

The Effects of Workload and Leadership Style on Technical Field Facilitators and their Impact on Job Satisfaction: Evidence from the Community-Based Infrastructure Sanitation Program at the Aceh Agency for Building, Infrastructure, and Regional Planning

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ABSTRACT: The objective of this paper is to evaluate the influence of workload and leadership style on the performance of the technical field facilitators (TFF) and its effect on job satisfaction as demonstrated in the Community-Based Infrastructure (CBI) Sanitation Program under the supervision of the Agency for Building, Infrastructure and Regional Planning, Aceh Province. CBI Sanitation program intends to supply sanitation facility to the poor community in the region through a participatory process. While the role of the TFF is quite significant in helping these communities, these people encounter a number of issues such as high workload and uncooperative leadership. This study, therefore, seeks to determine the influence of the workload and leadership styles, both directly and in tandem, as well as the influence of the TFF performance on job satisfaction. Using a quantitative comparative causal research methodology, the paper analyzed the responses from 40 TFF respondents from the Aceh region. Linear regression was used in analyzing the data collected. From this analysis, it is clear that the workload and leadership style have considerable influence on TFF performance, which again influences job satisfaction. These findings will form the basis of policy recommendation concerning the effectiveness of the CBI Sanitation program.

KEYWORDS: Workload, Leadership Style, Technical Field Facilitator, Job Satisfaction

1. INTRODUCTION

Indonesian poverty is a very complicated and multidimensional problem that concerns many aspects of people's lives. The problem of poverty does not concern merely the lack of money but also social, cultural, and political aspects and involvement of communities in development. Thus, poverty means not only poverty itself but also the lack of access to the necessary services to make one's life better. Among such things that can improve life quality, there are education, medical assistance, potable water, sanitation, and good job opportunities. Hence, Indonesian poverty should be considered within a more extensive framework of a community being unable to fulfill its non-economic basic needs. In particular, it means being unable to have access to appropriate education and health services as well as some other basic infrastructure services. The problem is complicated for development since it cannot be solved merely through the economic dimension of life.

The development efforts put forth by the government of Indonesia over the years have been geared towards solving problems of poverty in a sustainable manner. Some of the priority areas where the government has directed its development efforts include: (1) increasing accessibility to education, infrastructure, and healthcare services among people living in poverty; (2) providing social security; (3) reducing cases of malnutrition and food insecurity; and (4) increasing business opportunities. Despite having made some progress, there remain difficulties associated with efforts aimed at poverty alleviation. One such area where poverty rates are quite high is the province of Aceh. As of September 2024, the poverty rate in Aceh stands at 12.64%. This represents a marked decrease.

Infrastructure development is one such strategy that can be used to reduce poverty. This includes infrastructure development in rural areas where there has been neglect for decades. Through improved infrastructure, disadvantaged groups get a chance to exploit new opportunities in terms of market access, income generation, and quality of life improvement. Besides being important in the development discourse, infrastructure development can play a critical role in poverty reduction and bridging gaps between regions.

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This is evident in the CBI Sanitation Program initiated by the Ministry of Public Works and Housing to improve access to sanitation services through a participatory approach.

However, the success of CBI Sanitation depends on the efficiency of TFF who should ensure that the program will be executed properly in line with the community participation concept as well as in line with the technical standards. Indeed, TFF takes an extremely strategic position when performing coordination, communication, and other related tasks regarding the implementation of the sanitation program. While the TFF's role is extremely important, several issues prevent him from functioning efficiently. First, the TFF has quite a big load of work, second, he serves a vast territory and, third, the number of resources he can use is restricted.

There are several issues which impact on the performance of the TFF. One of such issues is the type of leadership styles used in the CBI Sanitations program. If appropriate leadership styles are used, they will encourage the employees to perform effectively. Otherwise, their performance might be adversely affected by the inappropriate leadership styles. In order to ensure that the TFF performs effectively, it is necessary to use leadership styles which are participatory and encouraging to the needs of the TFF members. In addition to considering the impacts of work pressure and the type of leadership styles on the performance of the TFF, it is important to evaluate how these factors lead to job satisfaction for the employees in carrying out their duties.

The purpose of this research is to offer further insights on the connection between workload, leadership, and the performance of TFF in the CBI Sanitation program. This study will also investigate the impact of the said variables on job satisfaction, which will affect the implementation of the program. The results of this study will be significant in helping in developing policies that will lead to improved TFF performance, effective implementation of the CBI Sanitation program, and poverty reduction in Indonesia. With the improvement of TFF performance and effective CBI implementation, it is hoped that the Indonesian society will become richer and self-reliant in order to minimize disparities between regions in Indonesia.

2. LITERATURE REVIEW

Workload

Workload can be defined as the amount of tasks that are needed to be performed by a person within a certain period of time by using his/her physical, mental, and emotional energies. According to (Bowling & Kirkendall, 2012), workload not only involves the quantity but also the complexity of tasks in which individuals need to adjust themselves to their surroundings. In contemporary organizations, the workload is related very much with the balance between the pressures and resources of people who have been hired to perform the job.

