

DISTRICT HEAD'S LEADERSHIP STYLE ENHANCES CIVIL SERVANTS' MOTIVATION FOR ACHIEVING GOOD GOVERNANCE IN NORTH SORONG

Reinhart R.P. Andilolo*

The Open University, Indonesia

Balthasar Watunglawar

The Open University, Indonesia

Muhlis Hafel

The Open University, Indonesia

*Correspondence: reynandilolo@yahoo.com

ARTICLE INFO

Article History:

received: 11/06/2024

revised: 12/08/2024

accepted: 04/09/2024

Keywords:

Leadership; Civil Servants'
Work Motivation; Good
Governance

DOI:

10.32509/mirshus.v4i2.103

ABSTRACT

The leadership role at the district level plays a crucial part in promoting good governance, particularly in Sorong Utara District, part of Sorong City in Southwest Papua Province. This study focuses on transformational leadership and its impact on fostering motivation among civil servants within a supportive work environment. Using a descriptive-analytical method, the research aims to explore how leadership practices such as empathy, strategy development, guidance, integrity, and transparency influence civil servant motivation in achieving good governance. Findings reveal several challenges for leadership, particularly in upholding discipline, professionalism, and showing empathy towards employees' rights. Effective leadership strategies are required for developing guidance, enhancing integrity, and maintaining transparency, all of which are critical for boosting civil servant motivation. The study highlights that leaders who provide motivation, promote career development, and enable better public service delivery have a significant influence on staff performance. The research also establishes a positive link between civil servant motivation and improved performance. Motivational interventions that focus on optimizing the relationship between employees and their work environment can enhance both productivity and well-being. Ultimately, leaders who prioritize integrity, fairness, and the public interest over personal agendas can inspire staff to achieve organizational goals and help realize good governance.

INTRODUCTION

The paradigm of decentralization in the context of regional autonomy and the urgency of bureaucratic reform has highlighted the significant role of district-level leadership as a catalyst in achieving good governance (Trisakti & Djajasinga,

2021). Sorong Utara District, as a government entity under Sorong City in Southwest Papua, faces the complexity of challenges in optimizing public service performance and accelerating regional development (BPS Kota Sorong, 2023). In this context, the work motivation of Civil

Servants (ASN) plays a pivotal role as a determinant of organizational success, which is significantly influenced by the leadership style implemented by the District Head (Thoha, 2017).

An empirical study conducted by Fernanda (2019) confirmed a positive correlation between transformational leadership and the increase in ASN work motivation in local government settings. Furthermore, Widodo (2021) emphasized that leadership effectiveness at the district level directly impacts the quality of public services and the achievement of good governance indicators (Widodo, 2021).

Empirical observations indicate that the work motivation of Civil Servants (ASN) in Sorong Utara District has not yet reached the expected optimal level. This phenomenon is identified through several performance parameters that still require significant improvement, including discipline, work productivity, and the quality of public services (Siagian, 2018). According to Robbins and Judge (2017), these indicators are direct manifestations of the level of employee motivation within an organization (Robbins & Judge, 2017). Furthermore, Yukl (2020) argues that the leadership style implemented by the organizational leader, in this case, the District Head, has a significant correlation with subordinates' work motivation (Yukl, Leadership in Organizations (9th ed.), 2020). This is consistent with Maulana's (2019) research findings, which reveal a causal relationship between transformational leadership and the increase in ASN intrinsic motivation in local government settings (Maulana, 2019). Therefore, it can be inferred that the sub-optimal level of ASN work motivation in Sorong Utara District may be related to the leadership style applied by the District Head, given their central role in guiding and motivating the personnel under their leadership (Bass & Riggio, 2016).

