



Public Service Motivation (PSM) and Leadership Style to Increase Work Satisfaction: Work Involvement as Mediation Variable (Empirical Study in Pratama Tax Service Office South Sulawesi)

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Abstract. *Public service motivation is an important factor in understanding the behavior of public sector employees. Public service motivation is not only about serving the public directly but also about commitment to public service tasks, improving organizational performance, and encouraging innovation in public services. This study was conducted to test the model of how public service motivation and leadership style encourage increased job satisfaction, which is tested directly and through the mechanism of work involvement. The research model was built on the foundation of public service motivation theory. The research data were collected from all Primary Tax Service Offices in South Sulawesi with respondents being account representatives. The collected data were processed and analyzed using multiple regression and further analysis through path analysis and the use of the Sobel test. The results of the study indicate that public service motivation significantly influences job involvement but not leadership style. Testing on the next path reveals that public service motivation, leadership style, and job involvement influence job satisfaction. Additionally, the job involvement test's mediation role confirms that job involvement mediates the influence of public service motivation on job satisfaction, while job involvement does not mediate the influence of leadership style in predicting job satisfaction.*

Keywords: *leadership style, motivation, public service, work satisfaction.*

Abstrak. Motivasi pelayanan publik merupakan faktor penting dalam memahami perilaku pegawai sektor publik. Motivasi pelayanan publik tidak hanya tentang melayani publik secara langsung tetapi juga tentang komitmen terhadap tugas-tugas pelayanan publik, meningkatkan kinerja organisasi, dan mendorong inovasi dalam pelayanan publik. Penelitian ini dilakukan untuk menguji model bagaimana motivasi pelayanan publik dan gaya kepemimpinan mendorong peningkatan kepuasan kerja, yang diuji secara langsung dan melalui mekanisme keterlibatan kerja. Model penelitian dibangun atas dasar teori motivasi pelayanan publik. Data penelitian dikumpulkan dari seluruh Kantor Pelayanan Pajak Pratama di Sulawesi Selatan dengan responden sebagai account representative. Data yang terkumpul diolah dan dianalisis menggunakan regresi berganda dan analisis lebih lanjut melalui analisis jalur dan penggunaan uji Sobel. Hasil penelitian menunjukkan bahwa motivasi pelayanan publik secara signifikan mempengaruhi keterlibatan kerja tetapi tidak gaya kepemimpinan. Pengujian pada jalur berikutnya mengungkapkan bahwa motivasi pelayanan publik, gaya kepemimpinan, dan keterlibatan kerja mempengaruhi kepuasan kerja. Selain itu, peran mediasi uji keterlibatan kerja menegaskan bahwa keterlibatan kerja memediasi pengaruh motivasi pelayanan publik terhadap kepuasan kerja, sedangkan keterlibatan kerja tidak memediasi pengaruh gaya kepemimpinan dalam memprediksi kepuasan kerja.

Kata kunci: gaya kepemimpinan, kepuasan kerja, kinerja, motivasi, pelayanan publik.

1. INTRODUCTION

Efforts to achieve organizational goals must be supported by human resources that have high work quality (Doğru, 2023). The aspect of human resources (HR) in an organization is closely related to the aspect of human relations, and one of them is employee job satisfaction. According to Sutrisno (2019), job satisfaction reflects an individual's attitude towards work and the work environment. This shows that job satisfaction is not only limited to the aspect of the work itself, but also includes how individuals respond and interact with the work environment. Job satisfaction is the result of a person's estimate of a positive and pleasant job or experience. According to Locke and Wijono (2015), this reflects a level of positive emotion and pleasant feelings.

Employee job satisfaction is considered very important because it has the potential to influence the performance and sustainability of the organization as a whole (Lu & Chen, 2022). Job satisfaction reflects the level of satisfaction or happiness felt by employees in carrying out their duties. This also includes positive employee attitudes towards various aspects of their work.

The importance of employee job satisfaction requires special attention from organizational management (Achmad & Irawanto, 2023). Job satisfaction is not only an indicator of employee welfare, but also has an impact on productivity and work quality. For organizations, employee job satisfaction can improve overall organizational performance. Meanwhile, for employees, job satisfaction can be a motivation to achieve better work results.