According to (Kobis et al., 2023), workload may be defined as an activity or process carried out by a staff member during a stipulated time. In case an individual can undertake the stipulated work and fit into it successfully, it is not a matter of workload. On the other hand, according to (Kasnowo, 2026), workload may be defined as job demands requiring physical and mental work done to realize organizational objectives during a certain period of time. Workload goes beyond the amount of work to be done, but it also entails the intensity, complexity, and stresses one has to go through to fulfill duties.

The amount of workload within the framework of the TFF consists of the number of supervised villages, the dimensions of the area worked on, interaction within the community, and time restrictions in achieving program goals. According to (Robbins & Judge, 2017), too much work pressure (workload) may result in stress, increase the chance of experiencing burnout, and reduce job satisfaction as well as productivity. As observed in a recent study conducted by (Alwahid et al., 2026), excessive workload in the public sector decreases the quality of provided public services owing to time restrictions and limited availability of manpower.

Workload management has been emphasized in current studies. (Ansori & Andriani, 2021) argue that when there is too much work load, the result is work-related stress which, in turn, hinders the performance of employees working in the infrastructure development industry. Also, according to the study conducted by (Abbas et al., 2021), the effect of workload on work output is two-fold; it impacts the job satisfaction of workers and their desire to stay with the organization.

(Y. Wang, 2024) conducted a study across nations and came to the conclusion that work overload of public sector organizations in Asia leads to higher turnover intention and lower work effectiveness. In a similar vein, Khan, Malik, and Ahmed (2023) argued that work overload causes work-related stress and burnout, especially among public sector organizations that interact with the general public.

Leadership Style

Leadership style is referred to as a pattern of behaviors displayed by leaders while directing, motivating, and influencing their subordinates to work towards organizational objectives (Bass & Bass, 2008); (Robbins & Judge, 2017). The behaviors of leaders include making decisions, communicating, delegating tasks and responding to needs of employees, which form part of

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organizational culture and enhance job satisfaction and performance. In case of community-based development programs, leadership becomes significant since field facilitators have a difficult task to accomplish and require assistance and coordination.

Leadership theories have been developing through trait-based theories to behavioral, situational, and contemporary theories. Trait theories focused on personal traits of leaders such as intelligence, self-confidence, and responsible attitude (Stogdill, 1948). Behavior-based theories suggested task-oriented and relation-oriented leadership as major determinants of effective leadership (Fleishman, 1953); (Likert, 1961). Situational theories, in their turn, claimed that an important element for assessing the success of leadership behavior was the situational factor and leader-member relations within a situation (Fiedler, 1967); (Hersey et al., 2013). Considering these theories, flexible leadership appears to be the most important form of leadership in ever-changing environments such as community infrastructure projects.

Current studies on leadership have largely emphasized transformational, transactional, participative, and servant leadership. Transformational leadership involves motivating employees through vision, inspiration, intellectual stimulation, and individual consideration, while transactional leadership involves performance-rewarding or corrective measures (Bass, 1985); (Bass & Avolio, 1994). On the other hand, participative leadership is concerned with involving employees in making decisions, while servant leadership emphasizes employees' development and well-being (Greenleaf, 2002); (Yukl & Gardner, 2020). Various empirical research findings suggest that transformational and participative leadership are significantly correlated with performance, organizational commitment, and job satisfaction of employees, but authoritarian and laissez-faire leadership styles usually yield negative results (Judge & Piccolo, 2004); (G. Wang et al., 2011).

Leadership style has also emerged as an important element that affects the performance and job satisfaction of facilitators in community and public sector development projects. The roles performed by field facilitators include mobilization of the community, technical supervision, coordinating stakeholders, and reporting on administrative activities. Both transformational and participatory leadership styles can enhance their performance through increased motivation, clearer roles, psychological empowerment, and improved problem solving. At the same time, supportive leadership style can minimize workload-related stress (Avolio et al., 2004); (Pramusinto & Purwanto, 2021). Thus, one can expect that the leadership style will affect the performance of TFFs and job satisfaction indirectly through improved work outcomes.

Technical Field Facilitator Performance

The TFFs have an indispensable role to ensure that the implementation of CBPs, especially those related to water and sanitation services, is successful. In CBPs, facilitators act as critical actors helping beneficiaries in the various phases of the project, namely from project planning to its implementation, monitoring, and evaluation. The functions of facilitators include community mobilization, helping the community members form groups, developing proposals, providing technical help in building infrastructure, and capacity-building to improve community self-reliance (Prihatin et al., 2022); (Rachman & Leonanda, 2023).

Apart from their role as technicians, TFFs act as mediators between the community and government organizations. They communicate, mediate interests, and inspire participation of the community in development initiatives. In the case of community development literature, facilitation is regarded as one of the most important components in empowering communities since they assist them in identifying the resources available locally, making sound decisions collectively, and participating in development projects (Faizal, 2018); (Jurmrana, 2015). Researches conducted on sanitation and community empowerment programs also indicate that interactions between facilitators and participants can greatly contribute to community participation in such programs (Suhandi & Lubis, 2020); (Roma & Jeffrey, 2010).

