



The Influence of Leadership on Civil Servants' Performance through Work Motivation and Job Satisfaction at the Department of Tourism and Culture of Teluk Wondama Regency

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Abstract: The performance of Civil Servants (ASN) plays a vital role in achieving good governance, including within the Department of Tourism and Culture of Teluk Wondama Regency. However, ASN performance is often influenced by leadership, work motivation, and job satisfaction. This study aims to analyze the effect of leadership on work motivation, job satisfaction, and employee performance, as well as to examine the mediating roles of work motivation and job satisfaction. This research employed a quantitative approach with a causal cross-sectional design. The population consisted of 43 civil servants, with a final sample of 42 respondents selected using the census method. Data were collected using a questionnaire tested for validity and reliability, and analyzed through simple regression, multiple regression, and path analysis. The results show that leadership has a positive and significant effect on job satisfaction and performance, but no significant effect on work motivation. Work motivation positively and significantly affects employee performance, while job satisfaction has a negative but significant effect on performance. Path analysis indicates that both work motivation and job satisfaction mediate the relationship between leadership and performance, with job satisfaction acting as a negative mediator. In conclusion, leadership plays a crucial role in improving civil servants' performance both directly and through the mediation of work motivation and job satisfaction. It is recommended that leaders adopt participative leadership styles, strengthen motivation through incentives and training, and manage job satisfaction so that it aligns with productivity improvement.

Keywords: Leadership, Work Motivation, Job Satisfaction, Civil Servants' Performance

INTRODUCTION

The performance of Civil Servants (ASN) serves as the backbone of good governance, particularly in developing regions such as Teluk Wondama Regency. In the context of local bureaucracy, the quality of public services is largely determined by how well civil servants carry out their duties with responsibility, supported by strong work motivation and job satisfaction. These factors evidently influence performance outcomes, beyond the mere completeness of structures and systems. Teluk Wondama Regency, which was formed through

the division of Manokwari Regency in 2003, is currently entering a phase of institutional and human resource strengthening. Amid limited infrastructure and challenging geographical conditions, the local government strives to build a bureaucracy that is efficient, responsive, and capable of meeting community needs. One important sector that has become a focus is the Department of Tourism and Culture, as it is considered a driver of regional economic development based on local potential.

The Department of Tourism and Culture holds a strategic position in encouraging the growth of leading sectors such as ecotourism, marine tourism, and cultural preservation. However, the implementation of work programs in the field is often hampered by the low enthusiasm of civil servants, lack of individual initiative, and weak coordination among work units. Direct observations reveal that not all civil servants demonstrate optimal performance, despite the availability of administrative support systems. This condition raises the question: has leadership been effective enough in driving performance? Strong and adaptive leadership is a crucial prerequisite for shaping a healthy work culture. A bureaucratic leader should not only exist structurally but must also act as a moral driver, provide role modeling, build two-way communication, and create a conducive work environment for employee growth. In contexts such as Wondama, where collegiality and kinship values are highly regarded, participative and humanistic leadership styles are more widely accepted and have greater potential to enhance organizational performance.

Nevertheless, various studies affirm that leadership's influence on civil servant performance is not always direct. Work motivation and job satisfaction often serve as significant mediators in this process. A civil servant who feels motivated will work with greater enthusiasm, and if accompanied by job satisfaction, their performance tends to improve. In other words, successful leadership is that which simultaneously fosters motivation and builds job satisfaction. Work motivation among civil servants in Wondama may stem from personal awareness of public service responsibilities, as well as external support such as recognition, training, and a supportive work environment. Meanwhile, job satisfaction encompasses welfare, acknowledgment from superiors, relationships with colleagues, and pride in being part of the local institution. When both factors are well-managed, civil servants can demonstrate performance that exceeds expectations, even in resource-limited conditions.

The objective condition at the Department of Tourism and Culture indicates that performance transformation cannot be achieved merely through regulations or procedures. A deeper managerial approach is needed, addressing psychological and relational aspects of civil servants. Experience shows that when employees feel trusted, involved in decision-making, and appreciated for their contributions, loyalty and productivity increase. This study emerges to respond to that need. By examining the relationship between leadership, work motivation, job satisfaction, and civil servant performance, it is expected to provide a comprehensive picture of how local bureaucracy can be improved from within. The Department of Tourism and Culture was chosen as the locus of study because it represents cross-sectoral civil servant work requiring synergy, dedication, and innovation. Furthermore, the results of this study are expected to provide concrete input for local leaders in formulating more targeted policies for civil servant development. By strengthening leadership and enhancing motivation and job satisfaction, performance transformation can be achieved sustainably. Ultimately, this study aims to analyze the influence of leadership on civil servants' performance at the Department of Tourism and Culture of Teluk Wondama Regency, with work motivation and job satisfaction as mediating variables.