Employee job satisfaction has various benefits (Abuzaid et al., 2022). First, job satisfaction can increase employee motivation and work enthusiasm. Employees who are satisfied with their jobs tend to be more enthusiastic and motivated to achieve organizational goals. Second, job satisfaction can also increase employee loyalty to the organization. Employees who are satisfied with their jobs tend to be more loyal and reluctant to leave the organization. Third, job satisfaction can improve employee psychological well-being. Employees who are satisfied with their jobs tend to be happier and have better psychological well-being.

This research will be developed using the theory of public service motivation (Theory of public service motivation) by Perry and Wise (1990) that explains that the attributes of government and non-governmental organizations (NGOs) work explain why individuals have a desire to serve the public and connect their personal actions with the public interest as a whole. Account representatives (AR) at the Tax Service Office (KPP) must maintain integrity by providing full service to all taxpayers. Employees who work in the public sector focus more on the values of intrinsic rewards and benefits of work when serving the community and the public interest (Agostinho et al., 2023). This is in line with what Crewson (1997) stated, that employees in the public sector should prioritize intrinsic work satisfaction, such as task completion, work achievement, work performance, autonomy and self-development. Because the true job satisfaction of a public sector employee is when they can contribute to their organization and can provide maximum and professional service to the community so that it creates its own satisfaction in the form of inner satisfaction.

Efforts to achieve higher state revenues encourage all human resources within the Directorate General of Taxes to work optimally to serve the community and public interests so that they can encourage all human resources in the organization to achieve job satisfaction. Thus, when an individual who has a high level of public service motivation will show significant work achievements in various jobs related to social justice, loyalty to the state and social community programs (Fauzan et al., 2022).

This study will focus on the Pratama Tax Service Office in South Sulawesi with the consideration that the increasingly high target for tax sector revenues requires a higher work motivation in an effort to achieve greater state revenues for development purposes. All levels of account representatives are required to work better and all levels of leadership, especially the head of the supervision section, are required to work optimally in achieving the APBN target for development purposes. South Sulawesi Province has become one of the provinces with quite high economic growth, so it is expected to become one of the main pillars in strengthening state revenues, especially in the taxation sector.

2. LITERATURE REVIEW

Public Service Motivation Theory

This theory was introduced by Perry and Wise (1990). Both define Public Service Motivation as the tendency of an individual to respond to motives that are unique and usually found in public institutions referring to psychological needs. Furthermore, Perry and Wise (1990) showed that when compared to employees in the private sector, employees working in the public sector place more emphasis on intrinsic reward values and the benefits of work when serving the community and the public interest. This is in line with what Crewson (1997) stated, that PSM is an individual's service orientation, minus the economic orientation to be useful to the community, the orientation to help others, and the enthusiasm to achieve intrinsic or service-oriented achievements.

Public Service Motivation (PSM) is an important factor in understanding the behavior and performance of public sector employees. According to Lu & Chen (2022), PSM is considered a factor that explains the work attitudes of public sector employees. The definition of PSM can vary, but in general, it refers to the intrinsic drive that drives individuals to serve the community by having values, beliefs, and attitudes that go beyond personal interests for the benefit of the organization (Jerry and Ruslan, 2020).

It is important to understand that PSM is not only about serving the community directly, but also about commitment to public service tasks, improving organizational performance, and driving innovation in public services (Lu and Chen, 2022). The definition of PSM has also evolved over time. Prima (2015) (in Jerry and Ruslan, 2020) highlighted that public sector employees are more motivated by intrinsic work rewards, such as concern for the community and a desire for the public interest, compared to extrinsic rewards.

Public Service Motivation (PSM) Indicators

Public service motivation, according to Perry as quoted by Andriono (2017), can be explained as an individual's tendency to provide a general and unique motive response to public institutions. This motivation can be divided into four interrelated indicators:

1. Attraction to public policy making, which is closely related to the motivation to achieve achievements that want someone to gain inner or personal satisfaction. Individuals who have this motivation tend to be interested in the

policy-making process and strive to contribute to creating policies that have a positive impact on society.

