



The Effect of Leadership Style, Work Commitment and Motivation to the Staff Work Satisfaction on the Management Institution of Government Finance and Asset

Baharuddin Latief, Lily Montarcih Limantara

Abstract: *The leadership style on the Management Institution of Government Finance and Asset in Makassar City is tend to the delegate leadership style such as the authority of leader delegate is rather complete to the staff. Therefore, the staff can carry out the work duty freely. This research aims to know and to analyze the influence of leadership style, work commitment, and work motivation to the staff work satisfaction on the Management Institution of Government Finance and Asset in Makassar City, South Sulawesi Province of Indonesia. To implement the aim, this study uses the data collecting through the observation, documentation, and distribution of questionnaire. The analysis uses the quantitative descriptive analysis, hypothesis test, classical assumption test, and multiple linear regression analysis. Result shows that the leadership style, work commitment and work motivation have the positive and significant influence to the staff work satisfaction on the Management Institution of Government Finance and Asset in the Makassar City. Based on the regression analysis result, it indicates that the dominant variable which influences the staff work satisfaction on the Management Institution of Government Finance and Asset in the Makassar City is the leadership style. In addition, the leadership style, work commitment, and work motivation have positive and significant influence to the staff work satisfaction.*

Keywords: *leadership style, work commitment, work motivation, staff work*

I. INTRODUCTION

The Management Institution of Government Finance and Asset in the Makassar City has the main tasks to help the Mayor in setting and carrying out the regional policy on setting the guidance and the technical hint of development, control, and coordinating of finance and asset management.

Manuscript published on 30 September 2019

* Correspondence Author

Baharuddin Latief*, Lecturer of Bachelor Postgraduate, Indonesia Muslim University, Makasar, Indonesia. Email: baharlatief@yahoo.com

Lily Montarcih Limantara*, Department of Water Resources, Faculty of Engineering, University of Brawijaya, Malang, Indonesia. Email: lilymont2001@gmail.com.

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](https://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC-BY-NC-ND license <http://creativecommons.org/licenses/by-nc-nd/4.0/>

Human resource is as the excellent key which is difficult to be imitated by the other organization. Human resource has become as an important player in the overall management function. Every organization will always make effort to increase the staff performance with the hope that what is as the organization aim will be reached [1].

To give the work motivation to every staff, one of the important target in human resources management on an organization is the creation of work satisfaction for member of the organization. Work satisfaction is hoped to be able to better and more accurately stimulate on reaching the organization aim. Sopiah [2][3][4] presented that work satisfaction is as an emotional expression with the positive and pleasure as the result of evaluation to a work or the work experience, and there is a conformity between someone hope that is appeared and the reward that is prepared by the work. Leadership style in an organization is as a factor that determines the success or unsuccessful of an organization [5]. Success leadership indicates that the management of an organization is effective and efficient to be carried out successfully. The relation between the leader and staff can be measured through the staff evaluation to the leadership style of the leader in guiding and building his staff for carrying out the work [6][7]. Leadership style is very related with the work satisfaction because the action of leader can get rid of the staff disappointment to the work and giving the compensation. Besides the leadership style, work commitment also has the influence to the staff work satisfaction. According to Sopiah [4], commitment is an identification and involvement of someone that is relatively strong to the organization. Besides the leadership style and commitment, the motivation is also very important in increasing the work satisfaction as expressed by As'ad [8] who said that the needs fulfillment of staff due to the service and reward by leader to the work achievement that is produced regarding to the justice principal, can motivate the staff work. The more often the staff to be motivated for carrying out the work well, it will be more increasing the quality and work satisfaction [9][10]. Strong or weak stimulation or work satisfaction that is felt by someone will determine the high or low work satisfaction that is felt. Based on the previous researcher, leadership style on the Management Institution of Government Finance and Asset in the Makassar City is tend to the delegate leadership style such as the authority of leader delegate is rather complete to the staff.

The Effect of Leadership Style, Work Commitment and Motivation to the Staff Work Satisfaction on the Management Institution of Government Finance and Asset

Therefore, the staff can carry out the work duty freely. The leader does not matter with the staff way to make the decision and working, it is fully submitted to the staff.

Based on the aspect of work commitment regarding to the research observation, there is found that the staff does not good understand about the organization target. Their work is assumed as the routines that does not have the way and the target that has to be reached in a certain time, so there is not the same way between the individual and organization aim. To be review from the motivation aspect, the motivation of staff on the Management Institution is still needed to be continuously increased. It can be seen that part of the staff still has the low performance and responsibility to the duties that are given by the leader.

This research intends to analyze the influence of leadership style, work commitment, and motivation to the staff work satisfaction on the Management Institution of Government Finance and Asset in the Makassar

II. MATERIALS AND METHODS

A. Leadership style

According to Thoha [11], leadership style is as a behavior norm that is used by someone when he or she tries to effect the other person behavior as he or she sees. In this case, the effort to harmonize the perception among the persons who will influence the behavior with the other person who is influenced the behavior is becoming as the very important function [12].

Pasolong [13] described that there are three leadership styles and behavior of a leader such as directive, participative, and supportive leadership. Directive leadership is mentioned as if a leader gives the chance to the staff for knowing what becomes as the leadership hope and the leader express to the staff about how to be able to carry out the duty. This style has the meaning that the leader is oriented on the result. Participative leadership is mentioned as if a leader communicate with the staff and asking for obtaining supportive leadership is the leader effort to emphasize self, to be friendly, and please the staff [14]. This leadership style is tend as friends and easily to dialog by anyone, to give fully prosperity to the staff, and to treat equally the staff.

