

The Influence of Servant Leadership on Motivation and Job Satisfaction Employees at the Ministry of Religious Affairs of Merauke Regency: The Mediation Role of Trust in Leaders

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Abstract

This study aims to examine the direct influence of servant leadership on trust in leaders, work motivation, and employee performance satisfaction. This study also examines the mediating role of trust in leaders in the influence of servant leadership on employee motivation and job satisfaction. This research is quantitative and uses a questionnaire research instrument to collect data. The sample of this study was 96 employees at the Office of the Ministry of Religious Affairs of Merauke Regency. The data analysis method used Structural Equation Modelling Partial Least Square (SEM-PLS). The results showed that servant leadership positively affects trust in leaders, work motivation, and employee performance satisfaction. In addition, trust in leaders is proven to mediate the relationship between servant leadership and work motivation. Trust in leaders is not proven to mediate the relationship between servant leadership and job satisfaction significantly. The findings contribute to the development of servant leadership theory and the importance of applying the servant leadership style in public sector organizations because it can increase employee trust, work motivation, and job satisfaction.

Keywords

servant leadership; trust in leaders; work motivation; job satisfaction



I. Introduction

Managing and optimally utilizing human resources is a significant factor that determines the success of the organization in achieving its goals (Seval & Caner, 2015). Human resources can be managed optimally if supported by good leadership (Groves, 2007; Warokka, 2010). Leaders are crucial agents in maintaining positive employee attitudes and assisting in developing and implementing effective human resource practices (Salas-Vallina et al., 2021; Rizan et al., 2020).

Nowadays, the popular concept of leadership is servant leadership (Barbuto & Wheeler, 2006). Servant leadership is an understanding and practice of leadership that puts the interests of subordinates above the leader's personal interests (Hale & Fields, 2007). Only a few studies have examined servant leadership in the public sector (van Wart, 2003). Although servant leadership has not attracted much attention from the field of public management, some researchers have recognized the potential importance of servant leadership in public sector organizations (Shim et al., 2016).

One public organization that plays a vital role in providing services and guidance on religious life to the community is the Ministry of Religious Affairs in Merauke Regency. Based on research by employees at the Research and Development and Training Agency of the Ministry of Religious Affairs of the Republic of Indonesia (Murtadho, 2014), religious services and the creation of religious harmony in Merauke Regency represented by the

Sota District have not been optimal due to limitations and inadequate human resources. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020). In addition, the existence of KUA in the Merauke Regency is still minimal, and it is reported that Merauke Regency is one of the areas with the highest divorce rate in Papua Province (Murtadho, 2014). The number of cases that enter the Merauke Religious Court also shows an increasing trend every year. Therefore, the performance of the Merauke Regency Ministry of Religion has not been optimal in carrying out family religious guidance and KUA management.

Low job satisfaction and employee motivation cause the non-optimal performance of the Ministry of Religious Affairs in Merauke Regency. The applied leadership has not been effective, so it has not been able to direct, motivate, and guide employees properly. Therefore, the researcher wants to examine the application of the servant leadership style in the Ministry of Religious Affairs of Merauke Regency. Based on the findings of Liu et al. (2015), government employees who accept the value of serving leaders will imitate their behavior because it follows the value of public services of government employees to produce better service performance.

This study examines servant leadership factors in explaining and predicting employee behavior in organizations, such as job satisfaction and work motivation. Leadership will increase employee motivation and job satisfaction (Oluseyi & Ayo, 2009). In addition, this study also examines the trust in leader variable, which the literature considers a significant consequence of servant leadership (van Dierendonck, 2011).

Much substantive literature discusses the consequences of implementing servant leadership. However, still few studies concern the variables that mediate the influence of servant leadership on employee organizational behavior. Previous researchers state that it is necessary to focus on the process mechanisms that underlie servant leadership in influencing organizational outcomes (Chiniara & Bentein, 2016; van Dierendonck, 2011). Therefore, this study will examine trust in leaders as a mediator of the servant leadership relationship with employee motivation and job satisfaction.

Previous studies on servant leadership were primarily conducted in developed countries such as the United States and Europe. Research on servant leadership is still rare in developing countries globally, one of which is Indonesia (Hunter et al., 2013). In Indonesia, the research is qualitative and does not uncover the consequences of servant leadership and the variables that moderate or mediate it.