2. Responsibility to public interest and civic duty, refers to the motive or desire to serve the public interest which can be in the form of individual interests in certain public programs or services. This motive is caused by the existence of a sincere stance or belief and affection for social interests, which encourages individuals to be responsible for the public interest in general.
3. Feelings of sympathy or pity" (compassion), describes the desire to help others. This motive includes the nature of prioritizing the interests of others (altruism), the attitude of feeling the feelings of others (empathy), moral conviction, and other prosocial desires. Individuals with this motivation tend to have a high concern for the welfare of others and are willing to take concrete actions to help them.
4. Self-sacrifice attitude, includes an attitude of loving the homeland (patriotism), responsibility to duty (duty), and loyalty (loyalty) to the country. Individuals with this motivation will work wholeheartedly, sometimes even having to sacrifice their personal interests for the sake of the country and their duties. They have a high sense of responsibility towards the country and society and are ready to take risks and sacrifice time and energy for the greater good.

Leadership

Leadership style is a very important concept in the context of management and organizations. Leadership style can be defined as the behavioral norms used by a leader when trying to influence the behavior of others according to his wishes (Mulyan, 2017). In this perspective, leadership style reflects the way a leader interacts with subordinates or team members to achieve organizational goals.

Amirullah (2017) discusses the factors that influence leadership style, which can be grouped into three main factors. First, the leader-member relationship factor, refers to the level of relationship between the leader and subordinates. A good relationship between leaders and subordinates tends to increase subordinate support and involvement in achieving organizational goals. Second, the task structure factor

describes the extent to which the tasks to be carried out have been structured. Well-structured tasks have clear procedures and can help leaders provide proper direction and supervision to their subordinates. Conversely, less structured tasks require a more creative and adaptive leadership style to deal with emerging challenges.

Third, the authority position factor indicates the level of influence of a leader in terms of an organization's management policies. Leaders who have strong authority tend to have a more authoritarian leadership style, while leaders with limited authority may use a more democratic leadership style.

Work Engagement

Work engagement is a concept that exists in an organization because it is closely related to organizational performance. Kahn (1990) in Indraswari (2018) stated that work engagement involves the use of various levels of self physically, cognitively, and emotionally in the role being played. This includes the ability to maintain boundaries between the role played and one's true identity. Aspects of work engagement include employee beliefs about the organization, leaders and working conditions (cognitive aspects), feelings towards the organization and its leaders (emotional aspects), and physical energy expended in carrying out tasks (physical aspects).

According to Schaufeli in Rosady (2017), factors that influence work engagement can be divided into three main categories:

1. Job Resources, are considered positive factors related to work engagement, such as social support from coworkers and superiors, performance feedback, skills, and opportunities to learn. Job resources also include physical, social or organizational aspects of the job that help employees reduce physically or psychologically taxing job demands, facilitate the achievement of work goals and stimulate personal growth, learning and development.
2. Salience of Job Resources, refers to how important employees perceive job resources to be when they are faced with high job demands. This suggests that appreciation and recognition of job resources greatly influence work engagement.

3. Personal Resources, are personal resources possessed by employees, which include positive evaluations of themselves and their ability to control and influence the success of their environment. These positive evaluations of themselves can predict goal setting, motivation, performance, life and work satisfaction, career ambition and other desired outcomes.

Employee Job Satisfaction Definition

Job satisfaction is an important concept, because it can influence employee well-being and performance (Achmad & Irawanto, 2023). The definition of job satisfaction has been put forward by various experts with different approaches. Robbins and Coulter (as cited in Yolanda, 2016) explain that job satisfaction refers to an individual's general attitude towards their work. This opinion illustrates that job satisfaction not only includes rational aspects, but also involves emotional aspects that affect how individuals respond to their work.

