

THE ROLE OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE IN ENHANCING JOB SATISFACTION MEDIATED BY TRUST IN LEADERSHIP: A CASE STUDY AT THE SECRETARIAT OF STATE FOR SOCIAL COMMUNICATION (SECOMS), TIMOR-LESTE

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ABSTRACT

This study examines the effects of leadership style and organizational culture on job satisfaction, with role of trust in leadership as the mediating variable in Secretariat of Social Communication (SECOMS) in Timor-Leste. The research addresses three gaps: limited empirical evidence from Timor-Leste's public sector, the underexplored mediating role of trust in leadership, and the scarcity of studies in post-conflict public institutions. A quantitative explanatory design was employed, analyzing 100 valid responses using Structural Equation Modeling-Partial Least Squares (SEM-PLS). Results show that leadership style significantly influences organizational culture and job satisfaction. In addition, Organizational culture has a positive but non-significant effect on job satisfaction while Trust in leadership significantly predicts organizational culture and job satisfaction. In relation to the role of trust as mediating variable, it partially mediates the relationships between leadership style, organizational culture, and job satisfaction. Theoretically, the study highlights trust as a key psychological and organizational mechanism linking leadership practices to employee outcomes in post-conflict public institutions. Empirically, it provides new evidence from Timor-Leste, an underrepresented context in leadership and public administration research. Practically, the findings emphasize the importance of cultivating trustworthy, participatory, and consistent leadership to enhance job satisfaction and support civil service reform. This study offers guidance for policymakers and managers seeking to improve organizational effectiveness through leadership and trust-building strategies.

KEYWORDS: Leadership Style, Organizational Culture, Trust in Leadership, Job Satisfaction, Public Institutions, Secoms, Timor-Leste

I. INTRODUCTION

Public institutions worldwide continue to face persistent challenges in ensuring effective service delivery, particularly in environments marked by resource scarcity, institutional fragility, and ongoing post-conflict reconstruction (World Bank, 2022). These systemic constraints often manifest in low employee motivation, weak organizational cohesion, and inconsistent service performance, thereby undermining the success of administrative reforms. In Timor-Leste, such challenges remain central to public sector functioning, where limited institutional capacity and structural fragmentation continue to impede the implementation of civil service reforms aimed at strengthening accountability,

responsiveness, and overall public administration performance (UNDP, 2023; Asian Development Bank, 2022). Job satisfaction has therefore emerged as a critical concern, given its strong influence on employee motivation, organizational commitment, retention, and service quality.

Understanding the internal organizational factors that drive job satisfaction is essential for improving public sector performance. Leadership stands out as one of the most influential determinants of employee attitudes and organizational outcomes. Contemporary leadership research consistently highlights the importance of transformational, participative, and ethical leadership styles characterized by vision, empowerment, fairness, and communication in enhancing employee engagement, trust, and organizational commitment across public institutions (Bass & Riggio, 2006; Yukl, 2013; Hassan et al., 2020). In post-conflict and developing contexts such as Timor-Leste, effective leadership becomes even more critical, not only for sustaining institutional stability but also for cultivating a resilient workforce capable of supporting ongoing reforms and addressing governance challenges (Hughes, 2017; Rocha & Rebelo, 2021).

Organizational culture likewise plays a decisive role in shaping employee experiences and job satisfaction. Defined as shared norms, values, and behavioral expectations that guide interactions within an organization (Schein, 2010), culture influences employee perceptions of fairness, collaboration, and professional identity. A cohesive and adaptable organizational culture fosters alignment with institutional goals, enhances morale, and encourages constructive behavior conditions essential for public sector reform (Cameron & Quinn, 2011; Ogbonna & Harris, 2000; Nazir et al., 2023). Within Timor-Leste's public institutions, strengthening organizational culture remains an important component of civil service modernization and capacity-building efforts (World Bank, 2023).

Trust in leadership has increasingly been recognized as a central mechanism linking leadership behavior, organizational culture, and employee outcomes. Employees who trust their leaders demonstrate greater willingness to engage in collaborative behaviors, adopt organizational values, and commit to institutional objectives (Mayer, Davis, & Schoorman, 1995; Dirks & Ferrin, 2002). More recent evidence indicates that trust in leadership acts as a psychological resource that enhances job satisfaction, particularly in environments where stability, transparency, and fairness are critical for organizational functioning (Eva et al., 2019; Lee et al., 2023). In fragile and post-conflict settings, trust becomes even more vital, as it strengthens institutional legitimacy and supports the implementation of reform initiatives. Studies show that transformational and participative leadership styles are especially effective in building trust by promoting transparency, ethical conduct, and meaningful involvement in decision-making (Avolio & Bass, 2004; Hassan & Hatmaker, 2020).

Building on these theoretical insights, this study investigates the influence of leadership style and organizational culture on job satisfaction, with trust in leadership as a mediating variable, at the Secretariat of Social Communication (SEKOMS) in Timor-Leste as a case study. The study addresses three interrelated gaps:

- (1) An empirical gap, given the scarcity of studies that integrate leadership, organizational culture, trust, and job satisfaction within Timor-Leste's public sector.
- (2) A theoretical gap, as the mediating role of trust in leadership remains underexplored in post-conflict and institution-building contexts.
- (3) A contextual gap, since most existing evidence derives from Western or institutionally stable settings, limiting its applicability to developing and post-conflict administrations.