B. Commitment

According to Sopiah [2][4], the organization commitment is a condition that a staff takes side to the certain organization and the aims and their willingness are for holding the membership in the organization. Robbins and Judge defined that the organizational commitment is as a condition which a staff takes side in the certain organization and the staff aims and the willingness are for holding the membership in the organization. Therefore, the high work involvement means to take side into the organization that is recruiting the individual.

Based on the definitions as above, it can be concluded that the organizational commitment is the trust level which a staff takes side on a certain organization and aims, and would maintain the membership in organization. The organizational commitment can also be meaned as a staff loyalty which the self identification level or degree of staff in organizations and the willingness to continue the active participation in

organization where he or she works [13]. The individual identification on a organization will cause the individual has commitment to the organization because the organizational commitment is as an important factor that determines the relation quality inter individual as the organization member and the organization.

C. Motivation

According to Brodphy [15], motivation is a hypothesis idea that is used to inform the initiative of the beginner, way, intensity, and perseverance of behavior to reach the aim that is determined. It enters the concepts like the needs for success (I will work well until the end), membership or affiliation needs (I will work with my friends), reward or incentive (reward or punishment), custom, incompatibility, and curiosity, which is seen like this, but I do not know, why?

Sunyoto [16] said that motivation is a strength that is produced from someone willingness for satisfying the needs such as the sense of hungry and thirsty. According to Rivai and Sagala [7], motivation is a series of behavior and the values that influence the individual for reaching the specific thing regarding to the individual aim. The behavior and value is as an invisible thing that gives the strength to stimulate the individual to conduct oneself for reaching the aim.

D. Staff work satisfaction

Rivai and Mulyadi [18] presented that work satisfaction is as the evaluation of staff about how far the whole work satisfies their needs. In addition, work satisfaction is also as the general behavior that is as the product of some specific behavior to the factors of work, the self regarding, and the social relation of individual in outside of the work.

According to Badeni [19], staff work satisfaction is as one of the elements that is important enough in organization because the personal work satisfaction of organization can influence the work behavior such as lazy, diligent, productive, etc. Therefore, it can be said that the work satisfaction is directly as well as indirectly to have the relation with some types of staff behavior in organization.

Based on the description as above, some experts classify the factors that influence the work satisfaction related to some aspects as follow: 1) Salary is the income that is accepted by someone due to the work implementation regarding to the needs or not and it is felt fair or not; 2) Work condition or work environmental condition of a manufacturer where is as the work place of staff that works in the environment; 3) Work safety is as the supporting unsure that supports the created safe work condition in the form of material as well as non material, and 4) Advanced chance is as the personal growth, more responsible, and increasing the social status. Therefore, the individual who feels there is the provision of promotion is as one of the staff satisfaction.

E. Conceptual scheme of research

The Management Institution of Finance and Asset in Makassar City has the main duty to help the Mayor on setting and carrying out the regional policy in setting the technical guidance of development,

control, and coordinating in the management of finance and asset. Therefore, it is very important that the staff performance in the environment can give the very high contribution for supporting the reaching of organization target.

The increasing of staff performance is as one of the factors that is influencing to the reaching of organization target.

Leadership style has the strong relation to staff work satisfaction because the success leadership indicates that the management of human resources in the organization is success to be carried out for reaching the target that is assigned. Leadership style is the behavior or the selected way and to be used by a leader in influencing the mind, feeling, behavior, and behavior of organization member for action and running the duty regarding to the hoped willingness by the leader based on the organization aim that wants to be reached.

Work satisfaction is not only influenced by leadership style, but work commitment is also influenced in it. According to Sopiah [4], work commitment is as an identification and involvement of someone that is relatively strong to the

organization. Staff who has the strong commitment to the organization is as an asset for reaching the organization aim.

Besides the leadership style and work commitment, motivation is the very important part for increasing the staff work satisfaction. As'ad [8] said that the fulfillment needs of staff in servicing and reward by the leader to the work achievement that is produced regarding to the justice principal, can motivate their work. Therefore, if the staff is more often motivated for carrying out the work well, it will be more increasing the work quality and satisfaction that is wanted by the staff. Strong or weak stimulation or work motivation of a staff will determine the high or low work satisfaction that is felt.

Based on the description as above, it can be presented the mind scheme as in the Fig. 1.

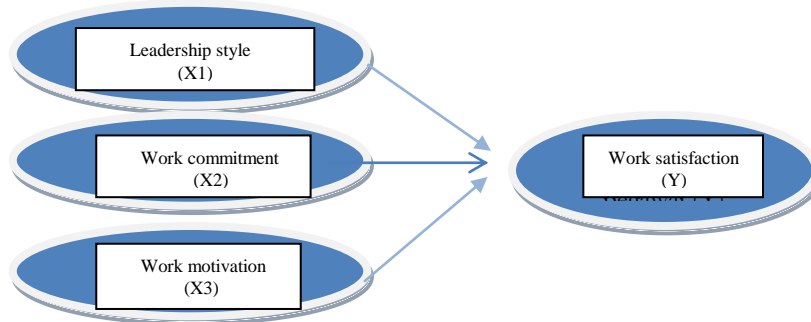


Fig. 1 Conceptual scheme of research

F. Research methodology

This research uses the analysis approach of quantitative descriptive such as by data collecting in the form of number or qualitative data that is numbered through the questionnaire for explaining the relation between the independent variable such as leadership style, work commitment, and motivation and the dependent variable such as staff work satisfaction. This research is conducted on the Management Institution of Government Finance and Asset in the Makassar City. The aim of the research is to analyses the relation, linkages, influence, and the relation between independent and dependent variable by using program of SPSS version 21.