According to Gilmer in Barus (2019), the factors that affect job satisfaction are as follows:

1. Opportunity to Advance
2. Job Security
3. Salary
4. Organizational Structure
5. Supervision
6. Intrinsic Factors of Work
7. Working Conditions
8. Social Aspects of Work
9. Communication
10. Facilities

Theoretical Framework

This study refers to the public service motivation theory by Perry and Wise (1990) which explains that individuals working in the public sector place more emphasis on intrinsic reward values and work benefits when serving the community and the public interest. These intrinsic rewards can include task completion, achievement, autonomy

and personal growth, Gibson, Ivancevich & Donnely (1991). With these intrinsic rewards, it is hoped that public sector employees will get job satisfaction in the form of inner satisfaction for providing excellent service to the community.

3. RESEARCH METHOD

Research Design

A study is conducted as an effort to systematically and scientifically investigate the problems that exist in a research object (Aguinis, Herman, 2025). The main objective of this study is to produce accurate conclusions and can provide answers to the problems being faced. In this case, a research design is used with a verification method and a quantitative approach.

A population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then conclusions drawn. The population is not just the number of objects or subjects studied, but includes all the characteristics and properties possessed by the object or subject (Sugiyono, 2015). The population in this study were all employees at the Pratama Tax Service Office in South Sulawesi.

The type of data in this study is subject data where this data is in the form of opinions and perceptions of representative accounts who are people who are expected to play a direct role in measuring the achievement of job satisfaction. The data source used in this study is primary data collected through questionnaires.

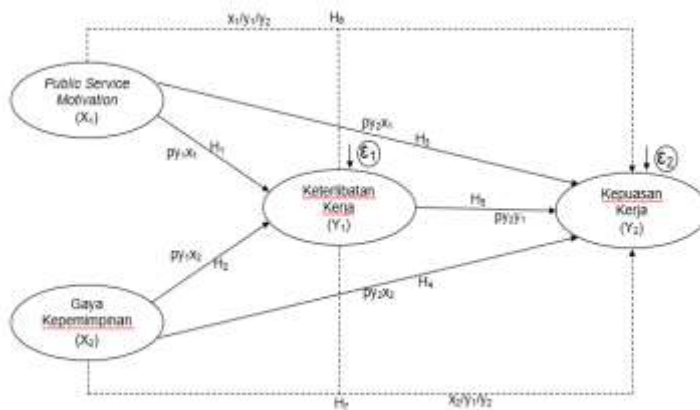
D. Data Collection Method

The data for this study were obtained by survey, where the questionnaire will be given in the form of a google form directly to respondents to each work unit directly to be filled in.

The data analysis technique in this study uses quantitative analysis with path analysis techniques. This analysis technique is carried out on data obtained from the

results of questionnaire answers and is used to analyze data in the form of numbers and calculations using statistical methods. Path analysis is a statistical analysis technique which is a development of multiple regression analysis.

To make it easier for researchers to analyze the path model in this study, the researcher used SPSS software version 21. The path analysis model in this study is described as follows:



Path diagram model for variables relationships.

Description:

- ▶ Direct influence
-▶ Indirect influence,

Based on the diagram, the relationship can be described as follow :

- a. First path equation

$$y_1 = py_1x_1 + py_1x_2 + \varepsilon_1$$
- b. Secnd path equation

$$y_2 = py_2x_1 + py_2x_2 + py_2y_1 + \varepsilon_2$$

Where:
 X_1 = *Public Service Motivation*
 X_2 = *leadership style*
 Y_1 = *Work involvement*
 Y_2 = *Work satisfaction*
 p = *path coefficient*
 ε_1 & ε_2 = *error term*

Based on the diagram, it can also be described the hypothesis testing on direct and indirect influences. In addition, the steps in path analysis will describe the causal relationship between variables in the model. This analysis includes calculating the direct and indirect influence of the independent variable to the dependent variable. The

application of the path analysis model can provide an in-depth understanding of the dynamics and relationships between variables that are the focus of the study.

4. RESULT AND DISCUSSION

This study was conducted by collecting respondent data by sending a google form website link to account representatives spread across the Pratama Tax Service Office (KPP) located in South Sulawesi. This study has obtained 124 account representative respondents. Description of the research's respondents are presented in table 1.

