

The Role of Leadership in Improving Employee Work Motivation at the Secretariat of the Regional House of Representatives in West Papua Province

^{*1}Novera Yanti Ullo, ²Budiman, ³Nikolina Balia

^{*1,2,3}Universitas Caritas Indonesia

Abstrak

This study explores the pivotal role of leadership in bolstering employee work motivation within the Secretariat of the Regional House of Representatives in West Papua Province, addressing the need to enhance motivation as a crucial factor in improving organizational performance and service delivery. Employing a qualitative approach, the research examines the influence of different leadership styles, specifically transformational and transactional leadership, on employee motivation levels. Data were gathered through interviews with key stakeholders, including leaders and staff, supplemented by document analysis and surveys measuring employee motivation. The findings reveal that transformational leadership, characterized by vision-sharing, employee empowerment, and inspirational communication, positively impacts work motivation. Conversely, transactional leadership, with its emphasis on task completion and reward systems, provides only short-term motivation. Contextual factors such as cultural values, organizational structure, and limited professional development opportunities also play pivotal roles in shaping the effectiveness of leadership in motivating employees. The study recommends fostering a transformational leadership approach by implementing mentorship programs and increasing funding for training and development, while addressing structural and cultural barriers that hinder employee motivation. Leaders are encouraged to prioritize clear communication and recognize employee achievements to build a more motivated workforce. These insights offer valuable guidance for policymakers and organizational leaders aiming to enhance governance and operational efficiency in the public sector of West Papua Province.

Keywords: leadership, work motivation, transformational leadership, transactional leadership, public sector

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✉ Corresponding author :

Email Address : yantiullonovera@gmail.com

INTRODUCTION

Leadership has a very important role in the success of an organisation, especially in motivating employees to achieve optimal performance ([Nalim et al., 2020](#)). In the context of public organisations, such as the Secretariat of the Regional House of

Representatives (DPRD) of West Papua Province, leadership is not only responsible for managing resources, but must also be able to inspire, motivate and empower employees to make maximum contributions. High work motivation among employees can improve productivity, the quality of public services, and operational efficiency ([Meho & Christian, 2019](#)). However, achieving this level of motivation is often a challenge, especially in complex bureaucratic environments.

Employee work motivation in the public sector is often influenced by various factors, including the leadership style applied ([Wright, 2001](#)). Leadership styles such as transformational leadership, which focuses on inspiration and empowerment, and transactional leadership, which is based on supervision and rewards, have been shown to have a significant influence on work motivation ([2016](#)) ([2014](#)). At the West Papua Provincial Legislative Council Secretariat, an effective leadership style is critical to creating a conducive work environment, overcoming administrative challenges, and ensuring optimal performance from employees.

However, reality shows that work motivation in the public sector, including in the DPRD Secretariat, is often low due to various factors, such as rigid bureaucratic structures, lack of appreciation for performance, and limitations in career development. In the context of West Papua, cultural and geographical factors also influence organisational dynamics, making the role of leadership even more crucial. Therefore, understanding how leadership styles can influence employee motivation is an important step towards improving overall organisational performance ([Muddle, 2020](#)).

This study aims to analyse the role of leadership in improving employee work motivation at the Secretariat of the West Papua Provincial Parliament. The focus of this research is to identify the most effective leadership style, understand the relationship between leadership and work motivation, and explore the contextual factors that influence the relationship. Thus, this study is expected to make theoretical contributions to the study of leadership and work motivation, as well as provide practical recommendations for policy makers and leaders in the DPRD Secretariat to create a more productive and innovative work environment.

This study is not only relevant for organisations in West Papua, but can also serve as a reference for the public sector in other regions that face similar challenges in managing employee work motivation through effective leadership.

METHODOLOGY

This research employed a qualitative, descriptive approach to examine the influence of leadership on employee work motivation within the Secretariat of the Regional House of Representatives in West Papua Province. This methodology enabled an in-depth exploration of the dynamics between leadership and work motivation in the public sector context. The study was conducted at the West Papua Provincial Legislative Council Secretariat, with research participants comprising leaders and employees at various organizational levels, to gain a holistic understanding of leadership's impact on work motivation.

Data were gathered through comprehensive interviews, direct observation, and document analysis. Semi-structured interviews with leaders and staff elicited information on the applied leadership style, employees' perceptions of the leadership, and its effect on work motivation. Direct observation allowed for the examination of

interaction patterns between leaders and employees, such as how leaders provide direction, appreciation, and empowerment. Additionally, an analysis of internal regulations, performance reports, human resource management policies, and training programs provided relevant institutional context.

The collected data was analyzed using thematic analysis techniques. This process involved categorizing the data based on the key variables: leadership style, work motivation, and contextual factors. Relevant data was then coded to identify central themes, including transformational leadership, transactional leadership, rewards, empowerment, and structural challenges. These themes were used to establish connections between leadership and work motivation, as well as to identify supporting and inhibiting factors. To ensure the validity and reliability of the findings, data triangulation was conducted by comparing information from interviews, observations, and documents.

While the research was limited to the West Papua DPRD Secretariat, the results remain relevant for understanding the dynamics of leadership and work motivation in similar bureaucratic environments. This approach is expected to provide valuable insights into how leadership can influence employee work motivation, particularly in the context of the public sector in West Papua.