G. Data collecting

To obtain the good and accurate information or data with the hope to reach the target of the research, there is used the method of data collecting as follow: 1) Technique of observation is as the direct observation to the researched object, in this case is the Management Institution of Government Finance and Asset in the Makassar City, 2) Interview is by asking some questions directly to the leader and staff that has the competency to obtain the relevant data, 3) Questionnaire is as the data collecting by distributing the question list to the respondents due to the hope that they will give the response of the questions regarding to the actual condition, 4) Documentation is the data collecting that is carried out by collecting the written data, important document

from the Management Institution of Government Finance and Asset as well as from the literature and reference.

H. Population

Population is as the generalization area that consists of the objects that have the quality and certain characteristic and it is applied by the researcher to be studied and then to be concluded [20]. The population in this study is the staff on the Management Institution of Government Finance and Asset in the Makassar City and the amount is 53 persons.

I. Sample

Sample is as part of the number and characteristic that is had by the population or a little part of population member that is taken according to the certain procedure so it can represent the population [20]. This study uses the technique of purposive sampling such as the technique of sample determination with the certain consideration or special selection to the staff of 53 persons which are assumed to be able to give the right information to the variables that will be measured in the research and the research location is on the Management Institution of Government Finance and Asset in the Makassar City

J. Method of data analysis

Based on the hypothesis and the aim of research that wants to be reached,

The Effect of Leadership Style, Work Commitment and Motivation to the Staff Work Satisfaction on the Management Institution of Government Finance and Asset

there is used the analysis method as follow: 1) Quantitative descriptive analysis in this research is an approach or method that is used to illustrate or analyze the result of study, however, it is not used to make the wider conclusion.; 2) Test of research instrument: a) Validity test is used for knowing the validity of questionnaire. A questionnaire is said valid if the question in the questionnaire is able to present that the question that is submitted is valid or not due to the researched variable. The research instrument is valid if the value of corrected item total correlation is more than 0.30, b) Reliability test is a tool for measuring a questionnaire that is as an indicator of variable or construct. The reliability measuring can be carried out by Cronbach Alpha (α) test. A construct or variable is valid if the value of α is 0.60; 2) Test of classic assumption, The usage of regression analysis in statistic has to be free from the classic assumption as the data normality, heteroces-dasticity, and multi-colinearity. For testing this item, there is used the SPSS Program as follow: a) The normality test intends to evaluate the dependent and independent variables in the regression model that has the normal distribution or not., b) Multi-colinearity test intends to

evaluate the dependent and independent variables in regression model that it has the correlation or not [15]; 3) Heteroces-dasticity test intends to evaluate the variance of residual from one observation to the other one in regression model that has the similarity or not and if different is said as heteroces-dasticity; 4) Multi regression analysis is an analysis for knowing the influence of leadership style, work commitment, and motivation to the staff work satisfaction on the Management Institution of Government Finance and Asset in the Makassar City by using the formula as follow [21][22]:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \quad (1)$$

III. RESULTS AND DISCUSSION

The main method to collect the research data is by distributing the questionnaire. The interview is only shown for confirming the response of respondent that is felt not too accurate. Therefore, the limited interview is carried out for the certain respondents. Data of respondent is presented as in the Table- I.

Table- I. Data of Respondent

No	Gender	Age	Education	Work time	Status
1	1	5	1	4	1
2	2	3	3	4	1
3	2	2	3	3	1
4	2	3	3	4	1
5	1	5	3	4	1
6	1	3	3	4	1
7	1	2	3	2	1
8	2	3	3	4	1
9	1	3	4	4	1
10	2	2	3	2	2
11	2	2	3	3	2
12	2	2	3	4	2
13	2	2	3	4	1
14	1	4	3	4	1
15	1	5	3	4	1
16	1	2	4	4	2
17	2	3	2	4	1
18	1	3	3	4	1
19	2	3	4	4	1
20	2	1	3	1	2
21	1	5	3	4	2
22	1	3	4	4	1
23	1	2	3	4	1
24	1	3	4	4	1
25	2	2	3	3	2
26	1	3	3	4	1
27	1	3	3	4	1
28	1	2	4	4	1
29	1	2	4	4	1
30	1	2	4	4	1
31	1	3	4	4	1
32	2	3	4	4	1
33	2	3	4	4	1
34	2	3	3	4	1



35	2	4	3	4	1
36	1	4	3	4	1
37	1	3	3	3	1
38	1	3	3	3	1
39	1	3	3	3	1
40	1	4	4	3	1
41	1	3	3	2	1
42	1	3	3	2	1
43	1	3	3	2	1
44	2	3	3	2	1
45	2	4	3	3	1
46	2	4	4	3	1
47	2	5	4	3	1
48	2	5	4	3	2
49	2	1	4	3	1
50	1	1	4	4	2
51	1	1	3	4	2
52	1	1	3	4	1
53	1	3	3	4	1

Explanation: No = no of respondent; Gender: 1= male, 2= female; Age: 1= < 25 years, 2= 26-35 years, 3= 36-45 years, 4= 46-50 years, 5= > 50 years; Education: 1= senior high school, 2= diploma 3= undergraduate, 4= master; work time: 1= < 2 years, 2= 2.1-3 years, 3= 3.1-4 years, 4= 4.1-5 years; status: 1= married, 2 = unmarried.

A. Test of research instrument

A.1. Reliability test of data analytic

Reliability is an index that indicates how far a measure tool can be trusted or dependable. A new measure tool can be trusted and dependable if it always obtains the consistent result from the invariant measuring symptom that is carried out in the different time. To carry out the reliability test, it can be used the alpha cronbach’s technique that a research instrument is said reliable if it has the social needs coefficient or alpha of 0.60 or more.