Table 1: Description of respondents

Respondent		Total	Percentage
Gender	Male	94	74
	Female	33	26
Education	D3	1	0,81
	S1	117	94,4
	S2	6	4,84
Age	20-25	1	0,81
	26-30	18	14,52
	31-35	15	12,10
	36-40	54	43,55
	41-45	12	9,68
	46-50	17	13,71
	51-55	4	3,23
	56-60	3	2,42
Tenur	1-5 year	6	4,84
	6-10 year	22	17,74
	11-15 year	26	20,97
	16-20 year	38	30,65
	21-25 year	18	14,52
	26-30 year	14	11,29
	31-35 year	0	0
	Total	124	100

Source: Data collected for the study

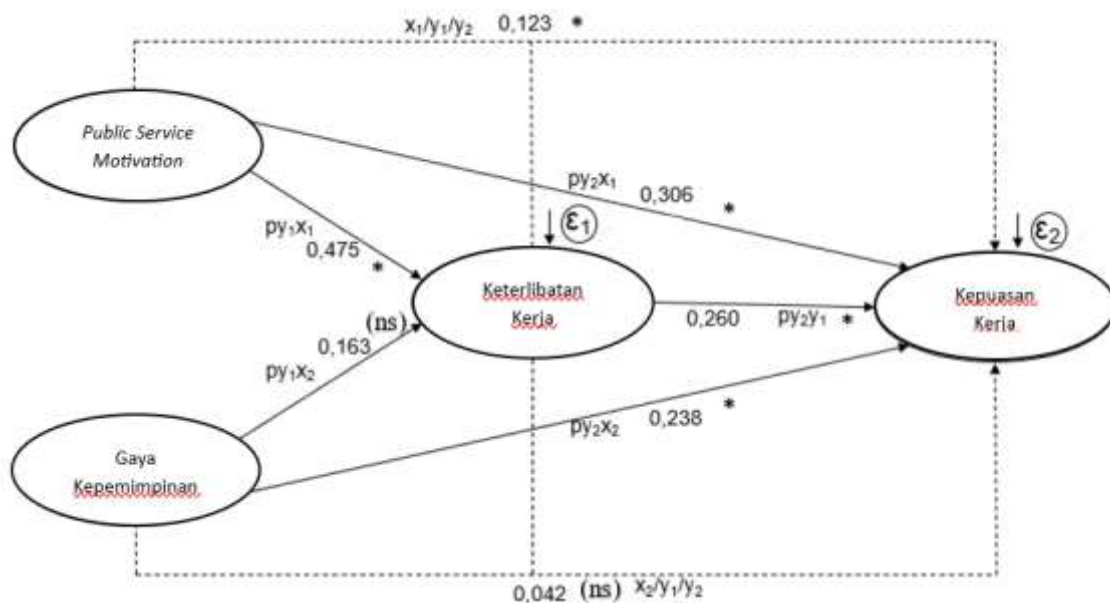
The research analysis was conducted on respondents' answers from 4 variables in 25 statement items that had met the requirements for further processing. The results of data processing on descriptive statistics are shown in table 2.

Table 2: Descriptive finding

Variable	Mean	Std Dev.	Actual range	Theoretical range
Public Service Motivation	36,605	2,7254	25-40	8-40
Leadership style	22,718	2,0780	15-25	5-25
Work engagement	18,774	1,4586	14-20	4-20
Work satisfaction	26,613	2,9870	13-30	6-30

Source: Data analysis for the study

Hypothesis testing is done by using a regression model in path analysis to predict the relationship between exogenous variables and endogenous variables. Based on the results of data processing that has been obtained for this research model, the path diagram model is described as follows:



Discussion

The Influence of Public Service Motivation on Work Engagement, based on the test results, public service motivation has a positive and significant influence on

work engagement. Thus, H1, which states that public service motivation has a positive and significant influence on work engagement, is accepted. This indicates that public service motivation is an important factor in encouraging individuals to provide optimal service to the community. This motivation includes intrinsic motivation to make a positive contribution to the community as well as extrinsic motivation such as awards and recognition for good performance.

