The Role of Work Satisfaction and Motivation for Improving Work Enthusiasm of Civiil Servants in the Sorkam District Government Environment

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Abstract

The resent study aims to analyze the role of satisfaction and motivation for improving the work enthusiasm of civil servants in the Sorkam Subdistrict Government Office. This study uses a quantitative approach with a descriptive-correlational research design, with a sample size of 32 people. Data collection techniques were conducted through closed questionnaires, and data analysis, namely normality tests, multicollinearity tests, multiple regression analysis, determination coefficients, F and t tests using SPSS version 26 software. The results showed that job satisfaction and motivation had a positive and significant effect on the work motivation of civil servants.Some factors such as clarity of tasks, support from superiors, rewards for performance, and opportunities for self-actualization were proven to be able to substantially increase work enthusiasm. The findings indicate that strategies to increase work enthusiasm need to integrate psychological and managerial approaches in building work enthusiasm, but with a more humane managerial approach that pays attention to the emotional satisfaction and psychological motivation of employees.

Keywords: Work Motivation; Satisfaction; Motivation; Work enthusiasm

INTRODUCTION

The success of an organization in the public or private sector no longer depends solely on technological advances, adequate budgets, or sophisticated and structured work systems (Rusmanto et al., 2025). Human resources are the key to driving organizations to achieve their strategic goals (Basuki, 2023). According to Aryanti et al. (2025), employees not only function as administrative task executors but also act as agents of change who can improve service quality, performance efficiency, and encourage organizational innovation. Work ethic is an important indicator that reflects the quality of human resource contributions. Work enthusiasm indicates the level of energy, enthusiasm, and commitment of employees in carrying out their daily responsibilities (Novianti & Fitri, 2025). High work enthusiasm not only encourages increased productivity but also builds a positive, collaborative work culture that supports the sustainable achievement of organizational goals (Cahyati & Adelia, 2024).

However, many organizations still face challenges in creating a work environment that can maintain and improve the work ethic of their employees (Nursafitri et al., 2024). This is very evident in the local government sector, including in the Sorkam Subdistrict Government Office, Central Tapanuli Regency. As a bureaucratic unit that is in direct contact with the community, the sub-district office should be an example in providing quality services (Sukri, 2017). According to Hans (2019), the decline in employee morale is evident from decreased discipline, slow task completion, weak initiative, and low participation in office activities. These conditions have the potential to hamper the effectiveness of organizational performance while reducing public trust in government services (Utami & Rahmaningtyas, 2025).

According to Riyani (2024), job satisfaction and work motivation are recognized as the main factors that influence the level of employee morale, especially in human resource management. Job satisfaction reflects the extent to which employees feel valued and comfortable with various aspects of their work, including the reward system, interpersonal relationships, and career development

opportunities (Aisyah et al., 2024). Work motivation is the internal and external drive that motivates a person to work optimally (Prasetyo, 2021). Highly motivated employees usually show strong commitment, active initiative, and enthusiasm in completing tasks (Hasyim et al., 2024). According to Maslow's theory of needs (2019) and Herzberg's two-factor theory, the importance of satisfaction and motivation in building productive and sustainable morale in the work environment is consistently emphasized.Various empirical studies reinforce the positive relationship between job satisfaction, motivation, and work ethic. A study by Yulianto and Kurniawan (2019) proves that these two factors significantly influence the work ethic of employees in the private sector. According to Sibagariang et al. (2025), state-owned enterprise employees with high levels of satisfaction and motivation show stronger loyalty and dedication. Meanwhile, Purnomo et al. (2025) show that satisfied and motivated teachers have more consistent teaching enthusiasm. However, most of these studies focus on the education sector and private institutions or government agencies, which have different structural and cultural characteristics from the government bureaucracy at the sub-district level.