Based on the reliability test, the results are as follow: 1) Variable of leadership style has the cronbach’s alpha is 0.882 for test of 6 question items. It indicates that the the leadership style is reliable or dependable; 2) Variable of work commitment with number of questions are 6 items has the cronbach’s alpha of 0.868 and it is more than the standard of 0.60, so it can be said that the variable of work commitment is reliable; 3) Variable of work motivation with number of questions are 6, has the cronbach’s alpha of 0.838 and it is more than the standard of 0.60, so it can be said that the variable of work motivation is reliable; 4) Variable of work satisfaction with number of questions are 6 items, has the cronbach’s alpha of 0.852 and it is more than the standard of 0.60, so it can be said that the variable of work satisfaction is reliable. Therefore, it can be concluded that all variables in this research are feasible to be used for research hypothesis test.

A.2. Validity test of data analytic

Validity test is used to evaluate how far the accuracy of measured tool can expresses the even symptom concept that is measured. The construct validity in this research is evaluated by using the bivariate person (person moment product correlation). According to Sunjoyo *et.al.* [20], the bivariate person is a way that is carried out by correlating each item with the total value of the whole number of items by using the SPPSS Program version 21. The case is valid if it is having the correlation of moment product (r-calculated) more than r-table on the level of significant 5%. However, r-table on the degree of freedom is (n-2, 0.05) and in this research r-table (51; 0.05) = 0.2706, so if the r-calculated > 0.2706, the indicator is valid. In the Table 1 is shown that the whole r-calculated are more than 0.2706. Therefore the whole indicators of every variable are valid.

Statistically, the obtained correlation value has to be evaluated at first to express the correlation value is significant or not. If the correlation value less than 0.30, so the expression is not valid. If the correlation value is more than 0.30, it means that the indicator that is used is valid. The results of respondent data analysis is presented as in the Table- II and III. However, the result of validity test on the leadership style, work commitment, and work motivation to the work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City can be seen as in the Table- IV.

Table- II. Recapitulation of respondent response-1

No	Leadership style						Work commitment					
	X ₁₁	X ₁₂	X ₁₃	X ₁₄	X ₁₅	X ₁₆	X ₂₁	X ₂₂	X ₂₃	X ₂₄	X ₂₅	X ₂₆
1	3	3	3	3	2	2	2	3	2	4	3	3
2	4	2	2	2	3	2	2	3	2	3	3	3
3	2	3	2	3	3	3	2	3	2	3	2	3
4	2	3	2	3	2	3	2	3	2	3	3	3
5	2	3	2	4	3	3	3	3	3	3	3	3

The Effect of Leadership Style, Work Commitment and Motivation to the Staff Work Satisfaction on the Management Institution of Government Finance and Asset

6	3	4	3	3	2	4	3	3	4	3	3	3
7	3	4	4	3	3	4	3	3	4	3	4	4
8	2	3	2	2	3	3	3	3	4	4	4	4
9	3	3	3	3	4	4	3	4	3	2	4	4
10	3	3	3	4	4	4	3	4	4	3	4	3
11	4	4	4	4	5	5	4	5	5	4	4	3
12	4	4	4	4	4	5	4	4	4	4	4	4
13	4	4	5	4	5	4	4	5	4	5	4	4
14	4	4	4	5	5	5	4	5	4	5	4	5
15	4	4	4	5	5	5	4	4	5	5	4	5
16	4	4	4	5	4	5	5	4	5	3	4	5
17	5	4	5	4	4	2	5	4	5	3	3	4
18	3	5	5	4	5	3	5	4	5	4	3	4
19	3	3	3	3	3	3	4	4	5	4	4	3
20	4	5	4	3	5	4	4	5	4	4	4	4
21	4	5	4	5	4	4	4	5	4	4	4	4
22	4	5	5	5	4	5	4	5	4	3	4	4
23	5	5	5	4	4	5	4	5	5	3	2	3
24	5	5	5	4	5	5	4	5	3	3	3	2
25	4	4	4	4	4	5	4	4	4	4	4	4
26	4	4	4	4	5	4	4	4	4	4	4	4
27	4	4	4	4	4	4	3	3	3	4	5	4
28	4	5	5	4	5	4	3	4	4	3	3	3
29	4	5	5	4	5	4	4	5	4	3	3	3
30	3	5	5	3	3	4	3	4	3	3	3	4
31	3	3	3	3	3	5	4	5	4	4	5	4
32	3	3	3	3	3	5	3	4	3	3	4	3
33	3	4	3	4	3	5	3	4	3	4	3	3
34	3	4	3	4	3	4	2	3	2	3	2	2
35	2	2	3	3	3	3	2	3	3	2	2	3
36	2	3	2	2	2	3	2	3	3	3	3	2
37	2	3	2	3	2	3	4	4	5	4	5	4
38	5	5	5	5	5	4	4	5	5	5	4	5
39	4	5	4	4	4	4	4	5	4	5	4	4
40	4	4	4	4	4	4	4	5	4	5	4	4
41	4	4	4	4	4	3	4	5	4	4	4	5
42	4	4	5	4	5	3	4	5	4	4	4	5
43	3	3	5	3	3	3	4	4	5	4	4	3
44	3	3	4	3	4	3	3	3	5	3	3	3
45	3	3	3	4	4	3	3	3	5	3	3	3
46	3	4	3	3	4	4	3	3	4	3	3	3
47	4	4	4	5	4	4	4	4	4	4	4	5
48	4	4	4	4	4	4	4	4	4	4	4	5
49	4	4	5	5	5	4	4	4	5	4	4	4
50	5	4	4	5	5	5	4	5	5	5	4	4
51	5	4	5	4	4	3	5	5	5	5	4	5
52	4	4	5	5	4	3	5	5	4	5	4	4
53	4	4	5	5	4	3	4	4	4	4	3	5
Mean	3.55	3.85	8.81	3.79	3.63	3.81	3.57	4.06	3.92	3.70	3.57	3.72

