



Leadership Style and Work Motivation on Job Satisfaction: A Study on The State Civil Apparatus of The Southwest Papua Province

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ABSTRACT

This study aims to analyze the influence of leadership style and work motivation on the job satisfaction of Civil Servants (ASN) at the Department of Manpower, Transmigration, Energy, and Mineral Resources of Southwest Papua Province. The main problem addressed is the low level of job satisfaction among civil servants, which is suspected to be influenced by leadership style and work motivation. This research uses a quantitative approach with a survey method involving 35 ASN as respondents. The research instrument was a questionnaire tested for validity and reliability, and data were analyzed using multiple linear regression with SPSS. The results indicate that, simultaneously, leadership style and work motivation significantly affect ASN job satisfaction ($R^2 = 0.948$; $F = 292.512$; sig. 0.000). However, only work motivation has a significant partial effect, while leadership style does not. The conclusion is that work motivation is the most dominant factor in improving ASN job satisfaction. It is recommended that the institution prioritize strengthening work motivation to sustainably enhance performance.

Keywords: Leadership Style, Work Motivation, Job Satisfaction, Civil Servants, Southwest Papua

INTRODUCTION

In the era of globalization and increasing competition, public sector organizations are required to continuously improve the quality of public services and employee efficiency. Job satisfaction among civil servants is a critical determinant of organizational

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effectiveness, influencing not only task completion but also service quality, timeliness, and innovation (Praditya, 2022). When job satisfaction is low, government institutions often face challenges in meeting development targets and fulfilling public expectations (Widokarti et al., 2023).

Preliminary observations at the Department of Manpower, Transmigration, Energy, and Mineral Resources of Southwest Papua Province revealed significant variation in job satisfaction among civil servants. Factors such as inadequate working conditions, perceived unfairness in reward distribution, and ineffective supervisor communication were frequently reported. These issues are widely recognized as being influenced by leadership style and work motivation, both of which play crucial roles in shaping job satisfaction and performance within the public sector (Aryanti & Ali, 2025).

The objectives of this study are to analyze: (1) the effect of leadership style on the job satisfaction of civil servants, (2) the impact of work motivation on job satisfaction, (3) the simultaneous influence of both variables, and (4) to identify the most dominant factor influencing job satisfaction. Addressing these objectives is expected to provide valuable insights for improving human resource management strategies in government agencies.

Although several previous studies have discussed the influence of leadership style and work motivation on the job satisfaction of ASN, the findings produced show inconsistencies. Some studies found that leadership style significantly increases job satisfaction (Jaya Saputra et al., 2024; Khairunisa & Muafi, 2022; Pircher Verdorfer et al., 2025), while other studies place motivation as a more dominant factor (Al-Musadieq et al., 2018; Al-Sada et al., 2017; Syam Sinaga et al., 2020). Moreover, research findings in various countries and the public sector indicate that the role of leadership style can be significantly influenced by cultural context, organizational structure, and the level of bureaucracy (Ardhani & Ratnasari, 2019; Fernemark et al., 2020; Hanafi et al., 2018; Park & Choi, 2025).

Especially in Indonesia, there has not been much research that simultaneously examines these two variables in new autonomous regions such as the Southwest Papua Province, which has cultural, geographical, and governance characteristics different from other areas. This condition has the potential to create dynamics of leadership and work motivation that are not entirely similar to the results of studies in other regions, especially considering the rigid bureaucracy and limited human resources. Therefore, this research not only adds empirical data in the context of a new region but also examines whether the inconsistencies in previous findings regarding the role of leadership style and work motivation on job satisfaction also occur among ASN in the Province of Southwest Papua. Thus, this study is expected to enrich the literature by confirming or refuting the generalization of previous research findings in a unique local context.