The research gap is very clear, especially regarding in-depth studies on the relationship between job satisfaction, motivation, and work enthusiasm among bureaucratic employees at the sub-district level. The Sorkam Sub-district Government Office has unique characteristics that are influenced by geographical challenges, resource limitations, the limitation of office equipments and the dynamics of the local organizational culture. This issue is one of the reason why this reasearch is urgent. Previous studies are still general in nature and do not provide a specific picture of the conditions in local bureaucracies such as this. This study aims to analyze strategies for increasing the morale of civil servants by highlighting the role of job satisfaction and motivation at the Sorkam Subdistrict Government Office. The expected findings will not only enrich the academic literature in the field of public sector human resource management but also provide practical recommendations that can be used as a basis for local governments in formulating effective, targeted, and evidence-based policies to improve employee performance.

Literature Review

Job satisfaction is a psychological condition in which a person feels satisfied, comfortable, and emotionally fulfilled in their work (Nabawi, 2019). According to Afandi (2018), job satisfaction is an emotional response to various aspects of work, which arises from pleasant or unpleasant feelings towards the tasks being carried out. Mangkunegara & Prabu (2015) state that job satisfaction reflects feelings that support or do not support employees in their work and working conditions. Wijono (2015) emphasizes that job satisfaction arises as a result of work experiences that are perceived as positive. Furthermore, Sutrisno (2016) adds that employees' attitudes toward work are not only influenced by their main tasks, but also by work situations, social interactions, reward systems, and physical and psychological aspects of the work environment. According to Faizal (2025), job satisfaction has an impact on accelerating work completion, reducing work error rates, minimizing absenteeism and turnover, and increasing productivity. This is reinforced by Sutrisno (2016), who states that job satisfaction affects three main aspects, namely productivity, workforce stability, and the mental and emotional health of employees. In addition, Afandi (2018) identifies five main factors, namely the fulfillment of employees' basic needs at work, the discrepancy between expectations and reality, the achievement of personal values through work, the perception of fairness in the organization, and a positive and harmonious work culture. Furthermore, Ghazzawi (2019) proposed six indicators to measure job satisfaction, namely (1) the job itself, which includes clarity of tasks and autonomy; (2) fair and appropriate salary and benefits; (3) open and transparent promotion opportunities; (4) healthy social relationships among coworkers; (5) supervision and feedback from superiors; and (6) safe and comfortable physical working conditions. Motivation not only drives enthusiasm, but also influences the attitude, commitment, and productivity level of employees (Panjaitan et al., 2025). According to Samsudin (2015), motivation serves to influence and encourage individuals to carry out certain activities in accordance with the provisions. Meanwhile, according to Sunyoto (2015), motivation can encourage individuals to carry out activities in order to achieve their desires. In line with the results of Handoko's (2015) research, motivation encourages a person to act and strive to achieve certain goals. Thus, motivation is the result of the interaction between internal drives (such as desires, needs, and expectations) and external factors (such as rewards, recognition, and opportunities to excel), which together direct an individual's behavior to achieve a goal. Hamzah explained (2017), individual

motivation is greatly influenced by four main elements, namely the desire to succeed, the drive to achieve long-term goals, a better future, and rewards for the results achieved. On the other hand, Hasibuan (2014) emphasizes that motivation is influenced by responsibility towards work, the characteristics of the job itself, the rewards given, and the opportunity for career and personal development. To measure motivation in a structured manner, Maslow (2019) in his hierarchy of needs theory identifies five main indicators, namely: (1) physiological needs, (compensation, such as salary, meal allowance, etc.(2)); (2) the need for security (health insurance, accident insurance, and job protection); (3) social needs; (4) the need for recognition of achievements and opportunities for promotion; and (5) the need for self-actualization (opportunities to develop potential, autonomy in decision-making, and competency development through training). According to Novianti & Fitri (2025), work motivation is a psychological and emotional condition that describes the extent to which an individual has enthusiasm, positive energy, a sense of joy, and attachment to their tasks and work environment. Work motivation is not only related to individual motivation but also reflects the overall psychosocial atmosphere within an organization (Jufri et al., 2024).