Table- III. Recapitulation of respondent response-2

No	Work motivation						Staff work satisfaction							
	X ₃₁	X ₃₂	X ₃₃	X ₃₄	X ₃₅	X ₃₆	Y ₁	Y ₂	Y ₃	Y ₄	Y ₅	Y ₆	Y ₇	Y ₈
1	3	3	3	3	4	3	3	3	3	3	3	3	3	3
2	4	3	3	3	4	5	2	3	3	3	3	3	3	2
3	4	3	3	3	4	4	2	3	3	3	3	3	3	3

4	4	3	3	4	5	4	2	3	3	3	3	3	3	2
5	5	4	3	3	4	4	2	3	4	3	3	3	3	3
6	4	3	4	4	4	4	3	3	2	3	3	3	4	5
7	3	3	3	3	4	3	3	4	4	4	3	3	4	4
8	3	3	3	3	4	3	3	4	3	4	3	3	4	5
9	3	3	3	3	4	3	3	4	3	4	3	3	4	4
10	3	3	3	3	4	5	3	4	3	5	3	3	4	4
11	3	3	4	4	4	5	4	4	5	5	5	4	4	4
12	3	3	4	4	4	4	4	5	4	5	4	4	4	4
13	3	3	4	4	4	4	4	5	4	5	4	4	5	4
14	3	3	4	3	4	4	4	5	5	4	5	5	5	4
15	4	4	4	5	4	4	4	5	5	4	5	5	5	4
16	4	4	4	3	5	4	4	5	5	4	5	5	4	4
17	4	4	5	3	5	4	4	4	4	4	5	4	4	4
18	4	5	5	3	4	4	5	4	4	5	4	4	4	4
19	4	5	5	4	4	3	5	4	4	5	4	4	4	4
20	4	5	5	4	4	4	5	4	3	5	5	4	4	5
21	4	5	4	4	4	4	5	4	3	5	5	5	4	5
22	4	4	5	5	4	5	5	4	4	4	5	5	4	5
23	4	5	5	3	5	3	4	4	4	4	4	5	3	4
24	3	3	5	3	3	3	4	5	4	4	4	4	3	4
25	3	3	5	3	4	3	4	5	4	5	4	4	3	4
26	3	3	3	4	3	4	4	5	4	4	4	4	3	4
27	4	3	4	4	3	4	4	4	5	4	4	4	3	3
28	4	4	4	4	5	4	4	4	5	4	4	4	3	3
29	4	4	4	5	5	4	4	4	5	4	4	5	2	3
30	4	4	5	5	4	4	3	4	4	4	4	5	2	3
31	5	5	5	5	5	5	3	4	4	3	4	5	2	3
32	5	5	5	4	5	5	3	4	4	3	3	5	2	4
33	5	5	5	4	5	5	3	3	4	3	5	4	3	2
34	4	5	4	4	4	4	2	3	2	3	2	3	3	3
35	4	4	4	4	5	4	2	3	2	3	3	3	3	3
36	4	4	4	4	4	4	2	3	2	3	3	3	3	3
37	4	4	4	3	4	4	3	3	3	4	2	3	3	2
38	3	3	3	3	4	3	3	4	3	4	2	2	4	2
39	3	3	3	3	3	3	3	4	3	4	4	2	4	3
40	3	3	3	3	3	3	3	4	3	4	3	2	4	4
41	3	3	3	4	3	3	3	4	3	4	3	3	4	4
42	3	4	3	3	5	3	4	4	4	5	4	3	4	4
43	4	4	4	5	4	5	4	5	4	5	4	3	5	4
44	4	4	4	5	5	5	4	5	4	5	4	3	5	5
45	4	4	4	4	4	5	5	5	4	4	4	4	5	5
46	4	5	4	4	5	4	5	4	4	4	5	4	4	4
47	5	5	5	4	5	4	4	5	5	4	5	4	4	4
48	5	5	5	4	4	4	4	5	5	4	4	4	4	5
49	3	3	4	3	4	3	3	5	4	4	2	4	4	4
50	3	3	4	3	3	3	3	5	4	4	2	3	4	4
51	3	3	4	3	3	3	3	5	4	4	2	3	4	4
52	3	3	4	3	3	3	2	5	4	4	3	3	4	4
53	4	5	4	5	4	4	2	3	3	3	3	4	4	5
Mean	3.70	3.75	3.98	3.72	4.09	3.87	3.43	4.09	3.74	3.98	3.68	3.68	3.68	3.75

Table- IV. Recapitulation of validity test result

Variable	Notation of question item	Personal bi-variate correlation	r-table	Information
Leadership style	X ₁₁	0.780	0.2706	Valid
	X ₁₂	0.745	0.2706	Valid
	X ₁₃	0.757	0.2706	Valid
	X ₁₄	0.714	0.2706	Valid

The Effect of Leadership Style, Work Commitment and Motivation to the Staff Work Satisfaction on the Management Institution of Government Finance and Asset

	X ₁₅	0.763	0.2706	Valid
	X ₁₆	0.423	0.2706	Valid
Work commitment	X ₂₁	0.833	0.2706	Valid
	X ₂₂	0.641	0.2706	Valid
	X ₂₃	0.606	0.2706	Valid
	X ₂₄	0.661	0.2706	Valid
	X ₂₅	0.625	0.2706	Valid
	X ₂₆	0.646	0.2706	Valid
Work motivation	X ₃₁	0.836	0.2706	Valid
	X ₃₂	0.733	0.2706	Valid
	X ₃₃	0.536	0.2706	Valid
	X ₃₄	0.543	0.2706	Valid
	X ₃₅	0.529	0.2706	Valid
	X ₃₆	0.547	0.2706	Valid
Staff work satisfaction	Y ₁	0.827	0.2706	Valid
	Y ₂	0.672	0.2706	Valid
	Y ₃	0.594	0.2706	Valid
	Y ₄	0.632	0.2706	Valid
	Y ₅	0.636	0.2706	Valid
	Y ₆	0.469	0.2706	Valid
	Y ₇	0.399	0.2706	Valid
	Y ₈	0.537	0.2706	Valid