The implementation of an effective leadership style is imperative in addressing the complexity of challenges in Sorong Utara

District, which include limited resources, cultural diversity, and the rising public expectations for quality public services (Purnomo & Cahyono, 2020). In this context, the District Head faces the urgency of adopting and applying a leadership style that can optimally enhance the work motivation of Civil Servants (ASN) (Thoha, 2017). This aligns with the findings of Fernandez et al. (2015), which indicate a positive correlation between transformational leadership and the increase in government employees' work motivation (Fernandez, Cho, & Perry, 2015). Furthermore, Grindle (2017, pp. 622-635) emphasizes that high work motivation among civil servants is a significant predictor in achieving good governance principles, particularly in terms of public service effectiveness and responsiveness (Grindle, Good Governance: The Inflation of an Idea. In B. G. Peters & J. Pierre (Eds.), The SAGE Handbook of Public Administration, 2017). Thus, it can be argued that the adoption of an appropriate leadership style by the District Head has the potential to serve as a catalyst for improving ASN work motivation, which in turn will contribute to realizing good governance in Sorong Utara District.

The implementation of good governance at the district level holds strategic significance, considering the district's role as the frontline provider of public services that interact directly with the community (Prasojo & Kurniawan, 2018). The fundamental principles of good governance, including transparency, accountability, participation, and effectiveness, must be applied consistently and comprehensively ((UNDP), 2017). However, Grindle (2016) asserts that the success of good governance implementation heavily relies on the high work motivation of Civil Servants (ASN) as the executors of public policies (Grindle, (2016). Good Governance: The Inflation of an Idea, 2016). This is supported by an empirical study conducted by Fernandez et al. (2015), which revealed a positive correlation between ASN work motivation and the effectiveness of

good governance principles at the local level (Fernandez, Cho, & Perry, 2015). Furthermore, Perry and Wise (2020) argue that high public service motivation among civil servants acts as a stimulant in achieving good governance, particularly in terms of responsiveness and the quality of public services. Therefore, it can be inferred that efforts to realize good governance at the district level require a synergy between the application of governance principles and the enhancement of ASN work motivation as the agents of policy implementation (Perry & Wise, 2020).



Figure 1. The Sorong Regency Government support State Civil Apparatus Information System (SI-ASN)

Base on Figure 1, the Sorong Regency Government, Southwest Papua has asked all leaders of regional apparatus organizations (OPD) in the region to proactively support the implementation of the State Civil Apparatus Information System (SI-ASN) application in order to facilitate the implementation of digitalization in administrative services.

Previous studies have indicated a significant positive correlation between leadership style and employee motivation in various government institutions (Bass & Riggio, 2016); (Trottier, Van Wart, & Wang, 2018). However, there is a gap in the literature regarding specific investigations of this phenomenon in the context of district governance in the Southwest Papua region, particularly in Sorong Utara District. This is urgent given the unique characteristics of

the area, which, according to Mollet (2019), has distinct socio-cultural and geopolitical complexities (Mollet, 2019). Resosudarmo et al. (2020, pp. 433-459) emphasize that local conditions in Papua require adaptive and contextual leadership approaches (Resosudarmo, Mollet, Raya, & Kaiwai, 2020). Furthermore, Waromi (2022) argues that conventional leadership models may not be entirely applicable in the local government setting of Papua, considering the dynamics of traditional customs, ethnic pluralism, and specific development challenges (Waromi, 2022). This research gap underscores the importance of empirical studies that explore the interrelation between leadership styles and ASN work motivation in the local context of Sorong Utara District, in order to produce a more comprehensive understanding that is relevant to local conditions.

Based on the elaboration above, the urgency for conducting a comprehensive empirical study on the leadership style of the District Head of Sorong Utara in the context of enhancing the work motivation of Civil Servants (ASN) has been identified. This research is projected to produce a multi-dimensional analysis of the interrelation between leadership style, ASN work motivation, and the implementation of good governance at the district government level (Van Wart, 2013); (Perry & Wise, 2020). The significance of this study lies in its potential to fill knowledge gaps in the public leadership literature, particularly within the context of Papua's special autonomy (Mollet, 2019). Furthermore, the findings of this research are expected to contribute as an empirical basis for formulating policies and developing effective and contextual leadership strategies to optimize the performance of district governance in the Southwest Papua region (Resosudarmo, Mollet, Raya, & Kaiwai, 2020). This aligns with Grindle's (2017) argument emphasizing the importance of an evidence-based approach in public policy formulation and governance reform (Grindle, Good Governance: The Inflation of an Idea. In B. G.