This research provides a significant theoretical contribution to the development of job satisfaction theory in the public sector, particularly in the context of new autonomous regions and government bureaucracy in Indonesia. The main findings of this study affirm that work motivation, both intrinsic and extrinsic, has a more dominant influence compared to leadership style on the job satisfaction of ASN in a bureaucratic environment that tends to be rigid and centralistic (B. Liu, 2021; H. H. Liu & Chou, 2021). Thus, these results extend the application of Herzberg's theory and Public Service Motivation (PSM) to new regional contexts with different cultural and organizational characteristics (Khairunisa, 2022; Salahudin et al., 2018).

Furthermore, this research enriches the literature by demonstrating that the inconsistency in the influence of leadership style on job satisfaction, as found in several previous studies (Tantra Wijaya et al., 2021), can be explained through contextual factors such as bureaucratic culture, organizational structure, and human resource limitations in new autonomous regions (Maślikowska & Gibbert, 2019; Siwi et al., 2020). This means that this research encourages the development of leadership and motivation theories to take into account the role of contextual variables as interaction factors in the model of the relationship between leadership, motivation, and job satisfaction (Rahayu & Dahlia, 2023).

Finally, the results of this study expand the basic concepts in motivation and leadership theory by asserting that in areas with limited human resources and a unique work culture, an approach to improving job satisfaction that focuses on strengthening the work motivation of ASN is more relevant than changing leadership styles (Hamid, 2025). Therefore, these findings can serve as a reference for the development of theory and practice in human resource management in the public sector, particularly in the context of developing countries and new autonomous regions.

LITERATURE REVIEW

Leadership Style

Leadership style and work motivation are pivotal factors influencing job satisfaction among civil servants. Transformational leadership, which encourages inspiration, intellectual stimulation, and individualized consideration, is frequently associated with higher levels of employee satisfaction and organizational effectiveness (Khurniawan et al., 2023). Recent findings highlight that participative and supportive leadership styles foster engagement and satisfaction in public organizations (Ameer et al., 2025). Conversely, autocratic leadership has been linked to lower satisfaction and increased turnover intentions among public servants (Zielińska et al., 2025).

Work Motivation

Work motivation, comprising intrinsic and extrinsic elements, is another significant determinant of job satisfaction. Intrinsic motivation stems from personal growth, achievement, and recognition, while extrinsic motivation involves tangible rewards such as salary and job security (Madyoningrum & Azizah, 2022; Tolu et al., 2021). Public service motivation (PSM) has recently gained attention as a unique construct affecting public sector employees, with empirical evidence suggesting that higher PSM leads to greater job satisfaction and organizational commitment. Research also indicates that motivation mediates the relationship between leadership style and job satisfaction (Beno & Dody Nata, 2019; Gorang et al., 2022; Pramestya et al., 2023).

Job Satisfaction

Job satisfaction is defined as an individual's overall attitude toward their job and work environment. It is often measured using multi-item Likert scales evaluating satisfaction with work tasks, supervisor relationships, compensation, career prospects, and work-life balance (Azahra & Nurhasan, 2025; Cahyani & Arestia, 2025). Recent meta-analyses reveal that job satisfaction among public sector employees is strongly linked to leadership support, motivation, and perceived fairness (Sa'adah et al., 2024).

To quantitatively measure the variables in this study: Leadership style will be assessed using items adapted from the Multifactor Leadership Questionnaire (MLQ),

evaluating transformational, transactional, and laissez-faire behaviors (Bosnjak et al., 2020; Heukelom, 2006). Work motivation will be measured using the Work Extrinsic and Intrinsic Motivation Scale (WEIMS), with subscales for intrinsic, extrinsic, and public service motivation (Budi et al., 2025; Wijoyo et al., 2022). Job satisfaction will be evaluated through the Job Satisfaction Survey (JSS), covering aspects such as supervision, nature of work, coworkers, pay, and promotion opportunities (Innotata et al., 2023; Triwijayanti et al., 2022).

Several recent studies have explored these relationships. For example, found that transformational leadership directly and indirectly improves job satisfaction and performance among government employees. Likewise, evidence from Malaysia suggests that leadership style and motivation are significant predictors of job satisfaction, with motivation serving as a mediator. In a cross-country study, showed that public service motivation enhances both engagement and job satisfaction in diverse governmental settings (Bernarto et al., 2019; Gabbianelli & Pencarelli, 2024; Ulum & Muchtar, 2018).