The performance of TFFs can be measured by several criteria, such as the effectiveness of facilitation exercises, the timeliness and quality of the reporting process, community involvement in activities, attainment of program goals, and the quality of implementation of the infrastructure projects. The facilitators should make sure that projects are delivered according to set standards at the same time promoting the community involvement in the achievements. Efficient facilitation has been linked to improved implementation of development programs, better community empowerment, and sustainability of programs following the completion of projects (Zulhakim & Susanti, 2024); (Rachman & Leonanda, 2023).

Nevertheless, many organizational and personal factors can impact the success of TFF. Workload is one of the most commonly cited aspects that play a key role in facilitating work. High workload levels can deteriorate the quality of facilitation services provided, interfere with working directly with participants, and hinder program achievements. Moreover, organizational support, competence development, training quality, and resource availability are some of the important factors that help facilitate success (Tantri et al., 2022); (Prihatin et al., 2022).

Other factors that influence TFF performance include motivation and leadership. Motivation can be boosted among facilitators through participative and supportive leadership, which can improve their performance and make them more committed to their work. In addition, non-monetary rewards like recognition, career advancement chances, and capacity building have been shown to positively affect the performance of facilitators. The current literature on TFFs also emphasizes the role of digital technology, such

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as e-reporting tools and other software, which enables facilitators to perform their duties better (Sucipto et al., 2024); (Dumasari et al., 2024).

In summary, TFF performance can be seen to involve many aspects that include technical ability, facilitation skills, community participation, administrative efficiency, and effectiveness in meeting program goals. Since TFFs play a critical role as linkages between communities and development programs, improving TFF performance will go a long way in making community based infrastructure programs successful.

Job Satisfaction

Job satisfaction may be defined as one's favorable assessment of his or her job and experiences related to it (Spector, 1997). This construct is concerned with the degree of congruence between an individual's expectations, needs, and values, and his or her perception of the extent to which these expectations, needs, and values have been fulfilled through his or her job. Being multidimensional, job satisfaction can include a variety of facets of work ranging from characteristics of the work itself, through compensation, supervision, career advancement opportunities, and interpersonal relations, to work environment (Luthans et al., 2021).

The following theoretical approaches have been suggested to understand the development of job satisfaction. According to Maslow's Hierarchy of Needs Theory, an individual attains job satisfaction only when their physical, safety, social, esteem, and self-actualization needs are met. As per the Two-Factor Theory by Herzberg, there is the presence of hygiene factors such as pay and working environment and motivator factors including achievement and recognition that directly contribute to job satisfaction. In addition to the above approaches, Expectancy Theory by (Vroom, 1964), Equity Theory by (Adams, 1963), and Job Characteristics Model by (Hackman & Oldham, 1976) also lay emphasis on fairness, rewards, autonomy, and meaningfulness of jobs.

Several empirical studies have proven that there are various organizational and personal determinants of job satisfaction. The high workload has been found to be among the critical contributors to job dissatisfaction since it creates stress and burnout, as well as leads to work-life conflict (Bakker & Demerouti, 2007). On the other hand, good leadership, supervisory support, sufficient rewards, and training positively impact employees' level of satisfaction (Judge & Piccolo, 2004); (Lok & Crawford, 2004). There is evidence from public-sector and community development studies that meaning in work, organizational support, and good supervisory relationships positively impact employees' performance and wellbeing (Pramusinto & Purwanto, 2021).

In relation to the CBI Sanitation Program, job satisfaction for TFFs becomes especially significant owing to the challenging aspects of fieldwork and interaction with the communities and other stakeholders. Job satisfaction for TFFs may be impacted by such factors as workload, leadership, fairness of the organization's policies, and perceived social impact of their activities. Following the Job Demands-Resources Model, workload can be viewed as job demands, which negatively affect job satisfaction. In turn, good leadership can be considered an essential job resource, which positively impacts performance and motivation. Thus, job satisfaction becomes one of the key outcomes of workload and leadership.

3. RESEARCH METHODOLOGY

A quantitative research design was used to test the impact of workload and leadership styles on the performance of Technical Field Facilitators (TFFs) and how their performance influences their job satisfaction levels. According to (Sugiyono, 2019), quantitative research is suitable for hypothesis testing and causal analysis of relationships between variables. The choice of an explanatory approach was made because the main purpose of the research was to explain the relationship among variables such as workload, leadership style, TFFs' performance, and job satisfaction.

This study involved Technical Field Facilitators (TFFs) who were part of the Community-Based Infrastructure (CBI) Sanitation program in the Aceh Agency for Building, Infrastructure, and Regional Planning organization. The study population comprised all the 40 Technical Field Facilitators that were in the CBI sanitation program. Since the population size was not large, total sampling method was used. This method involves the inclusion of all population members as respondents in the research (Sugiyono, 2019).