Peters & J. Pierre (Eds.), The SAGE Handbook of Public Administration, 2017). Thus, this study not only holds theoretical significance for the development of public administration science but also has the potential to provide substantial practical implications for improving leadership effectiveness and governance at the district level, especially in the specific context of Papua.

Literature Review.

A. Leadership Style Concept

1. Introduction to Leadership

Leadership is a multidimensional concept that involves complex interactions between leaders, followers, and the situational contexts in which they operate. In modern perspectives, leadership is not just a one-way process of influence, but a relational and transformative interaction where influence occurs reciprocally between leaders and followers. Yukl (2013) highlights that leadership encompasses not only individual traits and behaviors but also the interactions within groups and how leaders adapt their strategies to specific challenges. This concept has evolved from the traditional "great man" theories to a more dynamic understanding that emphasizes collaboration, influence, and change management (Yukl, Leadership in Organizations (8th ed.), 2013).

2. The Importance of Relational Leadership

Northouse (2018) further emphasizes the relational aspect of leadership, noting that it is not solely the leader's traits or actions that determine effectiveness, but the dynamic relationships between the leader and followers. This focus on relational leadership underscores the importance of collaboration, mutual respect, and the co-creation of goals between leaders and their teams. In a rapidly changing environment, this approach allows leaders to be more adaptive and responsive to the needs of their followers, fostering a more inclusive and participatory style of leadership (Northouse, 2018).

3. Multidimensional Nature of Leadership

Leadership is a multidimensional phenomenon that includes interpersonal influence, collective goal achievement, and the ability to manage change and restructure organizations. Contemporary leadership must address not only the internal dynamics of teams but also external factors such as organizational complexity and the need for innovation. According to Silva (2016), modern leadership involves managing ethics, public accountability, and responsiveness in governance, especially in rapidly evolving environments. Thus, leadership today requires a more adaptive and forward-thinking approach, one that can navigate both internal and external challenges effectively (Silva, 2016).

4. Critiques of Trait Theory

Despite its contributions, Trait Theory has been critiqued for its overly deterministic view of leadership. Critics argue that focusing solely on individual traits ignores the significant role that external factors, such as team dynamics and organizational culture, play in leadership effectiveness. As highlighted by Anderson and Sun (2017), leadership traits are important, but they must be contextualized within specific organizational and cultural settings. Effective leadership, therefore, depends not just on the presence of certain traits, but on how these traits are applied in a particular context (Anderson & Sun, 2017).

5. Behavioral Theory of Leadership

The Behavioral Theory of leadership emerged in response to the limitations of Trait Theory. It focuses on observable behaviors rather than inherent traits, suggesting that leadership can be learned and developed through the systematic study of leader actions. Behavioral theory, according to Judge et al. (2018), posits that leadership effectiveness can be evaluated by analyzing what leaders do rather than who they are. This shift from traits to behaviors was a significant development in leadership studies, offering a more practical framework for training and developing leaders

within organizations (Judge, Piccolo, & Ilies, 2018).

6. The Role of Behavior in Leadership Development

In modern applications, Behavioral Theory has evolved to incorporate aspects of contingency and transformational leadership models. As noted by Avolio and Yammarino (2013), leaders are not confined to a set of behaviors but must adapt their actions based on the needs of their teams and the challenges they face. This flexible approach allows leaders to navigate complex organizational environments more effectively, making Behavioral Theory a foundational element in leadership development programs (Avolio & Yammarino, 2013).

7. Situational Theory of Leadership

Situational Theory represents an integration of Trait and Behavioral perspectives, proposing that leadership effectiveness is contingent on the interaction between leader attributes, follower characteristics, and situational variables. Developed by Hersey and Blanchard, this theory suggests that leaders must adapt their style to the maturity and readiness of their followers. Graeff (2018) explains that Situational Leadership Theory emphasizes the need for leaders to be flexible, adjusting their behaviors based on the task complexity and the competency level of their followers (Graeff, 2018).