Based on the reviewed literature, the following research questions are proposed: 1) How does leadership style influence job satisfaction among civil servants? 2) What is the effect of work motivation on job satisfaction? 3) Do leadership style and work motivation simultaneously predict job satisfaction? 4) Which variable is the most dominant influence on job satisfaction?

The corresponding hypotheses are:

H1: Leadership style has a positive and significant effect on job satisfaction.

H2: Work motivation has a positive and significant effect on job satisfaction.

H3: Leadership style and work motivation jointly predict job satisfaction.

H4: Work motivation is the most dominant predictor of job satisfaction among civil servants.

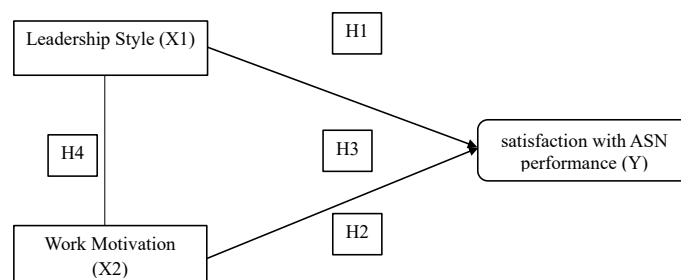


Figure 2. Conceptual Framework of the satisfaction with ASN performance

RESEARCH METHOD

This research adopts a quantitative approach with a causal design, aiming to examine the impact of leadership style and work motivation on job satisfaction among civil servants. The study was conducted at the Department of Manpower, Transmigration, Energy, and Mineral Resources of Southwest Papua Province, Indonesia. The population consisted of all active civil servants (ASN) in the department, and since the total population was relatively small, a census method was used, making all 35 ASN the research sample (Arioen et al., 2023). This approach allows for comprehensive data

collection and analysis without the risk of sampling bias, and is commonly recommended in public sector studies with accessible populations.

Data collection involved a structured questionnaire, which was adapted from internationally validated instruments such as the Multifactor Leadership Questionnaire (MLQ) for leadership style, the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) for motivation, and the Job Satisfaction Survey (JSS) for job satisfaction. All questionnaire items were pre-tested for validity and reliability prior to distribution. Additionally, secondary data such as organizational documents and official reports were reviewed to complement and triangulate the primary data.

The collected data were analyzed using descriptive statistics and multiple linear regression to identify the influence and significance of each independent variable on job satisfaction. Statistical analysis was conducted with the help of SPSS software, following best practices for quantitative research in human resource management. The significance of regression coefficients was tested at the 0.05 level, and results were presented in tables following international publication standards. This methodological rigor ensures that the findings are both robust and replicable within similar public sector contexts (Sugiyono, 2001).

One of the main limitations of this study is the relatively small sample size, which only involves 35 ASN respondents. Although the census method was used to reach the entire ASN population in the studied institution, this limited sample size can reduce the generalization power of the research results to a broader population. Additionally, a small sample size has the potential to affect the stability and accuracy of regression coefficient estimates, making the findings more sensitive to outliers or extreme data variations (Rustamana et al., 2024).

The small sample size also limits the ability of inferential regression analysis to detect the influence of variables with medium to small effects, and increases the risk of Type II errors. Therefore, the results of this study should be interpreted with caution and place more emphasis on the specific context of the organization being studied. For future research, it is recommended to use a larger and more diverse sample, so that the generalization strength and stability of the regression model can be improved (Rachman et al., 2024; Waruwu et al., 2025).

RESULT AND DISCUSSION

Result

The data analysis began with descriptive statistics to summarize respondents' perceptions of leadership style, work motivation, and job satisfaction. Table 1 presents the mean, standard deviation, minimum, and maximum values for each variable.