The primary data were obtained via structured questionnaires on a five-point Likert scale, where respondents could either strongly disagree (1) or strongly agree (5). These questionnaires were formulated with a view to analyzing the workload, leadership styles, facilitator behavior, and job satisfaction variables. According to (Hair et al., 2020), Likert questionnaires are well-regarded instruments for measuring attitudes, perceptions, and behavior in quantitative research designs. To enhance the quality of the data gathered, relevant documents regarding program implementation and workforce management were consulted. Limited interviews were also carried out whenever needed.

Operationalizing variables utilized known theoretical variables as indicators. Workload was assessed based on work volume, work complexity, work time, and work pressure indicators. Leadership style was assessed using supervisor support, participation, communication, and guidance. The performance of facilitators was assessed using work quantity, work quality, promptness, attendance, and teamwork as indicators. The level of job satisfaction was determined using work, supervision, remuneration,

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promotional opportunity, and job condition satisfaction as indicators. Validation of the instruments was done using Pearson Product-Moment Correlation, while Cronbach's Alpha was used to check for reliability of the instruments. A research tool was regarded as reliable if the Cronbach's Alpha coefficient was above 0.60 (Ghozali, 2021); (Hair et al., 2020).

The data was analyzed through SPSS v21. The statistical methods used for data analysis were descriptive statistics, test of validity and reliability, and test of classical assumptions involving normality, multicollinearity, and heteroscedasticity. Then, multiple linear regression analysis was used to analyze the impact of workloads and leadership styles on the performance and job satisfaction of facilitators. The coefficient of determination (R^2) method was applied to determine the model's explanatory power, and t-test analysis was conducted to measure the partial influence of variables at a 5% significance level (Ghozali, 2021).

4. RESULTS AND DISCUSSION

Respondent Characteristics

Respondent characteristics were analyzed in several ways, including: gender; age; highest educational attainment; length of time served as a TFF; and number of villages under supervision. Respondents provided the data required through a questionnaire conducted among all TFFs who took part in the CBI Sanitation project at the Aceh Regional Infrastructure and Settlement Office. The findings for respondent characteristics can be seen in Table 1 below.

Table 1. Respondent Characteristics

No.	Description	Frequency	Percentage
1.	Age		
	a. < 30 years	6	15.0%
	b. 31–40 years	14	35.0%
	c. 41–50 years	13	32.5%
	d. > 50 years	7	17.5%
Total		40	100%
2.	Gender		
	a. Male	28	70.0%
	b. Female	12	30.0%
Total		40	100%
3.	Highest Education		
	a. High School	5	12.5%
	b. Diploma	8	20.0%
	c. Undergraduate	19	47.5%
	d. Graduate	8	20.0%
Total		40	100%
4.	Length of Service as a TFF		
	a. < 1 year	4	10.0%
	b. 1–3 years	15	37.5%
	c. > 3 years	21	52.5%
Total		40	100%
5.	Number of Partner Villages		
	a. 1–3 villages	9	22.5%
	b. 4–6 villages	18	45.0%
	c. > 6 billages	13	32.5%
Total		40	100%

Source: Primary Data, 2025 (Processed)

According to the Table 1 above, there are various characteristics among the respondents of this study. With respect to age, most of the respondents were aged between 31–40 years, totaling 14 people (35.0%). With respect to gender, most of the respondents were male, totaling 28 people (70.0%), whereas female respondents totaled 12 people (30.0%). It shows that males dominate the role of being a TFF within the industry. With respect to highest educational attainment, most of the respondents possessed undergraduate qualifications, totaling 19 people (47.5%). As for years of experience working as a TFF, most of the respondents have been working for over three years, totaling 21 people (52.5%).

Description of Research Variables

The interpretation of the mean refers to the following categories:

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Tabel 2. Assessment Categories

No.	Value Interval	Category
1	1.00 – 1.79	Strongly Disagree
2	1.80 – 2.59	Disagree
3	2.60 – 3.39	Neutral
4	3.40 – 4.19	Agree
5	4.20 – 5.00	Strongly Agree

Description of the Workload Variable

The results of the analysis of these measurements are presented in Table 3 below:

Table 3. Description of the Workload Variable

No	Statement	Mean	Category
1	I receive a large number of tasks simultaneously.	4.10	Agree
2	The task assigned requires completion within a limited timeframe.	4.05	Agree
3	My work demands a high level of concentration and precision.	4.20	Strongly Agree
4	I frequently receive additional tasks beyond my primary responsibilities.	3.95	Agree
5	The work pressure I experience is quite intense.	4.00	Agree
6	A heavy workload disrupts my work-life balance.	3.85	Agree
7	I am able to complete my work efficiently, even as the workload increases.	4.15	Agree
Average		4.04	

Source: Primary Data, 2025 (Processed)

From Table 3, it can be seen that the mean score for the workload variable was 4.04, falling in the category of “agree.” In essence, this means that respondents generally consider the workload in implementing the CBI Sanitation program relatively high. The highest mean score was 4.20 for the statement that work requires great levels of concentration and accuracy, and thus falls under the category of “strongly agree.” From this, it can be understood that the work undertaken by Technical Field Facilitators not only involves technical aspects but requires great precision and accuracy in performance.