Explanation:

- X₁₁ = the leader always informs to the staff about what has to do and the way to carry out work
 X₁₂ = the leader always determines the clear work relation among one to another
 X₁₃ = the leader indicates something that can stimulate the staff interest
 X₁₄ = the leader always gives chance to the staff for expressing their feeling and attention
 X₁₅ = the leader always engages the staff together to formulate the aim
 X₁₆ = the leader always gives chance to the staff for discussing the problem of organization
 X₂₁ = I am proud of the organization to someone outside the organization
 X₂₂ = I feel to be emotionally lacing on the organization
 X₂₃ = now I am fixed to work in the organization due to the demand and regarding to my willingness
 X₂₄ = one of my reasons to continue working on the organization is to leave the organization will need the big private sacrifice, however the other organization may be not overall suitable with the benefit that is obtained here
 X₂₅ = moving from one organization to the other one is not inethical for me
 X₂₆ = If I obtain the work recruitment that is better in the other organization, I will not feel that the recruitment is as the accurate eason to leave my organization
 X₃₁ = I always maximal work to get the better work performance
 X₃₂ = I am working due to the responsibility of handling work
 X₃₃ = I want to get the recognition from the leader due to the work performance that I reach
 X₃₄ = I get the salary range regarding to my work load during the time
 X₃₅ = I get the incentive range regarding to the work performance that I reach
 X₃₆ = in my work place
 Y₁ = I am satisfied with the salary that is determined by the institution
 Y₂ = the salary is always given on time
 Y₃ = The available work equipment has been enough and modern completed
 Y₄ = I feel satisfy with the condition of work environment
 Y₅ = I am satisfied with the work guarantee that is given during the time
 Y₆ = The work safety system that is applied by the organization during the time has been well carried out.
 Y₇ = the organization gives the chance to every stafffor promoting to the better degree
 Y₈ = I get the chance from the organization to increase the competence that I have during the

satisfaction are valid because the correlation value of every indicator has been more than 0.30.

B. Test of classic asumption

B.1. Normality test of data analytic

Before the end analysis of data, they are formerly carried out the normality test which intends to evaluate the disturbed or residual variable in regression model is normal

As presented in the Table 3 above, validity test for the variables of leadership style, work commitment, work motivation, and staff work satisfaction has the correlation value more than the standard value. Therefore, it can be concluded that the indicator or questionnaire that are used by each variable of the leadership style, work commitment, work motivation, and staff work

distributed or not. There are two manners that can be carried out to evaluate the normality of data such as statistically or graphically.

The statistic method can be seen by Kolmogorof-Smirnov Test by using the SPSS Program version 2.1. and the result is presented as in the Table- V.

Table- V. Normality test with one sample Kolmogorov Smirnov Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Standardized Residual	0.076	53	0.200*	0.983	53	0.630

*. This is a lower bound of the true significance.
Lilliefors Significance Correction

Based on the result of normality test, there is obtained the significant value of each variable is 0.200 and it is not significant because the significant standard is 0.05. It gives the illustration that the deviation of distribution from the normal curve is not significant which is meant that there is not normal distributed.

Furthermore, for evaluating the data distribution is normal or not, it can be used graphically by seeing the Normal Probability Plot that compares the commulative distribution of real and normal data. If the data distribution is normal, so the line that illustrates the real data will follow the diagonal as seen in the Fig. 2

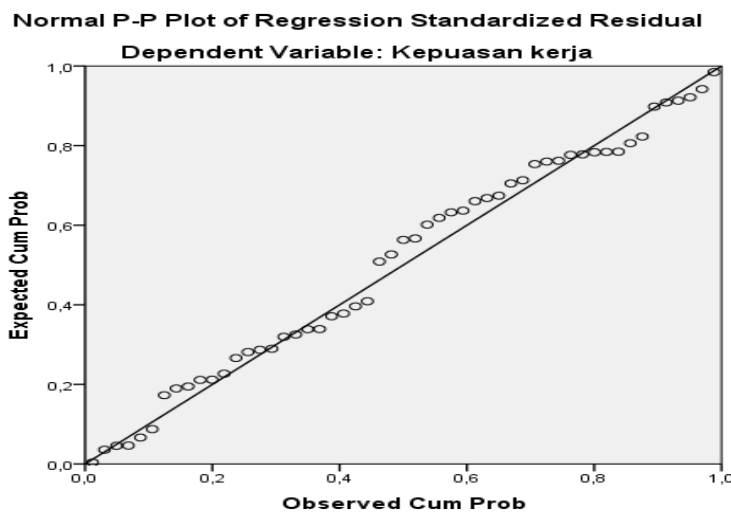


Fig. 2 Normal P-Plot of Regression Standardized Residual

Based on the normal P-Plot of Regression Standardized Residual as above, it is seen that the whole data have been as normal distributed because the data is distributed and following the diagonal line, so the data have fulfilled the normality condition.B.2.

B.2. Multi-collinearity test

Multi-collinearity test is carried out for knowing there is or not the relation between dependent and independent variable. Result show that there is no correlation among the independent variables in good regression model. Multi-collinearity test is used if the independent variable is more than 1 as in this research that has 3 independent variables such as variables of leadership style, work commitment, and work motivation. The result of multi-collinearity test is presented as in the Table- VI.