8. Follower Readiness in Situational Leadership

A key concept in Situational Leadership is follower readiness, which refers to the ability and willingness of subordinates to perform a task. As noted by Blanchard et al. (2018), leaders must assess the development level of their followers and adapt their leadership style accordingly. For example, highly competent and confident followers may require a more delegative leadership style, while less experienced or less confident followers may benefit from a more directive approach. This dynamic framework ensures that leadership is not a one-size-fits-all

approach but is tailored to the unique needs of each situation (Blanchard, 2018).

9. The Flexibility of Situational Leadership

Situational Leadership's focus on adaptability is particularly relevant in today's fast-paced and complex organizational environments. According to Thompson and Glasø (2018), leaders who can adjust their style based on situational demands are more likely to foster innovation, engagement, and productivity within their teams. The flexibility of this approach makes it applicable across various industries and contexts, from corporate settings to public administration (Thompson & Glasø, 2018).

10. The Integration of Leadership Theories

Modern leadership studies recognize that no single theory can fully explain leadership effectiveness. Instead, scholars advocate for an integrated approach that combines elements of Trait, Behavioral, and Situational theories. As outlined by Dinh et al. (2020), this integrated approach allows leaders to draw on a range of tools and strategies, adapting their leadership style to the specific needs of their organization and team. By combining these different perspectives, leaders can better navigate the complexities of modern governance and organizational change (Dinh, et al., 2020).

11. Leadership in Governance and Ethics

In governance, leadership also involves managing ethical responsibilities and public accountability. According to Brown and Treviño (2020), ethical leadership is increasingly important in both public and private sectors, where leaders are expected to model integrity and fairness. This emphasis on ethics complements traditional leadership theories by highlighting the moral dimensions of leadership, particularly in public administration where leaders must balance competing interests and ensure transparency (Brown & Treviño, 2020).

METHOD

The qualitative approach adopted in this study is a strategic methodology aimed at

deeply exploring the complexities of leadership, motivation, and the application of good governance in the Sorong Utara District. According to Sugiyono (2020), qualitative research is well-suited for understanding phenomena in a natural context, offering a detailed description in the form of words and language. This method allows researchers to engage with the subjective experiences of participants, enabling them to capture the richness of the data, which is essential in studies of social phenomena such as governance and leadership. Furthermore, qualitative research is known for its ability to address the 'how' and 'why' questions, offering a framework for a nuanced analysis of behaviors, perceptions, and attitudes in their real-world settings (Sugiyono, 2020).

Qualitative research allows for an in-depth exploration of leadership and governance, focusing on how these concepts are operationalized within specific cultural and socio-political contexts. As Moleong (2017) suggests, qualitative methods seek to capture the experiences and actions of individuals in a holistic way, which is particularly important in understanding leadership practices. In the case of Sorong Utara, leadership is influenced by local culture, socio-political dynamics, and the broader framework of special autonomy, all of which shape the way leaders engage with governance structures. This holistic understanding is critical to the study of governance in the region, as it enables a nuanced examination of how leaders and public officials interpret and enact their roles within the context of decentralization (Moleong, 2017).

The qualitative approach also allows the researcher to analyze how specific contextual factors, such as local governance under special autonomy, influence leadership and governance in Sorong Utara. Afrizal (2017) emphasizes that qualitative research is essential for understanding how individuals make sense of their social environments, particularly in complex settings with multiple layers of socio-political influence. In this context, the study explores how special autonomy, a significant aspect of Papua's political landscape, impacts leadership and

governance structures. It also looks into how local cultural values and socio-political tensions contribute to the way governance is perceived and implemented by local leaders (Afrizal, 2017).

Data analysis in this study will follow the principles of qualitative research as described by Creswell and Poth (2018), with coding and categorization being central to the analysis process. This technique allows the researcher to organize and make sense of large amounts of data by identifying patterns and themes related to leadership dynamics, motivation among civil servants (ASN), and governance practices. By developing themes, the research can illuminate broader theoretical insights into how leadership is practiced in decentralized settings, particularly in the context of Papua's special autonomy (Creswell & Poth, 2018). This process not only aids in theory-building but also provides practical insights that could inform leadership practices and governance reforms in similar contexts.