On the other hand, respondents' capability to undertake their work amidst high levels of workload had a relatively high average score of 4.15, reflecting a generally positive attitude towards coping with the workload. This means that respondents have relatively high capabilities in handling the increased workload. On the contrary, the lowest mean score of 3.85 fell under the category of “agree,” referring to the statement that the workload makes them unable to achieve personal time balance. Thus, it can be concluded that the increase in workload is affecting respondents' personal lives.

Description of the Leadership Style Variable

The results of the descriptive analysis of the leadership style variables are presented in Table 4 below:

Table 4. Description of the Leadership Style Variable

No	Statement	Mean	Category
1	supervisor provides clear guidance on how to perform my duties.	4.15	Agree
2	The supervisor involves me in the decision-making process.	4.00	Agree
3	The supervisor provides moral and technical support when I encounter obstacles.	4.10	Agree
4	The supervisor recognizes and appreciates my work.	3.95	Agree
5	Supervisors give subordinates the opportunity to express their opinions.	4.05	Agree
6	The supervisor sets an example by demonstrating discipline and responsibility.	4.20	Strongly Agree
7	The supervisor's leadership style fosters strong teamwork.	4.10	Agree
Average		4.08	

Source: Primary Data, 2025 (Processed)

According to Table 4 above, the average score of leadership style is 4.08 and falls into the “agree” category. This shows that overall, people have a positive attitude towards the leadership style employed in the implementation of the CBI Sanitation program. It was noted that the leadership style employed was effective enough to ensure that the Technical Field Facilitators performed their tasks.

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Among all the responses, the average score for the statement that “supervisors act as good role models in discipline and responsibility” received the highest score of 4.20, falling under the “strongly agree” category.

Description of Technical Field Facilitator Performance Variables

The performance variables for TFF for the present study were based on seven items which measure work quality, work efficiency, responsibility, social communication, and program sustainability. Descriptive analysis results for the performance variables can be seen in Table 5 below.

Table 5. Description of Technical Field Facilitator Performance Variables

No	Statement	Mean	Category
1	I complete tasks within the specified time frame.	4.10	Agree
2	The quality of my work meets the program's standards.	4.15	Agree
3	I actively engage with the community throughout the implementation of activities.	4.20	Strongly Agree
4	I always report activity results promptly.	4.05	Agree
5	I take the initiative to solve problems in the field without waiting for instructions.	4.10	Agree
6	I help the community ensure the sustainability of program outcomes.	4.15	Agree
7	I actively contribute to fostering cooperation with relevant agencies.	4.20	Strongly Agree
Average		4.14	

Source: Primary Data, 2025 (Processed)

From Table 5 above, the mean value of the performance variable is 4.14, indicating that it falls into the "agree" category. This implies that the performance of the TFFs regarding the implementation of the CBI Sanitation project is generally good. They can perform their job functions as per the set goals. The two highest values (both at 4.20) were observed in statements describing how TFFs communicate with the community and collaborate with concerned organizations. This implies that social communication is an advantage held by the TFFs in performing their tasks. It is important to note that social communication is very essential because the CBI Sanitation is a community-based program.

Description of the Job Satisfaction Variable

The dependent variable, job satisfaction, in this research was measured using seven items which evaluate satisfaction with work outcomes, work environment, recognition, social relations, and personal development opportunities. Descriptive statistics results for the job satisfaction variable are shown in Table 6 below:

Table 6. Description of the Job Satisfaction Variable

No	Statement	Mean	Category
1	I am satisfied with the results I have achieved.	4.10	Agree
2	I feel appreciated for my contributions to the program.	3.95	Agree
3	My work environment supports me in working more effectively.	4.00	Agree
4	I maintain strong working relationships with both my colleagues and the community.	4.20	Strongly Agree
5	I have opportunities to develop my skills.	4.05	Agree
6	My work benefits the community.	4.25	Strongly Agree
7	Overall, I am satisfied to be part of the CBI Sanitation program.	4.15	Agree
Average		4.10	

Source: Primary Data, 2025 (Processed)

From the data given in Table 6, it is evident that the mean value for the job satisfaction variable was 4.10. The figure means "agree" on the 5-point Likert scale. It means, in summary, that Field Facilitators are quite satisfied with their jobs under the CBI Sanitation Program. Such satisfaction implies a positive attitude towards different elements of the job, such as the results obtained, social interaction involved, and benefits achieved. The highest mean score among all statements is the one for which the respondents strongly agree that the job provides community benefit, scoring 4.25. As seen from the score, Technical Field Facilitators derive strong intrinsic satisfaction since they see the social worth of their work.

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Instrument Validation

The process of validating research instruments plays an essential role in quantitative research, as it ensures the accuracy and precision of measurement instruments like surveys. For a measurement instrument to be considered reliable, it needs to meet two main standards: validity and reliability. Validity is about the accuracy of measuring the variables, whereas reliability is concerned with consistency when measurement instruments are reused.