Table 1. Descriptive Statistics of Research Variables

| No | Variable | N | Mean | Std. Deviation | Minimum | Maximum |
|----|------------------|----|-------|----------------|---------|---------|
| 1 | Leadership Style | 35 | 48.80 | 10.73 | 12.00 | 58.00 |
| 2 | Work Motivation | 35 | 40.46 | 9.80 | 10.00 | 48.00 |
| 3 | Job Satisfaction | 35 | 39.00 | 8.88 | 10.00 | 46.00 |

The average scores for all variables are in the upper range, indicating that, overall, respondents rate their leadership, motivation, and satisfaction positively. The range and standard deviation values also suggest moderate variation in responses, which is expected

in organizational settings (Abdurokhim, 2020; Nor & Suriansyah, 2024).

Table 2. Coefficients

| Model | Unstandardized B | Std. Error | Standardized Beta | t | Sig. |
|------------------|-------------------------|-------------------|--------------------------|----------|-------------|
| (Constant) | 3.13 | 1.67 | – | 1.88 | 0.069 |
| Leadership Style | 0.02 | 0.09 | 0.03 | 0.26 | 0.797 |
| Work Motivation | 0.86 | 0.10 | 0.95 | 9.00 | 0.000 |

The coefficients table reveals that only work motivation has a statistically significant effect on job satisfaction ($\beta = 0.95$, $t = 9.00$, $p < .001$), while leadership style does not ($\beta = 0.03$, $t = 0.26$, $p > .05$). This implies that in this context, employees' motivation plays a more dominant role in shaping job satisfaction, aligning with contemporary findings in the public sector (Dara et al., 2025).

To test the hypotheses, a multiple linear regression analysis was conducted. Table 3 displays the model summary, showing the proportion of variance in job satisfaction explained by leadership style and work motivation.

Table 3. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--------------|----------|-----------------|--------------------------|-----------------------------------|
| 1 | 0.974 | 0.948 | 0.945 | 2.08 |

The R Square value of .948 indicates that 94.8% of the variance in job satisfaction is accounted for by leadership style and motivation, demonstrating a strong model fit. The Adjusted R Square value of 0.945 indicates that after adjusting for the number of independent variables and the sample size, the regression model remains very strong. This means that the research model has a very good level of goodness of fit in predicting job satisfaction.

Meanwhile, the Std. Error of the Estimate of 2.08 indicates that the model's prediction error is relatively small, making the resulting regression equation suitable for explaining the relationship between variables in the study.

Table 3. ANOVA

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-----------------------|-----------|--------------------|----------|-------------|
| Regression | 2542.91 | 2 | 1271.45 | 292.51 | 0.000 |
| Residual | 139.09 | 32 | 4.35 | – | – |
| Total | 2682.00 | 34 | – | – | – |

The ANOVA table confirms the regression model is significant ($F = 292.51$, $p < .001$), indicating that leadership style and work motivation together significantly predict

job satisfaction.

Discussion

Leadership Style does not affect ASN Performance Satisfaction

The results of the regression analysis show that leadership style does not have a significant effect on the performance satisfaction of ASN at the Office of Manpower, Transmigration, Energy, and Mineral Resources of the West Papua Province. This finding rejects the initial hypothesis that there is a positive influence of leadership style on ASN performance satisfaction. If related to the main theory, this result can be explained through Herzberg's Two-Factor Theory approach. In this theory, the factors that influence job satisfaction are divided into two, namely motivators (intrinsic) and hygiene factors (extrinsic). Leadership style in the context of government bureaucracy often plays more of a role as a hygiene factor, which is a factor that prevents dissatisfaction but does not directly create high satisfaction if the main motivators (such as achievement, recognition, or career development) are not met (Tan et al., 2025). Thus, in a highly bureaucratic and rigid work environment like in Southwest Papua, the influence of leadership style on ASN job satisfaction becomes less significant because ASN are more influenced by standardized systems, rules, and procedures than by variations in individual leadership styles.