Therefore, this study will provide significant implications for developing servant leadership theory and the mediating effect of trust in leaders on work motivation and job satisfaction of employees in the public sector in Indonesia. The results of this study will be helpful for public sector organizations, especially the Ministry of Religious Affairs of Merauke Regency, in implementing servant leadership styles to increase employee motivation and job satisfaction.

II. Review of Literature

2.1 Job Satisfaction

Job satisfaction is a significant emotional construct in the workplace that significantly influences many behavioral aspects of individual performance (Schyns et al., 2009). Job satisfaction includes the employee's overall experience, which is reflected in their feelings about their work (Aziri, 2011). At work, employees are required to be able to interact with fellow workers and superiors, comply with all administrative regulations, meet performance standards, work in unfavorable conditions or environments, and others that can affect their level of job satisfaction assessment (Paillé et al., 2016; Paramita et al., 2020). Therefore, one person's job satisfaction can differ from another because it is a complex summation of several discrete job elements.

2.2 Work Motivation

Motivation is a meta-concept that focuses on mobilizing employee effort and energy to take specific actions (Anderfuhren-Biget et al., 2010). Organizations need employees who have work motivation because it is a crucial determinant of individual and organizational performance (Anderfuhren-Biget et al., 2010). Employee work motivation can come from various sources and is influenced by different factors such as intrinsic and extrinsic factors (Manolopoulos, 2008). According to Wright (2001), it is essential to understand the motivation of employees in the public sector to maintain and improve the efficiency of public organizations.

2.3 Trust in Leader

Trust in leaders is an employee's psychological state that involves positive expectations about the leader's intentions or behavior in risky situations (Boon & Holmes, 1991; Premeaux & Bedeian, 2003). Empirical findings show that trust in leaders is strengthened or weakened due to experience, interactions, and the context in which the relationship exists (Burke et al., 2007). Trust tends to develop differently concerning team members, team leaders, and the organization as a whole (Burke et al., 2007).

2.4 Servant Leadership

The servant leadership theory was coined by Greenleaf (1977), which states that servant leadership is a leadership style that comes from sincere feelings, arises from the heart, who wants to serve, and is the first to serve. Servant leaders will put the needs of employees/subordinates first to produce positive organizational outputs (Lapointe & Vandenberghe, 2018; H. Liu, 2019; Newman et al., 2017). Shim et al. (2016) prove the importance of implementing servant leadership in the public sector because it will create a relationship of mutual respect and trust between subordinates and leaders to create a better work environment and engagement.

2.5 Hypothesis Development

a. Servant Leadership and Trust in Leader

Servant leadership is an understanding and practice of leadership that puts the interests of subordinates above the leader's personal interests, focuses on the development of subordinates, and does not emphasize the glorification of leaders (Hale & Fields, 2007). With this leadership practice, the leader instills a positive psychological state in employees to create a sense of trust in subordinates to the leader (Kelloway et al., 2012; Luu, 2019). Referring to the servant leadership theory by Greenleaf (1977), trust is part of servant

leadership. Previous researchers have also confirmed this theory by proving servant leadership's positive and significant influence on trust in leaders (Achen et al., 2019; Jaiswal & Dhar, 2017; Saleem et al., 2020). Thus, based on this description, the first hypothesis in this study is:

H1: Servant leadership positively affects trust in leaders of employees of the Merauke Regency Ministry of Religious Affairs.

b. Servant Leadership and Work Motivation

Servant leadership focuses on employee personal development that allows employees to develop new skills (van Dierendonck, 2011). Servant leaders invest in their subordinates, train them, create a sense of community, and guide them to do their best to increase subordinates' intrinsic motivation (Bande et al., 2016). The results of previous studies show that servant leadership positively and significantly affect employee motivation (Bande et al., 2016; Dumatubun, 2021; Su et al., 2020). Thus, the second hypothesis is:

H2: Servant Leadership positively affects the work motivation of the Merauke Regency Ministry of Religious Affairs employees.