Validity Testing

Testing for validity was done to determine how far the questionnaire items measure the desired construct. When the calculated r value is higher than the critical r value, it is then considered as valid. On the other hand, when the calculated r value is smaller than the critical r value, it is not considered valid. Given that our sample consists of 40 respondents, the critical r value is 0.312 for 5%.

Table 7. Results of the Validity Test for the Workload Variable

No	r Calculate	r Table	Note
1	0.612	0.312	Valid
2	0.645	0.312	Valid
3	0.701	0.312	Valid
4	0.598	0.312	Valid
5	0.667	0.312	Valid
6	0.590	0.312	Valid
7	0.655	0.312	Valid

As can be seen from the results of the test shown in Table 7, all the items included in the variable of "workload" have r values between 0.590 and 0.701, all of which are higher than the critical value of 0.312. Thus, all of these items demonstrate a sufficient correlation with the total value of workload. The highest level of correlation is observed for the third item, where its value reaches 0.701, which means that it explains most of the workload variable. At the same time, the lowest level of correlation is demonstrated by the sixth item, which equals 0.590.

Table 8. Results of the Validity Test for the Leadership Style Variable

No	r Calculate	r Table	Note
1	0.675	0.312	Valid
2	0.620	0.312	Valid
3	0.710	0.312	Valid
4	0.605	0.312	Valid
5	0.660	0.312	Valid
6	0.720	0.312	Valid
7	0.690	0.312	Valid

According to Table 8, the r values for all the variables under the leadership style variable are between 0.605 and 0.720. They are all above the critical r value, implying that there is a significant correlation between all variables and the leadership style total. The highest value of 0.720 shows that leadership by example is the most influential indicator, whereas the lowest value of 0.605 implies the least influence among other indicators.

Table 9. Results of the Validity Test for the TFF Performance Variable

No	r Calculate	r Table	Note
1	0.700	0.312	Valid
2	0.715	0.312	Valid
3	0.730	0.312	Valid
4	0.690	0.312	Valid
5	0.705	0.312	Valid
6	0.720	0.312	Valid
7	0.735	0.312	Valid

From Table 9 above, all variables of performance have high calculated values of r , with values being between 0.690 and 0.735. This means that there is a very high correlation between the variables and the total performance. The highest value occurs in the seventh variable, where the value of r is 0.735. This means that cooperation plays a key role in determining TFF performance.

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Table 10. Results of the Validity Test for the Performance Satisfaction Variable

No	r Calculate	r Table	Note
1	0.680	0.312	Valid
2	0.645	0.312	Valid
3	0.660	0.312	Valid
4	0.710	0.312	Valid
5	0.695	0.312	Valid
6	0.720	0.312	Valid
7	0.705	0.312	Valid

As can be seen from Table 10, all the items under the job satisfaction variable have r values which are greater than the critical r value and range between 0.645 and 0.720. It suggests that all the items are effective enough to measure the level of job satisfaction among the respondents. The greatest r value is obtained in the sixth item (0.720).

Reliability Test

Reliability tests were carried out in order to determine the internal consistency of the research instrument through the Cronbach's Alpha test. The criterion for reliability tests is as follows: An instrument is said to be reliable if the Cronbach's Alpha coefficient exceeds 0.60.

Table 11. Reliability Test Results

No.	Variable	Cronbach Alpha	Information
1	Workload	0.842	Reliable
2	Leadership Style	0.865	Reliable
3	TFF Peformance	0.881	Reliable
4	Job Satisfaction	0.854	Reliable

According to Table 11 above, all variables in the study were observed to have values for Cronbach's Alpha higher than 0.60; actually, all values were higher than 0.80. From this information, it is evident that the measurement tool used has a very high degree of reliability. Of the three variables, the variable for TFF Performance attained the highest value in terms of reliability (0.881), meaning that the items for the variable have very good internal consistency. In other words, all items under the variable of interest are consistent in measuring the same construct.

Classical Assumption Test

Classical assumption test is an important part of linear regression analysis, which ensures that the regression model employed in this research complies with the classical assumptions of the model. Classical assumptions are very important for linear regression models, since violation of any of them could lead to a regression model that is inaccurate and produces biased and unreliable results. In this study, classical assumptions were tested using a regression model that investigates the effects of workload and leadership style on the performance of technical field facilitators as well as on job satisfaction. The following classical assumption tests were carried out in this research:

Normality Test

To test for the normality of the residuals in this study, the Kolmogorov-Smirnov (K-S) test was used. The following rules were used during the K-S test:

1. Rule one: If the Asymp. Sig. is above 0.05, then the data is normally distributed.
2. Rule two: If the Asymp. Sig. is below 0.05, then the data is not normally distributed.

Table 12. Normality Test Results

No.	Variable	K-S Statistic	Sig.	Note
1	Residual	0.089	0.200	Normally Distributed

In view of the normality test result displayed in Table 12 above, the significance value of 0.200 is higher than 0.05, meaning that the data are normally distributed. It means that the errors in the regression model exhibit a normal distribution. In addition, the Kolmogorov-Smirnov statistics of 0.089 suggest that the data distribution is minimally different from the normal distribution. In other words, the distribution of residuals is undistorted. The normal distribution of residuals implies that one of the assumptions of

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parametric statistical analysis is fulfilled for the regression model. It is significant as a normally distributed data set provides more precise parameter estimates and tests of hypotheses.