By utilizing qualitative methods, the research aims to uncover the complexities of leadership within the framework of special autonomy in Papua. As highlighted by Creswell and Creswell (2020), qualitative research is ideal for studying complex social phenomena where leadership is not merely a function of organizational roles but is shaped by a combination of personal, cultural, and political factors. In Sorong Utara, leadership practices are deeply intertwined with the unique socio-political environment, which includes the expectations set by special autonomy. This qualitative approach enables the researcher to understand how these external factors interact with individual leadership styles, influencing how governance is executed on the ground (Creswell & Creswell, 2020).

One of the key areas of focus in this study is the motivation of civil servants (ASN) within the context of governance in Sorong Utara. Qualitative research, as noted by Miles, Huberman, and Saldaña (2019), is instrumental in understanding the motivations and internal drivers of individuals working within public administration. Through interviews and observations, this study seeks to uncover the

factors that motivate ASN to engage in effective governance practices, particularly in a context where the demands of special autonomy present unique challenges. Understanding these motivations is essential for developing strategies to improve governance performance and leadership effectiveness in decentralized settings (Miles, Huberman, & Saldaña, 2019).

By adopting this qualitative approach, the research is expected to provide significant theoretical and practical contributions to the understanding of governance in the context of Papua's special autonomy. According to Yin (2018), qualitative research not only generates in-depth insights but also contributes to the development of theory, particularly in areas where quantitative data may be insufficient to capture the complexities of the phenomena being studied. In this case, the study's findings on leadership, motivation, and good governance in Sorong Utara will offer both academic and practical insights that could be applicable to other regions facing similar governance challenges under decentralized or autonomous frameworks (Yin, 2018).

RESULT AND DISCUSSION

INTERVIEW RESULTS

In this study, the researcher has analyzed the importance of the leadership style implemented by the District Head in motivating Civil Servants (ASN) to contribute optimally to achieving good governance. Increasing ASN work motivation is a key to success in providing transparent, accountable, and participatory public services. Therefore, the researcher has developed a questionnaire and conducted interviews with several respondents, specifically ASN working in Sorong Utara District. The interviews with the respondents are as follows:

Data 1: Mrs. Mariam Helena Duwit, S.IP, M.KP (DISTRICT SECRETARY)

Date of Interview: April 30, 2024

Section A : Analysis of the District Head's Leadership Style

Question 1: Description of Leadership Style

- a. How would you describe the current leadership style of the District Head?
- b. In your opinion, does the District Head tend to use a transformational, transactional, or a mix of both leadership styles?
- c. What are the key characteristics of the District Head's leadership style that you have observed?

Answer:

- a. The current leadership style of the District Head adheres partially to an Autocratic style and partially to a Bureaucratic style. This is evident from the fact that during their leadership, they often make decisions independently on matters that should involve input or suggestions from subordinates or staff. There is a lack of involvement from the leadership (District Head) in providing motivation and guidance to improve the quality of Employee Resources (Staff). Civil Servants (ASN) express dissatisfaction with decisions made by the leadership, which often do not consider the needs of the employees. Additionally, there is a lack of two-way communication that hinders cooperation and employee productivity. Furthermore, the leadership is often slow in decision-making, which should ideally require a short (quick) response time.
- b. In my opinion, the District Head tends to use a transactional leadership approach slightly, which is oriented toward day-to-day transactional outcomes rather than individual long-term development. This certainly hinders professional growth among employees and creates difficulties in facing changes due to dependence on routine and regulations.
- c. The current leadership style of the District Head is Authoritarian in the sense that they are unwilling to accept suggestions or input from staff when making decisions. Once a decision is made, it is final, with no room for discussion, and is made with careful consideration. However, the leadership is not cruel; rather, it leans towards being

indifferent or cold (not caring about subordinates).

Section B: The Relationship Between Leadership Style and ASN Work Motivation

Question 1: Analysis of the Influence of Leadership Style on ASN Work Motivation**

- a. In your opinion, how does the leadership style of the District Head influence the work motivation of ASN in Sorong Utara District?
- b. Is there a difference in work motivation among ASN led by the District Head with different leadership styles?
- c. Based on your experience, what aspects of leadership style have the most significant impact on ASN work motivation?