METHOD

This study employed a quantitative approach with a causal research design and a cross-sectional survey. The design was chosen to examine both direct and indirect effects of leadership (X) on civil servants' performance (Y), with work motivation (Z1) and job satisfaction (Z2) as mediating variables. Data were collected through questionnaires that had

been tested for validity and reliability. The analysis techniques applied included simple regression, multiple regression, and path analysis to evaluate both the direct and mediating effects among the variables. The research was conducted at the Department of Tourism and Culture, Teluk Wondama Regency, West Papua Province, between October and December 2024. The population consisted of 43 civil servants, and the final sample comprised 42 respondents, obtained using a census method. The census technique was considered appropriate due to the relatively small population size, enabling a comprehensive overview of how leadership, work motivation, and job satisfaction affect civil servants' performance within the institution.

RESULTS AND DISCUSSION

Respondents' Characteristics

Table 1. Respondents 'Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	27	64.3
	Female	15	35.7
Age	25–35 years	18	38.1
	36–45 years	9	21.4
	> 45 years	17	40.5
Years of Service	< 1 year	1	2.4
	1–3 years	9	21.4
	4–7 years	22	52.4
	> 7 years	10	23.8
Education Level	Senior High School	9	21.4
	Diploma	6	14.3
	Bachelor's Degree	26	61.9
	Postgraduate Degree	1	2.4
Total Respondents		42	100

Source: Processed Data (2025)

The respondents in this study consisted of 42 civil servants at the Department of Tourism and Culture of Teluk Wondama Regency. Based on gender, the majority were male (64.3%) while female respondents accounted for 35.7%. In terms of age, most respondents were above 45 years old (40.5%), followed by those aged 25–35 years (38.1%) and 36–45 years (21.4%), indicating a balanced composition between senior and younger employees. Regarding years of service, more than half of the respondents (52.4%) had worked for 4–7 years, while 23.8% had more than 7 years of service, showing a considerable proportion of employees with moderate to long tenure. Meanwhile, the education profile revealed that the majority held a bachelor's degree (61.9%), with the rest consisting of senior high school graduates (21.4%), diploma holders (14.3%), and a small proportion with postgraduate education (2.4%). These characteristics reflect that the civil servants in the institution are dominated by experienced and well-educated employees, which supports their professionalism in carrying out organizational tasks.

Validity and Reliability Test

Table 2. Validity and Reliability Test

Item	R-values	r-table	Cronbach's Alpha	Standard	Description
X.1	0,849	0,3044	0,915	0,7	Valid & Reliable
X.2	0,904	0,3044			Valid & Reliable
X.3	0,794	0,3044			Valid & Reliable
X.4	0,877	0,3044			Valid & Reliable
X.5	0,776	0,3044			Valid & Reliable
X.6	0,809	0,3044			Valid & Reliable

X.7	0,693	0,3044	0,735	Valid & Reliable
Z1.1	0,701	0,3044		Valid & Reliable
Z1.2	0,677	0,3044		Valid & Reliable
Z1.3	0,685	0,3044		Valid & Reliable
Z1.4	0,494	0,3044		Valid & Reliable
Z1.5	0,731	0,3044		Valid & Reliable
Z1.6	0,626	0,3044	0,780	Valid & Reliable
Z2.1	0,725	0,3044		Valid & Reliable
Z2.2	0,691	0,3044		Valid & Reliable
Z2.3	0,727	0,3044		Valid & Reliable
Z2.4	0,500	0,3044		Valid & Reliable
Z2.5	0,850	0,3044		Valid & Reliable
Z2.6	0,696	0,3044	0,795	Valid & Reliable
Y.1	0,571	0,3044		Valid & Reliable
Y.2	0,607	0,3044		Valid & Reliable
Y.3	0,690	0,3044		Valid & Reliable
Y.4	0,704	0,3044		Valid & Reliable
Y.5	0,828	0,3044		Valid & Reliable
Y.6	0,731	0,3044		Valid & Reliable

Source: Processed Data (2025)

The results of the validity test show that all items in the variables of leadership, work motivation, job satisfaction, and civil servants' performance obtained r-values greater than the r-table (0.3044), indicating that all measurement items are valid and significantly contribute to their respective constructs. Furthermore, the reliability test results demonstrate that all variables achieved Cronbach's Alpha values above 0.7 (leadership = 0.915, work motivation = 0.735, job satisfaction = 0.780, and performance = 0.795), which confirms that the instruments are reliable and consistent in measuring the intended variables. Thus, the instruments used in this study have fulfilled both validity and reliability requirements and are suitable for further analysis.

