– 35.
<https://doi.org/10.62728/jma.v3i2.581>
- Dahrani, D., & Sohiron, S. (2024). Penerapan Teori Harapan Victor Vroom dalam meningkatkan motivasi kerja karyawan. *AL-MIKRAJ: Jurnal Studi Islam dan Humaniora*, 4(2), 1974–1987.
<https://doi.org/10.37680/almikraj.v4i02.5511>
- Depitra, P. S., & Soegoto, H. (2018). Pengaruh gaya kepemimpinan terhadap kinerja karyawan. *Majalah Ilmiah UNIKOM*, 16(2), 185–188.
<https://doi.org/10.34010/miu.v16i2.1361>
- Dewi, R. S., Setiadi, I. K., & Mulyantini, S. (2022). Pengaruh work-life balance, employee engagement dan burnout terhadap kepuasan kerja karyawan milenial Kelurahan Kamal Jakarta Barat.

- Ferdinandito, A., & Haryani, T. N. (2021). Gaya kepemimpinan servant leadership dalam meningkatkan kualitas pelayanan publik. *Wacana Publik*, 1(1), 190. <https://doi.org/10.20961/wp.v1i1.53145>
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate* (E-book).
- Khomsin, A. (n.d.). Pengaruh kompensasi, motivasi dan gaya kepemimpinan Islam terhadap kinerja karyawan home industry tahu di Kalurahan Proyangan Utara Kecamatan Batang. <http://e.thes.es.uingusdur.ac.id/4954/>
- Listiaty, T., & Marini, S. (n.d.). Pengaruh kepemimpinan dan motivasi terhadap kinerja karyawan hotel bintang tiga di Bandung Utara.
- Malini, H., & Yulianty, Y. (2023). Pengaruh work-life balance, burnout, dan kompetensi terhadap kepuasan kerja pekerja kesehatan. *Journal of Health Management Research*, 2(2), 18. <https://doi.org/10.37036/jhmr.v2i2.437>
- Noviadi, A., Putri, N. M. D. R., Harwindito, B., & Nagara, A. (2024). Work-life balance mempengaruhi kinerja karyawan di hotel XYZ bintang lima Jakarta. *Jurnal Sains Terapan Pariwisata*, 9(2), 84–93. <https://doi.org/10.56743/jstp.v9i2.380>
- Pahrori, R. D. (2024). Pengaruh keseimbangan kehidupan kerja dan disiplin kerja terhadap kinerja karyawan: Studi kasus pada Perum Bulog Kantor Wilayah Bengkulu.
- Paraswati, A. D., Amelia, T., & Larassaty, A. L. (2023). Literature review: Kompensasi dan motivasi kemampuan kerja pegawai melalui kontrak kerja perusahaan. *Jurnal Ilmiah Swara Manajemen*, 3(2), 352. <https://doi.org/10.32493/jism.v3i2.31336>
- Roni Harsoyo. (2022). Teori kepemimpinan transformasional Bernard M. Bass dan aplikasinya dalam peningkatan mutu lembaga pendidikan Islam. *Southeast Asian Journal of Islamic Education Management*, 3(2), 247–262. <https://doi.org/10.21154/sajiem.v3i2.112>
- Saputra, W. (n.d.). Pengaruh gaya kepemimpinan terhadap kinerja pegawai melalui disiplin dan motivasi kerja pegawai PPSU Kelurahan Duren Sawit Jakarta Timur.
- Sinurat, E. J. (2017). Pengaruh gaya kepemimpinan terhadap kepuasan kerja karyawan pada PT. Himawan Putra Medan. *Jurnal Ilmiah Methonomi*, 3(2).
- Siregar, R. (2017). Sumber daya manusia dalam pembangunan nasional.
- Sugiyono, D. (2023). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*.
- Syahputri, A. Z., Fallenia, F. D., & Syafitri, R. (2023). Kerangka berpikir penelitian kuantitatif. *TARBIYAH: Jurnal Ilmu Pendidikan dan Pengajaran*, 2(1).
- Thoha, M., Nugraha, H. S., Suryoko, S., Rhosyida, N., & Nadhifah, T. (2022). The well-being of workers and teachers analysis in the midst of COVID-19 pandemic to achieve work-life balance. *Khazanah Sosial*, 4(2), 364–377. <https://doi.org/10.15575/ks.v4i2.18107>
- Veriyani, R., & Prasetyo, A. P. (2018). Pengaruh kompensasi terhadap kepuasan kerja karyawan pada divisi produksi PT. Soljer Abadi. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 2(2). <https://doi.org/10.31955/mea.v2i2.15>