Table- VI Result of multi-collinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership style	0.570	1.756
Work commitment	0.557	1.795
Motivation	0.971	1.030

Dependent Variable: work satisfaction

Based on the result of multi-collinearity test, it indicates that if the Variance Inflation Factor (VIF) is more than 10, so the variables have the multi-collinearity problem with the other independent variable. Result shows that the independent variable of leadership style (X₁), work commitment (X₂), and work motivation (X₃) have the VIF value less than 10, so it can be concluded that there are not happened the

multi-collinearity among independent variables in the regression model.

The Effect of Leadership Style, Work Commitment and Motivation to the Staff Work Satisfaction on the Management Institution of Government Finance and Asset

B.3. Heteroscedasticity test

Heteroscedasticity test intends to evaluate that there is different or not the variance from the residual of one observation to the other observation in the regression model.

If the variance of one observation to the other observation is fixed, so it is mentioned as homoscedasticity and if it is different so it is mentioned as heteroscedasticity. The graphic of heteroscedasticity test result is presented as in the Fig. 3.

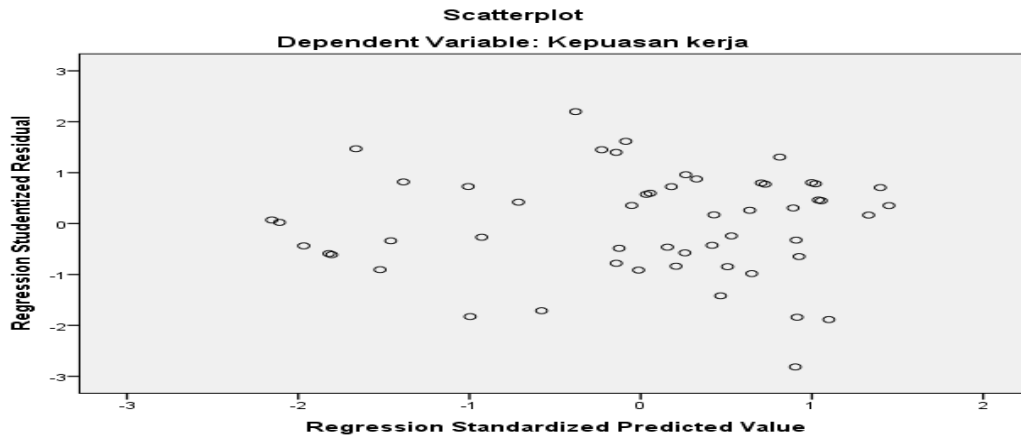


Fig. 3 Result of heteroscedasticity

The result of heteroscedasticity test by seeing the scatter plot graphic shows that the points are random distributed, they do not form a certain pattern, and they distribute over as well as under zero on y-coordinate. It means that there is not happened the heteroscedasticity in the regression model, so the regression model is feasible to be used for predicting the staff work satisfaction on the Management Institution of Government Finance and Asset in the Makassar City.

C. Analysis on the Influence of leadership style, work commitment, and work motivation to the staff work satisfaction

C.1. Analysis of multiple linear regression

Regression analysis is an analysis for knowing how far the influence of leadership style (X_1), work commitment (X_2), and work motivation (X_3) to the staff work satisfaction (Y) in the Management Institution of Government Finance and Asset in the Makassar City.

The result of multiple linear regression about the influence of leadership style (X_1), work commitment (X_2), and work motivation (X_3) to the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City by using the SPSS Program version 21 can be seen as in the Table- VII.

Table- VII Result of multiple linear regression

Variable	Standard of Coefficient	t_{hit}	Sig
Constant	-0.079	-0.133	0.895
Leadership style (X_1)	0.395	2.991	0.004
Work commitment (X_2)	0.340	2.549	0.014
Work motivation (X_3)	0.337	3,=.334	0.002

Analysis of the multiple linear regression produces the constant and coefficient of regression for each variable as follow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = -0.079 + 0.395 X_1 + 0.340 X_2 + 0.337 X_3$$

C.2. Determination coefficient (R^2) or Goodness of Fit Test

Evaluation by using the determination coefficient test (R^2) or the Goodness of Fit test is for seeing the influence of independent variable such as leadership style (X_1), work commitment (X_2), and work motivation (X_3) to the staff work satisfaction (Y) in the Management Institution of Government Finance and Asset in the Makassar City. There are two choices such as by using R square or Adjusted R square. If the number of variable is more than 2, so it is used the Adjusted R square. The result of correlation analysis indicates that $R = 0.716$, it means that the leadership style (X_1) and work motivation (X_2) have the strong relation to the staff work

satisfaction in the Management Institution of Government Finance and Asset in the Makassar City. Then, the Adjusted R Square or determination (r^2) is 0.483, it means that the independent variable such as leadership style (X_1), work commitment (X_2), and work motivation (X_3) influence the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City. It is known by analyzing the determination coefficient (KD) by using the formulation as follow: $KD = r^2 \times 100 = 0.483 \times 100 = 48.3\%$. This value indicates that the influence of leadership style, work commitment. And work motivation to the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City is as 48.3%. However, the rest of 51.7% is influenced by the other factor that is not included in this research.

C.3. Simultaneous test (F test)

F test is carried out for seeing the significant influence simultaneously of the independent variables such as leadership style (X_1), work commitment (X_2), and work motivation (X_3) to the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City. The evaluation is by comparing between $F_{calculated}$ and F_{table} due to the comparison between the probability and standard value. The result shows that the $F_{calculated}$ is 17.198 and F_{table} is 2.794, it has the significant value of 0.000. It indicates that the leadership style, work commitment [23], and work motivation have the simultaneous influence to the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City.