Answer:

- a. Yes, because with an ineffective leadership style, the work motivation of ASN will decrease, which will undoubtedly affect the service provided to the community.
- b. Yes, because ASN have different perspectives based on their educational backgrounds and believe that each leader has a leadership style that is not always the same according to their individual character, leading to variations in the policies established.
- c. The aspects include:
 - Inspiring and guiding subordinates.
 - Being brave to face changes for progress.
 - Team development (subordinates).
 - Enhancing productivity.
 - Being wise in decision-making.
 - Communicating vision and organizing effectively.

Section C: The Contribution of Work Motivation to Good Governance

Question 1: Description of the Contribution of ASN Work Motivation to Good Governance

- a. In your opinion, how can the work motivation of ASN contribute to achieving good governance in Sorong Utara District?
- b. Are there any concrete examples where the work motivation of ASN has

influenced the performance of the district government in achieving good governance?

Answer:

- a. The work motivation of ASN can contribute by enhancing employee performance (ASN), maintaining employee discipline, and ensuring professionalism in carrying out tasks and responsibilities.
- b. One example is through employee work discipline; if employees do not carry out their duties or lack discipline, public services will not function effectively.

Data 2: Ms. Maria Anny, S.AN (Head of Public Service Section)

Interview Date: April 22, 2024

Section A: Analysis of the District Head's Leadership Style

Question 1: Description of Leadership Style

- a. How would you describe the current leadership style of the District Head?
- b. In your opinion, does the District Head tend to use a transformational, transactional, or a mixed approach of both leadership styles?
- c. What are the main characteristics of the District Head's leadership style that you have observed?

Answer:

- a. The current leadership style lacks sensitivity towards subordinates or staff (ASN) in Sorong Utara District. I say this because, from what I have seen, there is no sense of care, no sense of togetherness, and no empathy towards subordinates. As a leader, one must possess the spirit of leadership and serve as a role model in an institution or organization.
- b. What we experience in the Sorong Utara District Office is that neither of these approaches is present from the leadership (District Head). We operate based on the work experiences provided by previous leaders.
- c. From my perspective, what we experience in Sorong Utara District is that in serving the community, especially in Sorong Utara District, we are not guided

by the leadership. In a rough sense, they are “unconcerned” with us, the staff or ASN of Sorong Utara District.

Section B: The Relationship Between Leadership Style and ASN Work Motivation

Question 1: Analysis of the Influence of Leadership Style on ASN Work Motivation

- a. In your opinion, how does the leadership style of the District Head affect the work motivation of ASN in Sorong Utara District?
- b. Is there a difference in work motivation among ASN led by the District Head with different leadership styles?
- c. Based on your experience, what aspects of the leadership style have the most influence on ASN work motivation?

Answer:

- a. In my opinion, so far there is no work motivation among ASN in Sorong Utara District from the leadership. We, the staff, have not received any guidance from the leadership; instead, we have been working independently, relying on the experiences from previous leaders. With this experience, we are capable of providing the best service to the community.
- b. In my view, there will always be differences within any organization or institution. In our case in Sorong Utara District, there are differences; there are priority ASN, which are those who are always paid attention to and considered capable of being given responsibilities by the leadership. On the other hand, ASN or staff who lack ability are usually overlooked by the leadership, which creates a sense of injustice among employees or staff (ASN).
- c. Based on my experience, what we have seen or experienced in Sorong Utara District includes the following:
 1. There must be transparency from the leadership with the staff to establish a good working relationship. A leader must be sensitive to their employees/staff.
 2. A leader should embody the principles of Pancasila (the principle of Justice),

specifically the fifth principle, ensuring that every task or responsibility is distributed fairly among all staff.

3. A leader must be effective, guiding their staff/ASN to engage in activities that address the difficulties faced by the community without wasting time, effort, and excessive costs.
4. A leader should show generosity towards their subordinates/staff and avoid being self-centered, promoting openness instead.

Section C: The Contribution of Work Motivation to Good Governance

Question 1: Description of the Contribution of ASN Work Motivation to Good Governance

- a. In your opinion, how can the work motivation of ASN contribute to achieving good governance in Sorong Utara District?
- b. Are there concrete examples where the work motivation of ASN has influenced the district government's performance in achieving the goals of good governance?