According to Lawrence in Hutagalung (2023), work ethic reflects an employee's emotions, satisfaction, and overall attitude toward their workplace. In line with Mangkunegara & Prabu (2015), work ethic is a reflection of employees' feelings and moods related to group spirit, joy, and harmonious team dynamics. According to Pohan (2017), work ethic is an important factor that influences organizational performance. Therefore, based on human resource management science, work ethic represents high work morale and employees' emotional involvement in the organization, which can influence loyalty and long-term performance. According to Nawawi (2015), the main factors that influence the level of work ethic are interest in the job, salary or wages received, social status derived from the job, work atmosphere and interpersonal relationships within the organization, and the purpose of the job itself. Employees who have a high interest in their field of work will feel more motivated, while competitive salaries provide a sense of appreciation and foster inner satisfaction. The social status attached to certain positions can also increase a person's pride and self-esteem at work. According to Hasibuan (in Basri & Rauf, 2021), there are four main indicators for measuring work enthusiasm, such as (1) Motivation and drive to work (not solely for remuneration); (2) Sincerity (the ability to stay focused, persistent, and not give up easily); (3) Enjoyment (feelings of happiness, comfort, and satisfaction at work); and (4) Job satisfaction. By paying attention to and managing these factors, organizations can create a work environment that supports high work ethic and simultaneously increase productivity, loyalty, and organizational success in a sustainable manner.

METHOD

This study uses a quantitative approach with a descriptive-correlational research type, which aims to measure and analyze the effect of job satisfaction and motivation on the work enthusiasm of employees at the Sorkam Subdistrict Government Office. The population the study consisted of all active employees at the Sorkam Subdistrict Office, totaling 32 people, that consisting of 18 civil servants (PNS) and 14 temporary employees, and sample of the study used saturated sample technique (total sampling) was because the entire population was used as a sample in the study. Data collection was conducted using a closed questionnaire on indicators for each variable, namely job satisfaction, work motivation, and work enthusiasm, using a Likert scale. Data analysis was performed by conducting (1) validity and reliability tests, (2) normality and multicollinearity tests, (3) multiple regression analysis; (4) coefficient of determination (R^2); (5) significance tests (F-test and t-test) using SPSS software version 26.

RESULT AND DISCUSSION

Table 1 shows that the variables of job satisfaction, motivation, and work enthusiasm have Pearson correlation values > r-table. This indicates that all items in the questionnaire meet the validity criteria and can be used as a valid measuring tool. Furthermore, based on Sugiyono (2018), an instrument is considered reliable if the Cronbach's Alpha value is > 0.3. The reliability test results show that all variables are in the good category, so that all questions on the variables of job satisfaction, motivation, and work enthusiasm are consistent and reliable.

Table 1. Validity Test

Variables			r table	Validity
Satisfaction Work	**Motivation**	**Spirit Work**		
0.507	0.633	0.744	0.300	Valid
0.464	0.667	0.661	0.300	Valid
0.628	0.705	0.609	0.300	Valid
0.688	0.668	0.734	0.300	Valid
0.439	0.491	0.739	0.300	Valid
0.483	0.763	0.666	0.300	Valid
0.338	0.397	0.734	0.300	Valid
0.479	0.746	0.659	0.300	Valid
0.589	0.563	0.579	0.300	Valid
0.597	0.615	0.449	0.300	Valid

Table 2 shows Cronbach's Alpha values for the variables of job satisfaction (0.832), motivation (0.889), and work enthusiasm (0.902). Referring to the criteria proposed by Darsini et al. (2020), where a variable is considered reliable if the Cronbach's Alpha value is > 0.700, these three variables are classified as highly reliable. This indicates that the instrument used produces consistent and reliable data, both when re-measured and when applied to different samples in similar contexts.

Table 2. Reliability Test

No	Variables	*Reliability Statistics*	
		Cronbach's Alpha	**Information**
1	Satisfaction Work	0.832	Very reliable
2	Motivation	0.889	Very reliable
3	Spirit Work	0.902	Very reliable

Analysis Multiple Linear Regression

Table 3 explains that the constant value (α) is 5.618, with a regression coefficient (β) of 0.578 for job satisfaction and 0.584 for motivation. The multiple linear regression equation formed is Y = 5.618 + 0.578X1 + 0.584X2. The positive coefficient for job satisfaction indicates that every increase in job satisfaction will be followed by an increase in work enthusiasm. The same applies to motivation, where a positive coefficient value indicates that an increase in motivation contributes to an increase in work enthusiasm. The results of this analysis conclude that job satisfaction and motivation simultaneously have a positive effect on employee work enthusiasm.