Furthermore, when viewed from the Expectancy Theory (Vroom), job satisfaction is influenced by employees' perceptions of the relationship between the effort exerted, the results achieved, and the rewards received (Ritia Sari et al., 2021; Rusydi et al., 2021). In a bureaucratic environment that tends to be centralized, civil servants often perceive that performance and satisfaction are more related to the certainty of rewards and a clear career path, rather than the interaction or leadership style of their superiors. This causes the role of leadership style to become less prominent in shaping the job satisfaction of civil servants, especially if the expectations regarding work outcomes and rewards are not directly mediated by leaders, but rather by the bureaucratic system itself.

The results of this study are also in line with several previous findings that found that in highly formal and hierarchical public organizational structures, the influence of leadership style on job satisfaction can be minimal. However, unlike studies in the public sector of other countries that show a positive influence of leadership style, the results of this study emphasize the importance of contextual factors such as organizational culture, bureaucratic rules, and the characteristics of newly autonomous regions in moderating the relationship between leadership style and job satisfaction. This finding expands the application of Herzberg's Two-Factor Theory and Expectancy Theory in the context of Indonesian public bureaucracy, particularly in newly autonomous regions, by emphasizing the need to consider the role of contextual factors when analyzing the job satisfaction of ASN (Presilawati et al., 2022; Yunitha Sari & Novi Wardhani, 2026; Zainuddin et al., 2020).

Work motivation affects the job satisfaction of ASN

The results of this study indicate that work motivation has a positive and significant impact on the job satisfaction of civil servants at the Department of Manpower, Transmigration, Energy, and Mineral Resources of West Papua Province. These findings support the second hypothesis, where work motivation acts as a primary determinant in

enhancing the job satisfaction of civil servants. According to Herzberg's Two-Factor Theory, intrinsic work motivation such as achievement, recognition, and self-development are the main factors (motivators) that can create a high level of job satisfaction. The findings of this study prove that when civil servants have high work motivation, whether due to intrinsic or extrinsic drives (such as incentives, career certainty, or rewards), their job satisfaction levels also increase significantly. This is in line with the findings of (Rahmawati et al., 2026; Sanaba et al., 2022), which show that work motivation, especially those related to employees' psychological needs and self-actualization, is a major predictor of job satisfaction in the public sector.

From the perspective of Expectancy Theory (Vroom), the job satisfaction level of ASN is influenced by how much employees believe that their efforts will yield good performance and result in rewards that meet their expectations. In the context of local government bureaucracy, high work motivation reflects positive expectations of civil servants regarding the reward and promotion system, leading to job satisfaction. If intrinsic and extrinsic motivation can be optimally fulfilled, the job satisfaction level of ASN tends to increase even in the face of structural challenges or organizational limitations (Irian Sadipun Komber et al., 2024; Saputro & Darda, 2019; Sembiring et al., 2021).

This result also emphasizes that the strategy for improving job satisfaction among ASN in newly autonomous regions should focus more on efforts to strengthen work motivation, whether thru the provision of rewards, career development, or the creation of a supportive work environment. These findings are consistent with the research of (Hasica et al., 2023; Tsuraya & Fernos, 2023; Yolinda & Marlius, 2023), which suggest that work motivation should be prioritized in the management of human resources in the public sector. This research reinforces the relevance of Herzberg's theory and Expectancy Theory in understanding the determinants of ASN job satisfaction and provides an empirical basis for the development of more effective personnel policies within the local government bureaucracy.

Leadership and Work Motivation simultaneously influence the Performance Satisfaction of ASN

The results of the regression analysis show that simultaneously, leadership style and work motivation have a significant impact on the performance satisfaction of ASN at the Office of Manpower, Transmigration, Energy, and Mineral Resources of West Papua Province. The resulting regression model has a high R^2 value, indicating that the combination of these two variables can explain a large proportion of the variation in ASN performance satisfaction. Theoretically, this finding aligns with Herzberg's Two-Factor Theory, which states that job satisfaction is influenced by the interaction between motivator factors (intrinsic) and hygiene factors (extrinsic), where work motivation serves as the primary motivator and leadership style as a supporting factor (Syafriana Putri et al., 2023). With adequate leadership support and high work motivation, civil servants tend to be more satisfied in carrying out their duties and achieving performance targets.