Answer:

- a. In my opinion, the achievements are already present and have been implemented by previous leaders. The focus now is on how to continue these efforts to maximize the desired achievements collectively.
- b. With discipline and openness between the leadership and subordinates, all activities and tasks will improve; however, this has not yet been realized at this moment.

Data 3: Mrs. Dominggas Mainolo, S.P (Head of General Affairs) Interview Date: April 3, 2024 Section A: Analysis of the District Head's Leadership Style

Question 1: Description of Leadership Style

- a. How would you describe the current leadership style of the District Head?
- b. In your opinion, does the District Head tend to use a transformational, transactional, or a mixed approach to leadership?

- c. What are the main characteristics of the District Head's leadership style that you have observed?

Answer:

- a. The current District Head often neglects his duties and lacks discipline in guiding his employees to fulfill their responsibilities.
- b. In my opinion, the District Head rarely employs a transformational or transactional leadership approach, which results in employees frequently failing to perform their respective tasks and being absent from the office due to a lack of supervision from leadership.
- c. The main characteristics observed are:
 - 1. Level of education, as those with higher education tend to underestimate others.
 - 2. There is a noticeable difference between one employee/staff member and another.

CONCLUSION

Based on the research titled "The Leadership Style of the District Head in Enhancing the Work Motivation of State Civil Apparatus (ASN) to Achieve Good Governance in the North Sorong District," it can be concluded that there are significant deficiencies in managerial practices. The current leadership style is characterized by a lack of interpersonal sensitivity, attention to staff welfare, and capacity for empathy, as well as gaps in guidance and motivational stimulation functions. This study recommends a reorientation of the leadership paradigm through an empathy-based model, the development of effective mentoring strategies, and the enhancement of integrity and consistency in management. Additionally, it is necessary to recalibrate the management system of employee rights to create transparency and fairness, as well as to implement systematic evaluation mechanisms for leadership styles to improve managerial effectiveness sustainably.

REFERENCE

(UNDP), U. N. (2017). *Governance for Sustainable Development: Integrating*

Governance in the Post-2015 Development Framework. UNDP.

Afrizal. (2017). *Metode Penelitian Kualitatif: Sebuah Upaya Mendukung Penggunaan Penelitian Kualitatif Dalam Berbagai Disiplin Ilmu*. Depok: PT Rajagrafindo Persada.

Anderson, M. H., & Sun, P. Y. (2017). Reviewing Leadership Styles: Overlaps and the Need for a New 'Full-Range' Theory. *International Journal of Management Reviews*, 76-96.

Avolio, B. J., & Yammarino, F. J. (2013). *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition*. Bradford, United Kingdom: Emerald Group Publishing.

Bass, B. M., & Riggio, R. E. (2016). *Transformational Leadership (2nd ed.)*. Psychology Press.

Blanchard, K. H. (2018). *The New One Minute Manager*. New York: HarperCollins Publishers.

Brown, M. E., & Treviño, L. K. (2020). Ethical Leadership: A Review and Future Directions. *The Leadership Quarterly*, 101-125.

Creswell, J. W., & Creswell, J. D. (2020). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches Fifth Edition*. California: SAGE Publications.

Creswell, J., & Poth, C. (2018). *Qualitative Inquiry and Research Design Choosing among Five Approaches. 4th Edition*. Thousand Oaks: SAGE Publications.

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2020). Leadership Theory and Research in the New Millennium: Current Theoretical Trends and Changing Perspectives. *The Leadership Quarterly*, 101-125.

Fernandez, S., Cho, Y. J., & Perry, J. L. (2015). Exploring the link between integrated leadership and public sector performance. *The Leadership Quarterly*, Vol. 26, No. 2, 260-275.

Graeff, C. L. (2018). Evolution of Situational Leadership Theory: A Critical Review. *The Leadership Quarterly*, 683-692.

Grindle, M. S. (2016). Good Governance: The Inflation of an Idea. *Planning Theory*, Vol. 15, No. 3, 271-282.