Multicollinearity Test

Multicollinearity test is carried out with the objective of establishing the presence of any correlation or relationship between the independent variables used in regression analysis. Presence of multicollinearity in the regression models makes it hard to establish individual effects of independent variables on the dependent variable due to instability in the regression coefficients. In this research, multicollinearity was checked by using the values of Tolerance and Variance Inflation Factor (VIF). Criteria for testing multicollinearity:

1. If tolerance value > 0.10 , then no multicollinearity.
2. If VIF value < 10 , then no multicollinearity.

Table 13. Multicollinearity Test Results

No.	Variable	Tolerance	VIF	Note
1	Workload	0.621	1.610	No multicollinearity
2	Leadership Style	0.621	1.610	No multicollinearity

According to Table 13 above, the tolerance value between the two independent variables is 0.621, a figure greater than the minimum requirement of 0.10. This suggests that much variance does not get explained by other independent variables, which implies a weak relationship between the independent variables. Moreover, the VIF value obtained from the analysis is 1.610, a figure that shows little variance inflation within the model. In essence, a VIF value close to 1 suggests no multicollinearity between the independent variables.

Heteroscedasticity Test

The aim of the heteroscedasticity test is the detection of variance heterogeneity in residuals. If this occurs, it may lead to inefficiency of regression estimates and errors in hypothesis testing. For conducting the heteroscedasticity test in this paper, the Glejser test is used. The rules for conducting the test are the following:

1. If the significance level is more than 0.05, there is no heteroscedasticity.
2. If the significance level is less than 0.05, there is heteroscedasticity.

Table 14. Heteroscedasticity Test Results (Glejser Test)

No.	Variable	Sig.	Note
1	Workload	0.312	No heteroscedasticity
2	Leadership Style	0.428	No heteroscedasticity

From the findings of the heteroscedasticity test illustrated in Table 14 below, the p-values for the workload and the leadership styles variables are 0.312 and 0.428 respectively, which is greater than 0.05. From this, we can deduce that there is no significant relationship between the independent variables and absolute residuals.

Hypothesis Regression Analysis and Hypothesis Testing

The regression analysis in this study was applied to examine the causal influence of the independent variables on the dependent variables both partially and simultaneously. The following are the main reasons for conducting regression analysis in this study, which include:

1. The effect of workload on TFF performance
2. The effect of leadership style on TFF performance
3. The effect of performance on job satisfaction
4. The effect of Workload and Leadership Style on TFF Performance simultaneously
5. The effect of Workload and Leadership Style on Job Satisfaction

Regression Analysis of Workload and Leadership Style on TFF Performance

This regression analysis was conducted to determine the extent to which workload and leadership style individually and jointly influence the performance of Field Facilitators.

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Table 15. Multiple Linear Regression Results

No.	Variable	Regression Coefficient	t Calculated	Sig.
1	Constant	1.245	-	-
2	Workload	0.312	2.845	0.007
3	Leadership Style	0.458	3.965	0.000

Regression Equation

$$Z = 1.245 + 0.312X_1 + 0.458X_2$$

From Table 15, the constant is 1.245, which shows that if all the independent variables are kept constant (that is zero), then the baseline value of TFF performance would be 1.245. From the regression coefficient of workload, 0.312 can be interpreted as the fact that if the value of one variable increases by one unit, then the value of TFF performance increases by 0.312.

The Effect of Workload on TFF Performance

Hypothesis one was used in establishing the partial effect of workload on the performance of TFFs. The result obtained showed that there is a t-value of 2.845 at a significance level of 0.007 which is below the value of 0.05. It shows that workload positively affects the performance of TFFs. It implies that the more the workload, the better the performance of TFFs provided that the workload is within the capability of the individuals involved. In regards to the CBI Sanitation Program, having more workload will enable the TFFs to perform better.

The Effect of Leadership Style on TFF Performance

The second hypothesis focused on determining the effect of leadership style on the performance of TFF. The t-value obtained was 3.965, and the significance level was 0.000, which is lower than 0.05. This means that there is a positive influence of the leadership style on the performance of TFF. The higher the quality of the leadership style, the better the performance of TFF. The leadership style characterized by participation, communication, and support can increase motivation, improve coordination, and establish good working conditions.

The Effect of TFF Performance on Job Satisfaction

Table 16. Regression Results (Z to Y)

No.	Variable	Coefficient	t Calculated	Sig.
1	Constant	1.102	-	-
2	TFF Performance	0.685	6.210	0.000

Regression Equation

$$Y = 1.102 + 0.685Z$$

The regression coefficient value of 0.685 shows that performance plays an important role in determining job satisfaction. It means that higher levels of performance lead to higher job satisfaction. A high value of the t-statistic (6.210) shows that performance plays a very significant role in job satisfaction.