The Influence of Leadership, Work Motivation, and Job Satisfaction on Civil Servants' Performance

Table 3. Multiple Linear Regression and t-Test

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	9,097	3,646		2,495	,017
Leadership (X)	,460	,107	,665	4,296	,000
Work Motivation(Z1)	,407	,124	,446	3,288	,002
Job Satisfaction (Z2)	-,303	,138	-,324	-2,187	,035

a. Dependent Variable: Performance of Civil Servants (Y)

Source: Processed Data (2025)

Based on the results of the multiple linear regression analysis in Table 3, the regression equation obtained is as follows:

$$Y = 9,097 + 0,460X + 0,407Z1 - 0,303Z2$$

The constant value of 9.097 indicates that if the variables of leadership (X), work motivation (Z1), and job satisfaction (Z2) are equal to zero, the performance of civil servants (Y) will remain at 9.097.

- 1) The regression coefficient for leadership (X) is 0.460 with a significance value of 0.000 ($p < 0.05$). This means that leadership has a positive and significant effect on civil servants'

performance. In other words, the better the quality of leadership applied, the higher the employees' performance.

- 2) The regression coefficient for work motivation (Z1) is 0.407 with a significance value of 0.002 ($p < 0.05$), indicating that work motivation has a positive and significant effect on civil servants' performance. This shows that the higher the employees' work motivation, the better their performance will be.
- 3) The regression coefficient for job satisfaction (Z2) is -0.303 with a significance value of 0.035 ($p < 0.05$). This result indicates that job satisfaction has a negative and significant effect on civil servants' performance. In other words, higher job satisfaction tends to decrease performance.

The Influence of Leadership on Work Motivation

Table 4. Results of Simple Linear Regression and T-test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	24,993	2,365			10,570	,000
Leadership (X)	-,216	,115	-,285		-1,881	,067

a. Dependent Variable: Work Motivation (Z1)

Source: Processed Data (2025)

Based on the results of the simple linear regression analysis in Table 4, the regression equation obtained is as follows:

$$Z1 = 24,993 - 0,216X$$

The constant value of 24.993 indicates that if the Leadership variable (X) equals zero, the Work Motivation (Z1) remains at 24.993. The regression coefficient of Leadership (X), which is -0.216, shows a negative relationship between Leadership and Work Motivation. This means that each one-unit increase in the Leadership variable is expected to decrease Work Motivation by 0.216 units, assuming other variables remain constant.

The Influence of Leadership on Job Satisfaction

Table 5. Results of Simple Linear Regression and T-test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	8,973	2,115			4,242	,000
Leadership (X)	,356	,103	,480		3,465	,001

a. Dependent Variable: Job Satisfaction (Z2)

Source: Processed Data (2025)

Based on the results of the simple linear regression analysis in Table 5, the regression equation obtained is as follows:

$$Z2 = 8,973 + 0,356X$$

The constant value of 8.973 indicates that if the Leadership variable (X) equals zero, the Job Satisfaction (Z2) remains at 8.973. The regression coefficient of Leadership (X), which is 0.356, shows a positive relationship. This means that every one-unit increase in the Leadership variable is expected to increase Job Satisfaction by 0.356 units, assuming other variables remain constant. The t-test results show a t-value of 3.465 with a significance level of 0.001 ($p < 0.05$). This indicates that Leadership has a positive and significant effect on the Job

Satisfaction of civil servants at the Department of Tourism and Culture of Teluk Wondama Regency.

Work Motivation and Job Satisfaction Mediate the Effect of Leadership on the Performance of Civil Servants

Table 6. Results of Indirect Effects Test

Completely standardized indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.2831	.1128	1.4897	1.0453
Z1	.1272	.0914	1.3205	1.0408
Z2	.1559	.0761	1.3032	1.0066

Source: Processed Data (2025)

The results of the PROCESS Model 4 analysis with two mediators indicate that, in total, the indirect effect of leadership on civil servants' performance through work motivation and job satisfaction is 0.2831 with BootCI [1.4897; 1.0453]. Since the confidence interval does not include zero, it can be concluded that work motivation and job satisfaction jointly significantly mediate the relationship between leadership and performance. This finding suggests that the role of leadership in enhancing employee performance is partially transmitted through psychological aspects such as motivation and perceived job satisfaction.

More specifically, work motivation (Z1) contributes to the mediation process with a coefficient of 0.1272 and BootCI [1.3205; 1.0408]. This indicates that work motivation is one of the pathways through which leadership influences the performance of civil servants, although the effect is relatively moderate. This result aligns with Herzberg's motivation theory, which posits that intrinsic and extrinsic factors can strengthen the link between leadership style and employee performance. In the context of the Tourism and Culture Office of Teluk Wondama Regency, work motivation tends to increase when leaders are able to provide clear direction, fair rewards, and create a work climate that fosters employees' sense of belonging to the organization.