c. Servant Leadership and Job Satisfaction

Leaders who apply servant leadership will serve employees by listening, behaving ethically, empathizing, and building a healthy work environment (Liden et al., 2014). Employees feel empowered to communicate freely and feel like a partner of the organization (Seto & Sarros, 2016). In addition, servant leadership also provides accurate and emotional support to employees who help them to achieve their goals (Liden et al., 2014). The attitude and behavior of serving leaders prove that they can increase employee job satisfaction (Achen et al., 2019; Al-Asadi et al., 2019; Ilkhanizadeh & Karatepe, 2018). Thus, the third hypothesis is:

H3: Servant Leadership positively affects job satisfaction of the Merauke Regency Ministry of Religious Affairs employees.

d. Servant Leadership, Trust in Leaders, and Work Motivation

In the process of serving subordinates, the leader engages in high-level interactions with them and, therefore, will affect the level of relationship and trust in the leader (Schwarz et al., 2016). Trust in leaders will contribute to organizational identification, in turn, motivate employees to work hard in completing tasks and cooperate with other organizational members (Aryee et al., 2002; Van Knippenberg & Van Schie, 2000). The existing literature provides evidence that trust in leaders can mediate the effects of servant leadership on various work-related outcomes such as innovative behavior (Su et al., 2020), job satisfaction (Ilkhanizadeh & Karatepe, 2018; Zargar et al., 2019), OCB, and performance (Saleem et al., 2020). The existing descriptions and theories show a possible mediating effect of trust in leaders in the relationship between servant leadership and work motivation. Thus, the fourth hypothesis is:

H4: Trust in leaders mediates the relationship between servant leadership and work motivation of the Merauke Regency Ministry of Religious Affairs employees.

e. Servant Leadership, Trust in Leaders, and Job Satisfaction

Servant leadership puts followers first, empowers them, and helps them develop their full personal capacities (Terosky & Reitano, 2016), which results in higher trust in leaders which in turn indicates higher job satisfaction and career satisfaction (Ilkhanizadeh &

Karatepe, 2018). Several previous researchers have proven that servant leadership positively affects employee job satisfaction through the mediation of trust in leaders (Ilkhanizadeh & Karatepe, 2018; Zargar et al., 2019). When followers trust their leader, their emotions will strongly connect, thereby fostering satisfaction (Zargar et al., 2019). Thus, the fifth hypothesis is:

H5: Trust in leaders mediates the relationship between servant leadership and job satisfaction of the Merauke Regency Ministry of Religious Affairs employees.

f. Work Motivation and Job Satisfaction

According to Herzberg et al. (1959), a person's attitude towards work will determine satisfaction or dissatisfaction at work. Referring to self-determination theory, when employees are intrinsically motivated towards their work, such as being interested in, enjoying their work, and internalizing the value of their work, their job satisfaction will increase (Breugh et al., 2018). Previous research shows that work motivation positively and significantly affects employee job satisfaction (Basalamah & As'ad, 2021; Breugh et al., 2018; Pang & Lu, 2018). Thus, the sixth hypothesis is:

H6: Work motivation positively affects job satisfaction of the Merauke Regency Ministry of Religious Affairs employees.

Based on the theory, the results of previous research, and the development of the hypotheses described, the framework of this research is depicted in Figure 1.