The Influence of Leadership Style on Work Engagement, based on the test results, leadership style has a positive and insignificant influence on work engagement. Thus, H2, which states that leadership style has a positive and significant influence on work engagement, is rejected. This indicates that leaders tend not to be able to support and understand how employees complete their responsibilities and have not been able to encourage them to participate more actively in their work activities.

The Influence of Public Service Motivation on Job Satisfaction, Based on the test results, public service motivation has a positive and significant influence on job satisfaction. Thus, H3, which states that public service motivation has a positive and significant influence on job satisfaction, is accepted. This indicates that individuals who have public service motivation often feel that their work has greater meaning and purpose.

The Influence of Leadership Style on Job Satisfaction, based on the test results, leadership style has a positive and significant influence on job satisfaction. Thus, H4, which states that leadership style has a positive and significant influence on job satisfaction, is accepted. This indicates that leadership style includes various strategies or behavioral patterns used by a leader to influence employees and achieve organizational goals.

The Influence of Job Involvement on Job Satisfaction, based on the test results, job involvement has a positive and significant influence on job satisfaction. Thus, H5, which states that job involvement has a positive and significant influence on job satisfaction, is accepted. This indicates that employees who are involved tend to be more motivated to achieve goals, which can increase their satisfaction when they achieve them.

The Role of Job Involvement as a Mediator in the Influence of Public Service Motivation on Job Satisfaction, the results of this study indicate that job involvement has an influence on job satisfaction. In addition, the results of this study also found that public service motivation has a significant positive effect on work engagement. Furthermore, a Sobel test was conducted to test the mediating effect of the work engagement variable in the relationship between public service motivation and job satisfaction. The results of this test indicate that work engagement plays a role in mediating the relationship.

The Role of Work Engagement as a Mediator in the Influence of Leadership Style on Job Satisfaction, the results of this study indicate that leadership style has a significant positive effect on work engagement. In addition, the results of this study also found that work engagement has an effect on job satisfaction. Furthermore, a Sobel test was conducted to test the mediating effect of the work engagement variable in the relationship between leadership style and job satisfaction. The results of this test indicate that work engagement does not play a role in mediating the relationship.

5. CONCLUSION

This study was conducted with the aim of investigating the influence of public service motivation and leadership style on job satisfaction mediated by job involvement. Test results show that public service motivation has a positive and significant effect on job involvement. This study shows that employees who have this public service motivation feel connected to the goals of the organization, which drives their involvement in work. In relation to leadership, leadership style has a positive and insignificant effect on job involvement. This study shows that leaders tend not to be able to support and understand how employees complete their responsibilities and have not been able to encourage them to participate more actively in their work activities. Public service motivation has a positive and significant effect on job satisfaction. This study shows that individuals who have public service motivation often feel that their work has greater meaning and purpose. In addition, leadership style has a positive and significant effect on job satisfaction. This study shows that leadership style includes various strategies or behavioral patterns used by a leader to influence employees and

achieve organizational goals. Job involvement has a positive and significant effect on job satisfaction. This study shows that Every individual's involvement creates a sense of belonging to the job and organization, which contributes to job satisfaction. Job involvement plays a role in mediating public service motivation to job satisfaction. This study shows that job involvement functions as a bridge connecting public service motivation to job satisfaction. Finally, job involvement did not mediate leadership style to job satisfaction. This study shows that job involvement fails to mediate the influence of leadership style to job satisfaction because this relationship is influenced by many variables.

This study has several limitations that need to be considered by further researchers who are interested in conducting further research in order to develop this study, namely the study has 1 sub-structure equation that experiences non-normality which indicates that there is a measurement scale that may need to be improved, and only representative accounts in all Pratama Tax Service Offices in South Sulawesi.

To address the limitations of this study, some suggestions that can be used as considerations by future researchers are as follows, future research needs to consider using questionnaire indicators with a scale of 1 to 7 for each variable to be studied. This will make the measurement of each variable more detailed, and expand or replace the research object, not only examining account representatives but also functional examiners who may have the same responsibilities in terms of state revenue, but have different work processes and standards. conclusions present research conclusions on the result of the study and discussion, including the limitations of the study and suggestions for further research. The results of the research also provide suggestions / contributions to the application and / or development of knowledge related to data.

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