The Simultaneous Effect of Workload and Leadership Style on TFF Performance (Z)

Table 17. F-Test Result

No.	Model	F Calculated	Sig.
1	Regression	28.765	0.000

With an F-value of 28.765, at a significance level of 0.000, there is evidence to show that workload and leadership style influence TFF performance significantly. This means that these two variables, if considered together, contribute greatly to explaining the variability in TFF performance.

Mediation Analysis (The Role of TFF Performance)

The purpose of this analysis is to determine whether TFF performance serves as a mediating variable between workload, leadership style, and job satisfaction.

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Tabld 18. Direct and Indirect Effect

No.	Relationship	Direct Effect	Indirect Effect
1	$X_1 \rightarrow Y$	0.210	0.214
2	$X_2 \rightarrow Y$	0.315	0.314

From the analysis of the findings, it emerges that the indirect impact via the performance variable is nearly the same as the direct impact, although the former is marginally higher than the latter. Thus, performance seems to act as an important mediator in the interaction between the two variables, implying that changes in workload and leadership style would be more effective if they positively affect TFF performance.

4.2. DISCUSSION

It is evident from the research findings that workload and leadership style play an important role in determining the performance level of TFFs and have impacts on job satisfaction either directly or indirectly via performance as the mediating factor. It implies the presence of systematic relationships between the aforementioned variables, taking into account the process of implementing the CBI Sanitation initiative. In this regard, the analysis shows that the increased workload leads to enhanced performance in terms of TFFs because it is associated with increased motivation to work efficiently, stronger sense of responsibility, and effective involvement in the performance of tasks especially in cases when people are required to adapt to both social and technical circumstances in the field. This conclusion is consistent with the findings of Tarwaka, who states that optimal workload can lead to higher levels of productivity since it motivates people to use all their skills.

On the other hand, leadership styles have more of an effect on performance compared to the amount of work assigned, indicating the significance of leadership in improving the efficiency of TFF. This is especially when the latter is done through offering proper guidance, promoting communication, and establishing a conducive working environment. This argument is supported by Armstrong's point of view according to which good leadership improves the commitment, motivation, and involvement of employees hence their performance. For instance, in the case of the CBI Sanitation program, it is important for TFF to practice proper leadership since it encounters various problems including coordination with the communities, lack of adequate resources, and complicated social relations.

Moreover, the research findings show that performance in TFF has a significant and positive effect on job satisfaction. That is to say that those individuals who are capable of performing excellently tend to be more satisfied by their accomplishments and contributions to the society in terms of recognition. As far as social work such as TFF is concerned, it becomes essential to mention the fact that intrinsic job satisfaction becomes one of the major factors in social work. It becomes clear through Robbins & Judge's theory stating that people become more satisfied when evaluating their job achievements.

It means that job satisfaction cannot be reached immediately; in order to make individuals feel more satisfied about their job, the managers need to make sure that the employees perform well at their jobs, which can only be attained by means of managing proper amount of work and choosing appropriate leadership styles. Consequently, the findings of the research prove the fact that leadership style is the major factor determining performance. On the other hand, performance remains a strategic variable between all the rest factors.

5. CONCLUSION

From the above analysis and discussion about the effects of workload and leadership styles on the performance of Technical Field Facilitators and its effect on job satisfaction in implementing the CBI Sanitation program, we come up with the following conclusions:

1. The workload positively influences the performance of Technical Field Facilitators. This implies that the higher the workload, the better the performance provided the workload is within someone's capacity since the person will put in maximum effort towards completing the assigned work.
2. The leadership style positively influences the performance of Field Facilitators. The leadership style increases the motivation, engagement, and performance of the Technical Field Facilitators in implementing the program.
3. The performance of Technical Field Facilitators has a positive effect on job satisfaction. The higher their performance is, the more satisfied they will be, in relation to job achievements and community contributions.
4. Workload and leadership style combined have a significant effect on the performance of Technical Field Facilitators. Performance depends on the interplay between the requirements of the position and leadership within the organization.

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5. It has been demonstrated that the performance of technical field facilitators mediates the effect of workload and leadership style on job satisfaction. Therefore, the influence of these two factors on job satisfaction is not direct but mediated through improving previous performance.

5.2 RECOMMENDATION

1. Scheduling of the Workload of Technical Field Facilitators

In order to improve performance, it is advisable that the organization handling the CBI Sanitation program should schedule the workload of the technical field facilitators in such a way as to avoid causing overwork and fatigue among them.

2. Application of Leadership Approaches

Leaders should apply a more participatory, communicative, and supportive leadership approach. They should provide direction, support, and encouragement to help employees overcome obstacles and motivate their performance.

3. Development of the Competence of the Technical Field Facilitators

The technical field facilitators should strive to continually develop themselves and their competence in areas such as technical knowledge and communication skills.

1. The Emphasis Should Be Put on Employee Well-being and Recognition

In order to increase job satisfaction in the future, firms need to emphasize recognition, appreciation, and the well-being of employees not only materially but also spiritually.

2. Development of Future Research

In order for further researchers to develop this study, it would be better to take into account such factors as motivation for work, working conditions, and organization culture. The use of various research methods will also lead to more detailed results.

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