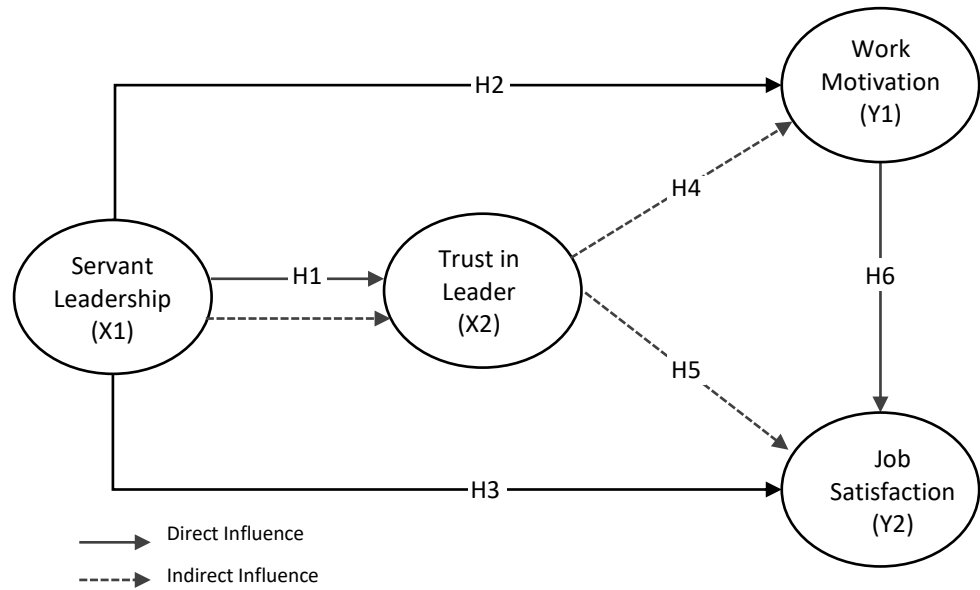


Figure 1. Research Model

III. Research Method

This research is quantitative research with a causality analysis approach. The research instrument uses a questionnaire with a 5-point Likert scale. Questionnaires were distributed to all 96 civil servants and honorary employees at the Merauke Regency Ministry of Religious Affairs. The sampling method uses saturated sampling because the population is less than 100 people.

Each variable in this study uses measurements developed by previous researchers, and the reliability and validity have been proven. These measurements were then

developed and adapted to the background of this research. Table 1 shows the Measurements or indicators of each variable. The analytical method in this study is SEM-PLS with the help of SmartPLS3 software.

Table 1. Variable Names, Number of Indicators, and Research Adopted

No	Variable	Number of Indicators	Source
1	Servant Leadership	7	Ehrhart (2004)
2	Trust in Leader	8	Dirks and Ferrin (2002); Zacharatos <i>et al.</i> (2005); Asencio (2016)
3	Work Motivation	6	Robbins and Coulter (2016)
4	Job Satisfaction	3	Mangkunegara (2013)

Source: Processed data (2022)

IV. Result and Discussion

4.1 Population Policy During Turki Utsmani 1512-1566 M

Researchers distributed 96 questionnaires to employees of the Ministry of Religious Affairs of Merauke Regency, but only 80 questionnaires were returned and could be used for further analysis. The descriptive analysis results of the respondents' characteristics in Table 2 show that the majority of employees at the Ministry of Religious Affairs of Merauke Regency are male (52.5%), aged 30-39 years (30%), and have a bachelor's degree (86.25%), and tenure of less than five years (35%).

Table 2. Demographic Characteristics of Respondents

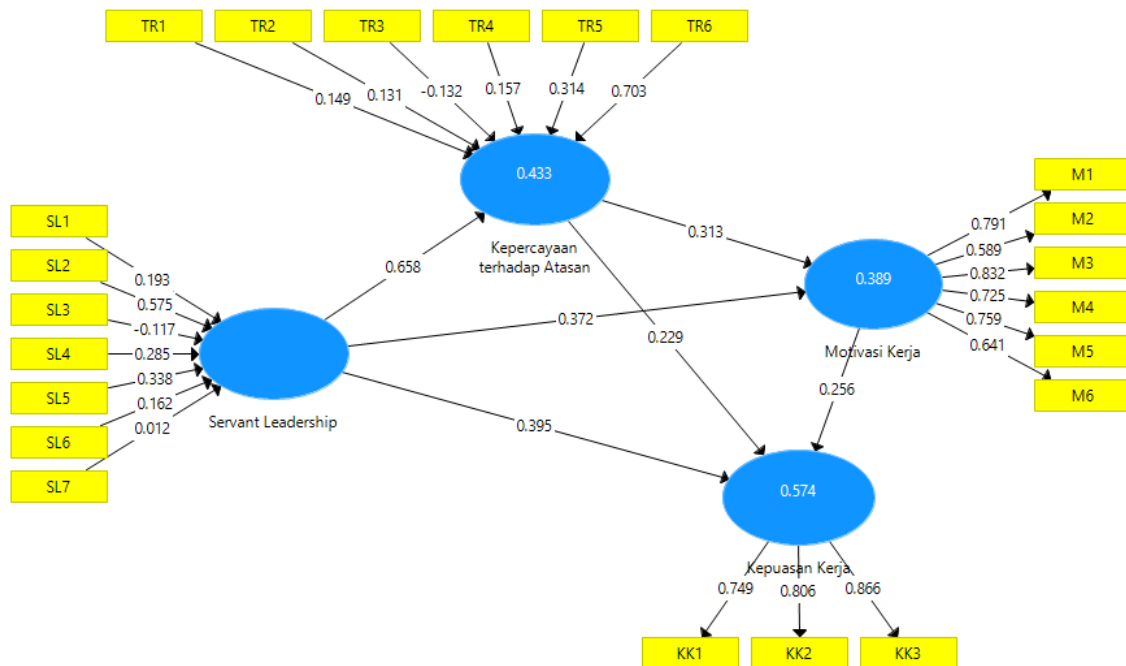
Characteristics	Alternative Answer	Frequency	Percentage (%)
Gender	Male	42	52,5
	Female	38	47,5
Age	18-29 years old	16	20,0
	30-39 years old	24	30,0
	40-49 years old	22	27,5
	≥ 50 years old	18	22,5
Education	Senior High School	6	7,50
	Diploma 3	1	1,25
	Bachelor Degree (S1)	69	86,25
	Master Degree (S2)	4	5,00
Period of Service	< 5 years	28	35,00
	5-10 years	14	17,50
	11-20 years	22	27,50
	> 20 years	16	20,00