RESULTS

This study's findings reveal the significant influence of leadership on employee work motivation within the Secretariat of the West Papua Provincial House of Representatives. The research indicates that a transformational leadership style is more effective than a transactional approach in enhancing work motivation. Employees who feel empowered, valued, and aligned with the leaders' vision tend to exhibit higher levels of work motivation.

The interview data suggests that transformational leadership, characterized by inspirational communication, employee empowerment, and a clear organizational vision, fosters a positive work environment. Employees feel motivated to perform better as they are involved in decision-making and granted the flexibility to innovate. Conversely, the transactional leadership style, which emphasizes rewards and punishments based on performance, only provides a temporary motivational effect. Employees perceive this approach as lacking in emotional engagement and long-term loyalty.

Direct observation highlights the importance of open communication patterns between leaders and employees in building work motivation. Employees feel more motivated when leaders provide clear direction, support their competency development, and recognize their achievements. However, challenges arise when some leaders adopt a rigid, hierarchical approach, which can reduce employee morale. The document analysis revealed internal policies that support work motivation, such as annual performance awards and professional development training. However, the implementation of these policies is often hindered by budgetary constraints and coordination issues across different organizational units. Additionally, the organization's bureaucratic culture poses an obstacle to the adoption of a more flexible and inclusive leadership style.

In summary, the findings suggest that employee motivation is influenced not only by leadership style but also by contextual factors, including organizational structure,

work culture, and internal policies. Transformational leadership significantly contributes to creating a work environment that fosters long-term motivation, while the transactional style is more effective for achieving short-term goals. The study provides a basis for recommending changes in leadership approach and adjustments to internal policies within the West Papua Provincial House of Representatives Secretariat.

DISCUSSION

The findings of this study suggest that transformational leadership has a more significant impact than transactional leadership in enhancing employee work motivation within the Secretariat of the Regional House of Representatives in West Papua Province. This aligns with the theory of transformational leadership, which emphasizes employee empowerment, inspiration, and the development of a shared vision. In a bureaucratic context, this approach can foster a more positive work environment, increase employee loyalty, and encourage improved performance ([Singh, 2019](#)).

Employees who feel involved in decision-making and empowered to introduce innovative ideas demonstrate higher levels of work motivation ([Fernandez & Moldogaziev, 2013](#)). This indicates that transformational leadership can fulfill employees' fundamental psychological needs, such as feeling valued, recognized, and purposeful in their work. Conversely, the transactional leadership style, which focuses on performance-based rewards and punishments, may provide temporary motivation but is less supportive of building emotional connections and long-term engagement between leaders and employees ([Li et al., 2018](#)).

However, the results also reveal challenges in applying transformational leadership styles within a bureaucratic environment. Hierarchical organizational structures and rigid work cultures can pose barriers for leaders seeking to implement flexible and participatory approaches ([Nusair et al., 2012](#)). Employees often feel hindered by complicated procedures and a lack of opportunities for innovation. This suggests that the success of transformational leadership relies not only on the leader's individual style but also on the organization's ability to cultivate a supportive work environment. The cultural and geographical context of West Papua also plays a significant role in shaping leadership dynamics and work motivation ([Passakonjaras & Hartijasti, 2019](#)). A work culture that emphasizes hierarchy and strong interpersonal relationships can be both an asset and a challenge ([Irawanto et al., 2011](#)). On the one hand, positive relationships between leaders and employees can strengthen trust and loyalty. On the other hand, an excessive focus on hierarchy can limit the space for employees to participate actively.

The document analysis indicates that internal policies, such as performance rewards and training programs, have the potential to increase work motivation. However, the implementation of these policies is often constrained by budget limitations and coordination issues across different organizational units. Therefore, improvements in resource allocation and policy integration are necessary to support a more inclusive and flexible leadership approach.

CONCLUSION

This study concludes that leadership plays a pivotal role in enhancing employee motivation within the Secretariat of the Regional House of Representatives of West Papua Province. The findings indicate that a transformational leadership style is more effective than a transactional approach in fostering long-term motivation. Transformational leadership, characterized by empowerment, inspiration, and clear communication, has the capacity to increase employee loyalty and morale by actively involving them in decision-making and providing avenues for innovation. In contrast, the transactional leadership style, while potentially effective for achieving short-term objectives, is less adept at cultivating sustainable emotional engagement.

However, the successful implementation of transformational leadership is intrinsically linked to the support of the organizational environment. The rigid bureaucratic structure and hierarchical work culture within the West Papua DPRD Secretariat pose significant challenges in adopting a more flexible and participatory leadership style. Furthermore, the execution of internal policies intended to bolster work motivation, such as performance rewards and training programs, is often constrained by budgetary limitations and coordination issues across different organizational units.

Overcoming these obstacles necessitates a collaborative effort among leaders, employees, and policymakers to create a more conducive work environment. Recommendations include strengthening resource allocation for employee development programs, streamlining bureaucratic procedures, and implementing more inclusive policies. By taking these steps, it is anticipated that employee motivation can be enhanced in a sustainable manner, ultimately optimizing organizational performance.

This research provides both practical and theoretical contributions in understanding the role of leadership within the context of public organizations, particularly in the West Papua region. The findings can serve as a reference for other organizations facing similar challenges, enabling them to develop more effective leadership strategies to enhance work motivation.

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