C.4. Partial significant test (t-test)

T-test is carried out for seeing individual and significant influence of independent variable such as the leadership style (X_1), work commitment (X_2), and work motivation (X_3) to the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City. The result of regression analysis can be described as follow:

1. The value of $F_{calculated}$ of the leadership style variable is 2.991 and F_{table} is 1.677. $F_{calculated}$ is more than F_{table} and the significant value is 0.004 (less than 0.05), so it can be concluded that the leadership style variable is significantly influencing the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City.
2. The value of $F_{calculated}$ of work commitment variable is 2.549 and F_{table} is 1.663. $F_{calculated}$ is more than F_{table} and the significant value is 0.014 (less than 0.05), so it can be concluded that work commitment variable is significantly influencing the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City.

The value of $F_{calculated}$ of work motivation variable is 3.334 and F_{table} is 1.677. $F_{calculated}$ is more than F_{table} and the significant value is 0.002 (less than 0.05), so it can be concluded that the work motivation variable is significantly influencing the staff work satisfaction in the Management Institution of Government Finance and Asset in the Makassar City.

IV. CONCLUSION

Based on the research result and discussion as above about the condition in the Management Institution of Government Finance and Asset in the Makassar City, it can be concluded as follow:

1. The leadership style, work commitment, and work motivation have the positive and significant influence to the staff work satisfaction.
2. The dominant variable that is influencing the staff work satisfaction is the leadership style.

REFERENCES

1. T. Bale. "If Opposition is an Art; is ed Miliband an Artist? A Framework for Evaluation Leaders of the Opposition", *Parliamentary Affairs*, Vol. 68 No. 1, 2015, pp. 58-76.
2. S.C. Goh, Managing Effective Knowledge Transfer: An Integrative Framework and Some Practice Implications", *Journal of Knowledge Management*, Vol. 6 No. 2, 2002, pp. 23-30.

3. G.A. Boyne, "Public Private Management: What is the Differences?", *Journal of Management Studies*. Vol. 39 No. 1, 2002, pp 97-122.
4. H. Nawawi, "Kepemimpinan Mengefektifkan Organisasi (Leadership to Make Effective the Organization)", Gadjah Mada University Press, Yogyakarta, 2012
5. M.M. Crossan, A. Byrne, G.H. Seijts, M. Reno, L. Monzani, and J. Gandz, "Toward A Framework of Leader Character in Organization", *Journal of Management Studies*, Vol. 54 No. 7, 2017, pp. 986-1018
6. Sopiah. "Perilaku Organisasional (Organizational Behaviour)", Edisi pertama, cetakan keempat, Penerbit: Andi, Yogyakarta, 2012
7. Juan and Mercede, "Knowledge Networks: Explaining Effective Knowledge Sharing in multi Unit Companies", *Organization Science*, 13, 2006, 232-48.
8. M. As'ad, "Psikologi Industri (Psychology of Industry)", Penerbit :Libert : Yogyakarta, 2015.
9. A.Hall, "Patron Client Relations", *The Journal of Peasant Studies*, Vol. 1 No. 4, 2008.
10. A.Whittom and R.M. Christine R.M., "Considering Participant Motivation In Knowledge Management Projects", *Journal of Knowledge Management Practice*, Vol. 10, No. 1, March 2009.
11. T.H. Handoko, "Manajemen Personalia dan Sumberdaya Manusia (Personal and Human Resources Management)", Edisi kedua, Penerbit : BPFE, Yogyakarta, 2012
12. Hsiu and Lee, "Commitment as an Aspect of Leadership", *Organization Development Journal*, 5, 2004; 53-55.
13. L.H. Pasolong, "Kepemimpinan Birokrasi (Bureaucracy Leadership)", Cetakan ketiga, Penerbit: Alfabeta, Bandung, 2013
14. L. Levina, "Integrating and Processes in a Learning Organization", *Information System Management*, Vol. 18, 2001 No. 1, pp. 21-32.
15. Darsono and S.Tjatjuk, "Manajemen Sumber Daya Manusia (Management of Human Resources)", Edisi pertama, cetakan pertama, Penerbit: Nusantara Consulting, Jakarta, 2011
16. D.Sunyoto, "Teori Kuesioner dan Analisis Data, Sumber Daya Manusia (Theory of Questionnaire and Analysis of Data, Human Resources." Cetakan pertama, Penerbit: CAPS. Yogyakarta, 2015
17. V. Rivai and E.J. Sagala, "Manajemen Sumber Daya Manusia untuk Perusahaan dari teori ke Praktik (Human Resources Management for Manufacturer)". Penerbit: Raja Grafindo, Jakarta, 2014.
18. V. Rivai and D. Mulyadi, "Kepemimpinan dan Perilaku Organisasi (Leadership and Behaviour of Organization)", Edisi ketiga, Penerbit: Rajagrafindo Persada, Jakarta, 2013
19. Badeni, "Kepemimpinan dan Perilaku Organisasi (Leadership and Behaviour of Organization)", Cetakan pertama, Penerbit: Alfabeta, Bandung, 2013
20. Sugiyono, "Metode Penelitian Kombinasi (Mixed Methods)", Penerbit: Alfabeta, Bandung, 2011
21. I.Fahmi, "Perilaku Organisasi, Teori, Aplikasi dan Kasus (Organization Behaviour: Theory, Application and Case)", Cetakan pertama, Penerbit: Alfabeta, Bandung, 2013
22. S. Robbins and A.J. Timothy, "Perilaku Organisasi (Organizational Behavior)", Edisi keenambelas. Penerbit: Salemba Empat, Jakarta, 2015.

AUTHORS PROFILE



Baharuddin Latief, Lecturer of Bachelor Postgraduate, Indonesia Muslim University, Makasar, INDONESIA.
Email: baharlatief@yahoo.com



Lily Montaraih Limantara, Department of Water Resources, Faculty of Engineering, University of Brawijaya, Jl. MT Haryono No. 167 Malang-INDONESIA,
Email: lilymont2001@gmail.com