Source: Processed data (2022)

4.2 Measurement Model Analysis

This study uses a combination of reflective and formative measurements. Servant leadership and trust in leaders use formative measurement models, while work motivation and job satisfaction use reflective measurement models. The reflective measurement model

needs to evaluate convergent validity, discriminant validity, and internal consistency reliability. Table 3 shows that all work motivation and job satisfaction variable items have an outer loading value > 0.5 and an AVE value > 0.5, which indicates good convergent validity. Then, the value of Cronbach's Alpha and Composite Reliability are both variables > 0.7, which indicates good construct reliability.



Source: Processed data (2022)
Figure 2. Valid Measurement Model

Table 3. Results of Convergent Validity and Reliability of Reflective Measurement Model

Variable	Item	Loading	AVE	CA	CR
Work Motivation	M1	0,791	0,530	0,821	0,870
	I work because I receive wages/salary.				
	M2	0,589			
	The current work can increase my experience.				
	M3	0,832			
	The results of my work can be a blessing to many people.				
	M4	0,725	0,654	0,738	0,849
	The current work is a worship.				
	M5	0,759			
	My current job is helpful for self-development.				
	M6	0,641			
Job Satisfaction	responsible service according to the TUPOKSI.				
	KK1	0,749	0,654	0,738	0,849
	I feel satisfied that I do a good job.				

KK2	I feel satisfied when I finish my work on time.	0,806
KK3	I feel satisfied when the results of my work are helpful for many people.	0,866

Source: Processed data (2022)

Discriminant validity is evaluated by looking at and comparing the value of the square root of the AVE for each construct. Table 4 shows that the reflective measurement model meets good discriminant validity because each construct's AVE square root value (job satisfaction and work motivation) is greater than the correlation value between the construct and other constructs in the model.

Table 4. Results of Discriminant Validity Test for Root AVE Values

	Trust in Leader	Job Satisfaction	Work Motivation	Servant Leadership
Trust in Leader	Formative			
Job Satisfaction	0,631	0,808		
Work Motivation	0,557	0,611	0,728	
Servant Leadership	0,658	0,693	0,557	Formative

Source: Processed data (2022)

Furthermore, the evaluation of the formative measurement model is carried out by looking at the value of the outer weight and its significance. Based on Table 5, only three items have significant outer weight values. According to Hair et al. (2011), if the formative measurement indicator has an outer loading > 0.5 even though the outer weight value is insignificant, the indicator can be maintained. Therefore, only two indicators of the trust in leader's variable were invalid (TR7 and TR8) and were excluded from the model. Other indicators are declared valid and can be used further for structural model analysis.