Furthermore, within the framework of Expectancy Theory (Vroom), the performance satisfaction of ASN will be optimal if they feel that their efforts (supported by high

motivation) and the work environment (influenced by leadership style) can produce performance in line with expectations and receive appropriate rewards. This indicates that the simultaneous influence of leadership and work motivation can complement each other in driving ASN's performance satisfaction (Septina, 2020; Viona et al., 2023).

These findings are also in line with the research (Mercader et al., 2025; Piwowar-Sulej & Iqbal, 2025), which found that the combination of effective leadership and strong work motivation can significantly enhance the satisfaction and performance of public sector employees. However, the results of this study also affirm that in bureaucratic environments with certain characteristics, work motivation remains the more dominant factor, even though both variables play important roles simultaneously. This research not only strengthens the theoretical understanding of the determinants of ASN performance satisfaction but also provides practical implications that efforts to improve ASN satisfaction must involve strengthening work motivation and improving leadership aspects in an integrated manner (Janz, 2007; Kurniawan & Arestia, 2025).

The Leadership Variable is not the dominant variable that influences ASN Performance Satisfaction.

In various previous studies, leadership style is often identified as a dominant factor influencing employee job satisfaction, including civil servants. Effective leadership, particularly transformational and supportive leadership, is associated with increased motivation, work enthusiasm, and employee satisfaction in public sector organizations (Jayasinghe & Soobaroyen, 2009). According to Herzberg's Two-Factor Theory, leadership can serve as a hygiene factor that prevents dissatisfaction, while also acting as a motivator if leaders are able to provide recognition and development opportunities for their employees (Makanga et al., 2025).

However, the results of this study actually show that work motivation is the most dominant variable affecting the job satisfaction of ASN, while the role of leadership style is not statistically significant. These findings challenge the generalization of previous research results and emphasize the importance of contextual factors, such as organizational culture, bureaucratic level, and reward systems in the ASN environment, in moderating the influence of leadership on job satisfaction (Adams et al., 2021; Dedy, 2020; Orrange et al., 2021).

From the perspective of Expectancy Theory, ASN satisfaction is more influenced by their perception of the relationship between performance and the rewards received, rather than solely by their superior's leadership style. If the bureaucratic system is very rigid and standardized, then the leader's influence in determining job satisfaction becomes increasingly limited. Thus, although the literature often cites leadership as a dominant factor, the results of this study reinforce the argument that in rigid and structured public bureaucracy like in Southwest Papua, work motivation becomes a more determining factor for ASN job satisfaction. This has important implications for the development of human resource management theory and practice in the public sector, particularly the need to adjust managerial strategies to place greater emphasis on strengthening ASN work

motivation (Adiputra, 2021).

CONCLUSION

This study set out to examine the influence of leadership style and work motivation on job satisfaction among civil servants at the Department of Manpower, Transmigration, Energy, and Mineral Resources of Southwest Papua Province. The findings demonstrate that, while both leadership style and work motivation together significantly predict job satisfaction, only work motivation has a strong and statistically significant effect. Leadership style, in this context, did not show a meaningful impact on job satisfaction.

These results highlight that enhancing work motivation—through recognition, career development opportunities, and supportive work environments—is crucial for improving job satisfaction among civil servants. The findings contribute to the existing literature by emphasizing the dominant role of motivation in the public sector, especially within highly structured and bureaucratic organizations. Practical implications include the recommendation for public sector managers and policymakers to focus on strategies that foster intrinsic and extrinsic motivation to boost employee satisfaction and performance.

However, this research is not without limitations. The study was limited to a single government department with a relatively small sample size, which may affect the generalizability of the findings. Additionally, only two independent variables were examined, whereas other factors (such as organizational culture or work-life balance) may also play significant roles. Future research should consider larger, more diverse samples and include additional variables for a more comprehensive understanding. In summary, this research underscores the critical importance of work motivation in shaping job satisfaction among civil servants and provides actionable insights for human resource management in the public sector.

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