Furthermore, job satisfaction (Z2) also plays a significant mediating role, with a coefficient of 0.1559 and BootCI [1.3032; 1.0066]. The fact that the confidence interval does not cross zero confirms that job satisfaction significantly transmits the effect of leadership on civil servants' performance. This implies that effective leadership—through granting trust, support, and fairness—enhances employees' job satisfaction, which in turn fosters improved performance. Accordingly, job satisfaction appears to be a more dominant mediator than work motivation, highlighting the importance of affective and psychological well-being in improving civil servants' performance within the local bureaucracy.

Discussion

The Influence of Leadership on Work Motivation

The regression results show that leadership does not significantly affect civil servants' work motivation, with a coefficient of -0.216 and $p = 0.067$. Although the relationship is negative, it is not statistically significant, meaning that improvements in leadership quality have not directly increased motivation. This is consistent with Herfianti et al. (2024), who found no significant effect, but contrasts with studies by Aprilia & Laksana (2024) and Ekobelawati et al. (2023), which showed significant influence. The findings suggest that the leadership style applied has not fully provided psychological encouragement for employees, indicating the need for a more transformational approach.

The Influence of Leadership on Job Satisfaction

Leadership has a positive and significant effect on civil servants' job satisfaction, with a regression coefficient of 0.356 and $p = 0.001$. This indicates that effective leadership

contributes to creating a more satisfying work climate. These findings support Eliyana et al. (2019) and Na-Nan et al. (2020), who highlighted the importance of leadership in shaping job satisfaction. In this context, leaders who provide direction, trust, and support are more likely to foster a sense of appreciation and involvement among employees, which enhances their satisfaction.

The Influence of Leadership on Civil Servants' Performance

The regression analysis shows that leadership has a strong and significant effect on performance, with a coefficient of 0.460 and $p = 0.000$. Leaders who provide clear direction, build trust, and consistently support their subordinates directly enhance performance outcomes. These results align with Hundie & Habtewold (2024), who found that effective leadership improves employee productivity, although some studies (e.g., Jannah et al., 2022) reported different results depending on organizational context.

The Influence of Work Motivation on Civil Servants' Performance

Work motivation has a positive and significant effect on performance, with a coefficient of 0.407 and $p = 0.002$. This indicates that motivated civil servants perform better, supported by intrinsic drive and responsibility. These findings confirm Supriyadi (2022), who emphasized motivation as a key driver of performance. Therefore, fostering motivation through incentives, career development, and supportive environments is crucial for improving service quality.

The Influence of Job Satisfaction on Civil Servants' Performance

Job satisfaction shows a significant but negative effect on performance, with a coefficient of -0.303 and $p = 0.035$. This suggests that high satisfaction may lead to comfort zones, reducing productivity. Similar results were reported by Parasian & Adiputra (2021), who found that satisfaction can lower performance when not accompanied by performance-based evaluations. Thus, job satisfaction needs to be managed carefully to avoid complacency.

The Influence of Leadership on Performance through Work Motivation and Job Satisfaction

The mediation test using PROCESS shows that both work motivation (Z1) and job satisfaction (Z2) jointly mediate the relationship between leadership (X) and civil servants' performance (Y). The total indirect effect is 0.2831 with a 95% confidence interval [1.4897; 1.0453], which does not cross zero, indicating a significant mediation effect. This result confirms that leadership influences performance not only directly but also indirectly through psychological mechanisms of motivation and job satisfaction. Specifically, the mediation effect through work motivation (Z1) is 0.1272 with BootCI [1.3205; 1.0408], suggesting that motivation plays a role in transmitting leadership's influence on performance. Likewise, job satisfaction (Z2) has a mediation effect of 0.1559 with BootCI [1.3032; 1.0066], showing that satisfaction also significantly mediates the relationship. These results imply that leaders who can foster motivation and satisfaction among civil servants indirectly enhance performance outcomes. However, job satisfaction appears to provide a stronger mediation effect compared to motivation, highlighting the importance of creating a supportive and engaging work environment. Thus, the findings emphasize that leadership effectiveness in public organizations should not only focus on direct control and guidance but also on building intrinsic motivation and ensuring job satisfaction. When employees feel motivated and satisfied, the impact of leadership on performance becomes stronger and more sustainable.

CONCLUSION

The findings of this study conclude that leadership has a direct and significant effect on civil servants' performance and also influences job satisfaction positively, while its effect on

work motivation is not significant; moreover, work motivation positively contributes to performance, whereas job satisfaction shows a negative effect, indicating a potential comfort zone. Mediation analysis further reveals that work motivation and job satisfaction jointly mediate the relationship between leadership and performance, with job satisfaction being the stronger mediator. Based on these findings, it is recommended that leaders in public organizations, particularly in the Department of Tourism and Culture of Teluk Wondama Regency, strengthen transformational leadership practices that foster intrinsic motivation and manage job satisfaction effectively by combining supportive leadership with performance-based incentives and evaluation systems, so that satisfaction not only creates comfort but also enhances responsibility and productivity.

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