Table 5. Results of Formative Measurement Model Analysis

Variable	Item	Outer Weight	t-values	Outer Loading
Servant Leadership	SL1 My supervisor values honesty over personal interest.	0,193	1,028	0,700
	SL2 My supervisor always wants to help the people in his circle.	0,575	3,279**	0,808
	SL3 My supervisor holds high ethical standards.	-0,117	0,726	0,496
	SL4 My supervisor can tell if something is wrong with my work.	0,285	1,903	0,617
	SL5 My supervisor assigns responsibility to the subordinates to make crucial decisions related to their work.	0,338	2,367*	0,549
	SL6 My supervisor has a deep understanding of the	0,162	1,440	0,562

			organization and its goals.			
		SL7	My supervisor prioritizes career development for his subordinates.	0,012	0,111	0,475
Trust	in	TR1	My supervisor can be fair and wise.	0,149	1,077	0,511
Leader		TR2	My supervisor always upholds honesty.	0,131	0,840	0,591
		TR3	My supervisor always pays attention to his subordinates.	-0,132	0,781	0,597
		TR4	My supervisor is someone who is disciplined and has integrity	0,157	1,043	0,618
		TR5	My supervisor always becomes a role model.	0,314	1,692	0,712
		TR6	My supervisor is always transparent.	0,703	5,069**	0,859
		TR7	My supervisor is a responsible person.	-	-	-
		TR8	My supervisor is always willing to cooperate.	-	-	-

Source: Processed data (2022)

4.3 Structural Model Analysis

In the structural model analysis, researchers evaluate the value of the coefficient of determination, F-Square, and the path coefficient. Based on the results of the R-Square value in Table 6, servant leadership affects trust in leaders by 45.5%. Servant leadership and trust in leaders affect work motivation by 38%. Then servant leadership, trust in leaders, and work motivation affect job satisfaction by 58.8%.

Table 6. Value of Coefficient of Determination

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Trust in Leader	0,455	0,448
Work Motivation	0,380	0,364
Job Satisfaction	0,588	0,572

Source: Processed data (2022)

The effect size value (f-square) shows the strength of the influence of the independent variable on the dependent variable. The effect size values can be grouped into three categories: weak (0.02), moderate (0.15), and strong (0.35) (Hair et al., 2011). Table 7 shows that servant leadership strongly influences trust in leaders. Trust in leaders and work motivation have a weak influence on job satisfaction, while servant leadership has a moderate effect on job satisfaction. Trust in leaders and servant leadership have a weak influence on work motivation.

Table 7. F-Square Value Results

	Trust Leader	in Job Satisfaction	Work Motivation	Servant Leadership
Trust in Leader		0,064	0,091	
Job Satisfaction				

Work Motivation		0,094	
Servant Leadership	0,763	0,184	0,128

Source: Processed data (2022)

Hypothesis testing is done by evaluating the path coefficient value, t-statistical value, and p-values. Table 8 shows that all the direct effect hypotheses (H1, H2, H3, H6) are supported. The path coefficient value is in the same direction as the hypothesized one (positive), the t-statistic value is > 1.96 , and the p-value is < 0.05 . Thus, servant leadership positively and significantly affects trust in leaders, work motivation, and job satisfaction. Then, work motivation also positively and significantly affects job satisfaction.

Table 8. Direct Effect Hypothesis Test Results

Hypothesis				<i>Path Coeff.</i>	<i>T-statistics</i>	<i>P-values</i>	Decision
H1	Servant Leadership	→	Trust in Leader	0,658	11,094	0,000	Supported
H2	Servant Leadership	→	Work Motivation	0,372	2,969	0,003	Supported
H3	Servant Leadership	→	Job Satisfaction	0,395	3,301	0,001	Supported
H6	Work Motivation	→	Job Satisfaction	0,256	2,349	0,019	Supported

Source: Processed data (2022)

Furthermore, the results of testing the mediation hypothesis in Table 9 show that trust in leaders can partially mediate the relationship between servant leadership and work motivation, thus supporting the fourth hypothesis (H4). Meanwhile, the fifth hypothesis (H5) is not supported because trust in leaders cannot significantly mediate the relationship between servant leadership and job satisfaction.