Table 3. Multiple Linear Regression

Model		Standardized Coefficients Beta	T	Sig.
1	(Constant)		1,192	.243
	Job satisfaction	.578	2.115	.043
	Motivation	.584	2,196	.036

a. Dependent Variable: Spirit at work

Partial Test (t-Test)

Based on Table 3, the significance value for job satisfaction of 0.043 > 0.05 indicates that the first hypothesis (H1) is accepted, so that job satisfaction has a significant effect on the work enthusiasm of Sorkam District government employees. The motivation variable has a significance value of 0.036 > 0.05, indicating that the second hypothesis (H2) is accepted, so that motivation significantly affects the work enthusiasm of employees. The partial test (t-test) results conclude that both variables have a significant individual effect on work enthusiasm.

Simultaneous Test (F Test)

Table 4 shows that the F-value is 29.046 with a significance of 0.000 < 0.05, indicating that the hypothesis is accepted . This indicates that job satisfaction and motivation simultaneously have a significant effect on work enthusiasm. Both variables together affect the level of employee work

enthusiasm in an organization or government agency. Changes in job satisfaction and motivation will have an impact on the overall increase or decrease in work enthusiasm.

Table 4. Simultaneous Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	841,699	2	420,850	29,046	.000 b
	Residual	420,176	29	14,489		
	Total	1261,875	31			

a. Dependent Variable: Spirit Work
b. Predictors: (Constant), Motivation , Satisfaction Work

Discussion

Job satisfaction affects individual behavior and performance in organizations, which is consistent with the analysis results, namely that job satisfaction has a significant effect on the work motivation of employees in the Sorkam sub-district government. The regression coefficient is 0.578 with a significance of 0.043 (< 0.05). This proves that an increase in the level of job satisfaction felt by employees is followed by an increase in work motivation in carrying out their daily tasks. Aspects of job satisfaction such as a sense of security at work, harmonious relationships between coworkers, support from superiors, and clarity of responsibilities are important elements that contribute to an increase in employee work motivation. Employees in Sorkam Subdistrict who feel valued, treated fairly, and involved in decision-making show a greater tendency to work with high enthusiasm, strong initiative, and loyalty to the institution.Job satisfaction has an impact not only on the psychological condition of individuals, but also on collective work dynamics. Satisfied employees tend to be cooperative, actively contribute to the completion of public service tasks, and have greater resilience to work pressure. This condition directly increases the overall effectiveness and productivity of the organization. These findings are in line with Herzberg's two-factor theory of motivation, which states that job satisfaction arises from motivating factors such as achievement, recognition, and responsibility. Strategies to improve work morale in Sorkam Subdistrict should focus on creating a work environment that supports overall employee satisfaction, both in material and non-material aspects. This is also related to the results of research by Sulistiyani and Nugroho (2016), which found that job satisfaction has a positive and significant effect on employee morale. The higher the job satisfaction, the higher the employee morale. Employees who are satisfied with their work, whether due to fair leadership, clear career paths, or conducive working conditions, tend to be motivated to perform at their best, feel a sense of ownership towards their tasks, and are willing to contribute more. Increasing work motivation is not only a technical management issue, but also reflects the quality of the relationship between the organization and its human resources.

The results of multiple linear regression analysis show that the motivation variable (X2) has a positive and significant effect on the work enthusiasm (Y) of employees in Sorkam District. The regression coefficient of 0.584 with a significance level of 0.036 (< 0.05) indicates that every increase in work motivation is followed by a significant increase in employee work enthusiasm. The motivation referred to includes intrinsic motivation, such as a sense of responsibility for tasks, pride in serving the community, and the drive to achieve, as well as extrinsic motivation, including rewards, benefits, and career development opportunities. Employees who feel motivated, whether from internal or external drives, tend to have higher work energy, strong enthusiasm in completing tasks, and a strong commitment to the organization.