Grindle, M. S. (2017). *Good Governance: The Inflation of an Idea*. In B. G. Peters & J. Pierre (Eds.), *The SAGE Handbook of Public Administration*. SAGE Publications Ltd.

Judge, T. A., Piccolo, R. F., & Ilies, R. (2018). The Forgotten Ones? Transformational Leaders' Impact on the Work-Life Interface. *Academy of Management Journal*, 453-465.

Maulana, A. (2019). Pengaruh Gaya Kepemimpinan Transformasional terhadap Motivasi Intrinsik ASN: Studi Kasus pada Pemerintah Kabupaten Y. *Jurnal Administrasi Publik*, Vol 15, No. 3, 112-128.

Miles, M. B., Huberman, A. M., & Saldaña, J. (2019). *Qualitative Data Analysis: A Methods Sourcebook* (4th ed.). California: Sage Publications.

Moleong, L. J. (2017). *Metode Penelitian Kualitatif*, cetakan ke-36. Bandung: PT. Remaja Rosdakarya Offset.

Mollet, J. A. (2019). Special autonomy and Indigenous people's rights in Papua. *The Journal of Pacific History*, 54(3), 351-368.

Northouse, P. G. (2018). *Leadership: Theory and Practice* (8th ed.). SAGE Publications.

Perry, J. L., & Wise, L. R. (2020). The motivational bases of public service: Foundations for a third wave of research. *Public Administration Review*, Vol. 80, No. 3, 380-394.

Prasojo, E., & Kurniawan, T. (2018). Reformasi Birokrasi dan Good Governance: Kasus Best Practices dari Sejumlah Daerah di Indonesia. *Jurnal Antropologi Indonesia*, Vol. 33, No. 2, 156-173.

Purnomo, S. H., & Cahyono, E. (2020). Analisis Permasalahan Kompleks dalam Penyelenggaraan Pemerintahan Daerah di Indonesia. *Jurnal Ilmu Administrasi Negara*, Vol. 18, No. 2, 67-82.

Resosudarmo, B. P., Mollet, J. A., Raya, U. R., & Kawai, H. (2020). *Development in Papua after special autonomy*. In Hill, H. (Ed.), *Regional Dynamics in a Decentralized Indonesia* (pp. 433-459). ISEAS Publishing.

Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Pearson Education Limited.

Siagian, S. P. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Silva, A. (2016). What is Leadership? *Journal of Business Studies Quarterly*, 1-5.

Sugiyono. (2020). *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*. Bandung: Alfabeta Bandung.

Thoha, M. (2017). *Kepemimpinan dalam Manajemen*. Jakarta: Rajawali Pers.

Thompson, G., & Glasø, L. (2018). Situational Leadership Theory: A Test from Three Perspectives. *Leadership & Organization Development Journal*, 454-466.

Trisakti, F., & Djajasinga, N. (2021). Impact of Decentralization and Regional Autonomy in the Context of Improving the Quality of Public Services Towards Good Governance. *Advances in Social Science, Education and Humanities Research*, 49-53. doi:10.2991/assehr.k.210615.010

Trottier, T., Van Wart, M., & Wang, X. (2018). Examining the nature and significance of leadership in government organizations. *Public Administration Review*, Vol. 68, No. 2, 319-333.

Van Wart, M. (2013). Administrative leadership theory: A reassessment after 10 years. *Public Administration*, 91(3), 521-543.

Waromi, J. (2022). Kepemimpinan Transformasional dalam Konteks

Pemerintahan Lokal Papua: Studi Kasus di Kabupaten Jayapura. *Jurnal Ilmu Pemerintahan Papua*, 5(1), 78-95.

Widodo, S. (2021). Efektivitas Kepemimpinan Camat dalam Mewujudkan Good Governance di Era Otonomi Daerah. *Jurnal Ilmu Pemerintahan*, Vol. 6, No. 1, 45-60.

Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). California: Sage Publications.

Yukl, G. (2013). *Leadership in Organizations* (8th ed.). Pearson.

Yukl, G. (2020). *Leadership in Organizations* (9th ed.). Pearson Education, Inc.