Table 9. Mediation Hypothesis Test Results

Hypothesis	Model	<i>Path Coeff.</i>	<i>P-Values Direct Effect</i>	<i>P-values Indirect Effect</i>	Information
H4	(a) Servant leadership → Trust in leader	0,658	0,000	0,042	a, b, and c significant = partial mediation
	(b) Trust in leader → Work Motivation	0,313	0,014		
	(c) Servant leadership → Work Motivation	0,372	0,003		
H5	(a) Servant leadership → Trust in leader	0,658	0,000	0,053	b Not significant, a and c significant = no mediation
	(b) Trust in leader → Job Satisfaction	0,229	0,052		
	(c) Servant leadership → Job Satisfaction	0,395	0,001		

Source: Processed data (2022)

Servant leadership significantly and positively affects trust in leaders. Employees are satisfied with the servant leadership style, which increases subordinates' trust in superiors. These study results support Achen et al. (2019), Jaiswal and Dhar (2017), and Saleem et al. (2020), who also found a positive influence of servant leadership on trust in leaders. Every employee feels support and guidance from leaders to take decisions or actions for any problems encountered, which increases employee confidence in their leaders.

Then, servant leadership also positively affects work motivation. The better the servant leadership style is applied; the more employee motivation will increase. Serving leadership will create reciprocal relationships, and employees feel valued, so it motivates them to work better (Seto & Sarros, 2016). These results support previous research, which also found a positive influence of servant leadership on work motivation (Bande et al., 2016; Dumatubun, 2021; Su et al., 2020). Servant leaders are the best motivation for employees to work better from time to time.

In addition to having a positive effect on trust in leaders and employee work motivation, servant leadership style also positively affects job satisfaction. These results support the research of Achen et al. (2019), Al-Asadi et al. (2019), and Ilkhanizadeh and Karatepe (2018), who also found a positive influence of servant leadership on employee job satisfaction. Servant leadership can affect employee job satisfaction because, intrinsically, employees can find more inner meaning related to their work (Al-Asadi et al., 2019). Employees feel satisfied because they feel more appreciated, can develop themselves, and receive support in achieving goals (Matthews et al., 2018).

The testing results of the fourth hypothesis show that trust in leaders can mediate the influence of servant leadership on employee motivation. Thus, this study supports previous research that found that trust in leaders can mediate the influence of servant leadership on various work-related outcomes (Ilkhanizadeh & Karatepe, 2018; Saleem et al., 2020; Su et al., 2020; Zargar et al., 2019). As stated by Dirks and Ferrin (2002) that beliefs about the leader character are crucial because the leader may have the authority to make decisions that significantly impact on subordinates and the ability of subordinates to achieve their goals. Servant leaders inspire trust in followers, which motivates them to reciprocate by delivering superior performance (Greenleaf, 1977). With servant leadership style, leaders can develop employee confidence in the leader, increasing their motivation to work.

Although trust in leaders is proven to partially mediate the influence of servant leadership on work motivation, trust in leaders is not proven to mediate the influence of servant leadership on job satisfaction significantly. These results do not support previous studies such as Ilkhanizadeh and Karatepe (2018) and Zargar et al. (2019). The sense of trust that employees have in their leaders does not affect their level of job satisfaction.

Furthermore, work motivation proves to positively and significantly affect the job satisfaction of the Merauke Regency Ministry of Religious Affairs employees. These results support previous research such as Basalamah and As'ad (2021), Breaugh et al. (2018), and Pang & Lu, (2018). The higher the work motivation of employees, the higher their satisfaction with their work. Providing proper motivation by the leadership for employees leads to self-satisfaction, which creates employees' sincerity in work. A person's relationship with his job is fundamental; therefore, a person's attitude towards his job is very likely to determine job satisfaction or dissatisfaction (Herzberg et al., 1959).

V. Conclusion

This study provides several significant findings regarding the role of servant leadership in explaining and predicting employee behavior in organizations, such as job satisfaction and work motivation. Servant leadership positively affects trust in leaders, work motivation, and employee job satisfaction. This study also provides significant implications because it proves the role of trust in leaders as a mediating variable in the relationship between servant leadership and work motivation. However, trust in leaders cannot significantly mediate the relationship between servant leadership and employee job satisfaction.

These study results produce several managerial implications related to implementing servant leadership in public sector organizations, especially the Ministry of Religious Affairs of Merauke Regency. Leaders need to improve the implementation of servant leadership to increase trust, work motivation, and employee job satisfaction. Leaders must prioritize employee career development, such as providing employee education, training, and mentoring programs. In addition, leaders must empower and increase employee participation in decision-making. Then the leader must also create open communication to increase the trust of subordinates in the leader. For further researchers, this research can be re-examined by adding and expanding the sample used and can use the public service motivation variable to explain more specifically about employee service motivation in the public sector.

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