The work environment in the Sorkam subdistrict shows that the most influential motivators are clarity of roles, recognition of work results, and involvement in the decision-making process. Employees who are given trust and responsibilities in line with their capacities feel that they have an important role in the organization, which then triggers optimal work enthusiasm. These findings are in line with McClelland's motivation theory, which highlights three basic needs: the need for achievement, power, and affiliation. Employees who are given the opportunity to achieve, influence decisions, and feel part of a solid work community demonstrate higher levels of enthusiasm for work.

The results of multiple linear regression analysis show that the variables of job satisfaction (X1) and motivation (X2) simultaneously have a positive and significant effect on employee morale (Y) in the Sorkam sub-district government environment. The significance value of the F test is 0.000 (< 0.05)

with a calculated F of 29.046, indicating that these two independent variables together contribute significantly to explaining the variation in employee morale. The Adjusted R Square value of 0.644 reveals that 64.4% of the change in work enthusiasm can be explained by variations in job satisfaction and motivation.

Job satisfaction (X1) acts as an emotional foundation that influences employees' perceptions of their work. Employees who feel satisfied with decent salaries, a conducive work environment, support from superiors, and harmonious social relationships among colleagues tend to display a positive work attitude, enthusiasm, and a desire to contribute their best. In Sorkam District, job satisfaction is closely related to perceptions of fairness in the distribution of workloads, clarity of responsibilities, and recognition of performance. Motivation (X2) functions as an internal and external driving factor that motivates employees to go beyond their basic obligations. Employees with high levels of motivation, whether from personal drive to achieve (intrinsic motivation) or from incentives and rewards (extrinsic motivation), show greater enthusiasm in facing work pressures, completing tasks thoroughly, and being willing to take initiative and on additional responsibilities. The government environment reflects the readiness of employees to serve the community proactively and professionally. These findings are consistent with Herzberg's two-factor theory, which states that job satisfaction arises from motivating factors such as achievement, recognition, and self-development. Hygiene factors, such as interpersonal relationships, working conditions, and organizational policies, play a role in creating ideal psychological conditions for employees to work with high enthusiasm when both are fulfilled simultaneously. Overall, the implementation of human-oriented management is key to creating a productive, harmonious, and sustainable work environment in the Sorkam Subdistrict government.

CONCLUSSION

Job satisfaction and motivation have a significant influence on the work ethic of employees in the Sorkam District Government. Job satisfaction, which includes interpersonal relationships, support from superiors, and clarity of tasks, positively increases work ethic. Motivation, both intrinsic and extrinsic, encourages employees to show enthusiasm and high commitment to their work. Simultaneously, these two variables explain 64.4% of the variation in work enthusiasm, confirming their important role in improving employee performance in the public service sector. Increasing work enthusiasm requires a humane managerial approach, with a focus on a fair, supportive work environment that encourages personal and professional development of employees. This study illustrates that building work motivation is not only related to giving instructions or supervision, but requires a more humane managerial approach that pays attention to the emotional satisfaction and psychological encouragement of employees. Strategies to increase work motivation should begin with concrete efforts to create a fair and supportive work environment that encourages the personal and professional development of each employee.

Management evaluates aspects that affect employee job satisfaction, such as workload, clarity of tasks, physical conditions of the workplace, and transparency in assessment and promotion. Employee involvement in the formulation of internal policies is essential to build a sense of fairness and ownership of work. Motivation development should include financial and non-financial rewards, such as verbal appreciation, additional responsibilities, and opportunities for self-development through training. An inclusive and supportive work environment must be created through open communication, constructive conflict resolution, and providing space for employees to express their aspirations without fear. Regular monitoring of work morale using valid instruments is a strategic step to detect the need for appropriate intervention. Involving employees in the decision-making process is also important to strengthen commitment and a sense of responsibility towards tasks. Overall, the implementation of people-oriented management is the key to creating a productive, harmonious, and sustainable work environment in the Sorkam Subdistrict government.

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