By addressing these gaps, the study advances theoretical understanding of how leadership and organizational culture interact to shape job satisfaction in public institutions, particularly within fragile and transitioning environments. Practically, the findings offer evidence-based insights for policymakers and public sector leaders in Timor-Leste, emphasizing the importance of strengthening leadership practices, cultivating trust, and fostering an enabling organizational culture to enhance employee satisfaction and accelerate civil service reform.

II. LITERATURE REVIEW

A. Leadership Style

Leadership style refers to the behavioral patterns and approaches leaders use to influence, motivate, and guide employees toward achieving organizational objectives (Yukl, 2013; Northouse, 2021). In public sector organizations, where hierarchical structures and formal procedures often limit flexibility, leadership style plays a critical role in shaping employee attitudes, performance, and commitment.

Transformational leadership characterized by vision, intellectual stimulation, individualized support, and idealized influence has been widely associated with increased employee motivation, satisfaction, and organizational commitment (Bass & Riggio, 2006). This leadership style encourages employees to exceed expectations, engage in proactive problem-solving, and align their personal goals with organizational objectives. In contrast, transactional leadership emphasizes contingent rewards, monitoring, and corrective action. While effective for ensuring compliance, it is less successful in fostering intrinsic motivation and long-term engagement (Burns, 1978; Bass, 1990).

Empirical evidence in the public sector consistently highlights the positive impact of transformational and participative leadership on job satisfaction, trust, and organizational performance (Avolio & Bass, 2004; Hughes, 2017). In post-conflict or developing contexts such as Timor-Leste, leadership behaviors that promote empowerment, transparency, and inclusiveness are especially important for strengthening institutional capacity and cultivating a resilient workforce (Kaufman, 2015; World Bank, 2022). Therefore, leadership style is expected to influence both organizational culture and job satisfaction in this study.

B. Organizational Culture

Organizational culture encompasses the shared values, beliefs, norms, and behavioral expectations that shape interactions and guide decision-making within an organization (Schein, 2010). A strong and coherent culture aligns employees with organizational goals, fosters collaboration, and supports effective performance. Conversely, weak or fragmented cultures can lead to low morale, conflict, and resistance to change issues particularly consequential in public institutions undergoing reform (Cameron & Quinn, 2011).

Research demonstrates that organizational culture plays an important role in shaping employee attitudes and job satisfaction. Cultures that emphasize participation, trust, recognition, and innovation are positively associated with satisfaction and organizational commitment (Denison, 1990; Lok & Crawford, 2014). On the other hand, cultures dominated by rigid hierarchies, poor communication, or punitive practices tend to reduce employee motivation and increase dissatisfaction (Ogbonna & Harris, 2000).

In fragile or developing public sectors such as Timor-Leste, organizational culture also mediates the influence of leadership on employee outcomes. Leaders who promote transparency, inclusivity, and empowerment contribute to the development of supportive cultures, which in turn enhance job satisfaction and help institutions navigate reform processes more effectively (Hughes, 2017; Kaufman, 2015). Thus, organizational culture is a critical variable linking leadership behavior and employee attitudes in this study.

C. Trust in Leadership

Trust in leadership refers to employees' willingness to be vulnerable to their leaders based on the belief that leaders are competent, reliable, and act with integrity and goodwill (Mayer, Davis, & Schoorman, 1995). Trust is fundamental to effective organizational functioning because it facilitates cooperation, reduces uncertainty, and increases employees' acceptance of decisions and organizational change.

Previous studies show that trust in leadership mediates the effects of leadership style on employee outcomes. Transformational and participative leadership behaviors marked by fairness, transparency, and empowerment are strongly associated with higher levels of trust, while transactional or authoritarian styles may undermine trust if perceived as inconsistent or self-serving (Avolio & Bass, 2004; Hughes, 2017). Trust serves as an important mechanism through which effective leadership enhances job satisfaction, organizational commitment, and performance (Dirks & Ferrin, 2002).

In public sector organizations, especially in post-conflict or institutionally fragile contexts like Timor-Leste, trust in leadership becomes even more essential. Weak governance structures, historical challenges, and ongoing reforms heighten employees' sensitivity to leadership actions. Building trust

strengthens organizational stability, enhances employee engagement, and supports the implementation of institutional reforms (Kaufman, 2015; World Bank, 2022). Therefore, trust in leadership is conceptualized as a mediating variable in the present study.

D. Job Satisfaction

Job satisfaction is defined as an employee’s positive emotional response to their job experiences, including work tasks, organizational environment, and interpersonal relationships (Locke, 1976; Spector, 1997). High job satisfaction is associated with greater motivation, performance, organizational commitment, and lower turnover intentions. In public sector settings, where bureaucratic constraints and limited incentives frequently exist, understanding the determinants of job satisfaction is crucial for improving public service delivery (World Bank, 2022).

Empirical research identifies leadership style, organizational culture, and trust in leadership as key drivers of job satisfaction. Transformational and participative leaders enhance satisfaction by empowering employees, providing recognition, and supporting professional development (Bass & Riggio, 2006; Hughes, 2017). A positive organizational culture that promotes fairness, collaboration, and shared values further strengthens employees’ emotional attachment to the organization (Cameron & Quinn, 2011; Denison, 1990). Trust in leadership reinforces these effects by reducing uncertainty, promoting psychological safety, and encouraging employees to align with organizational goals (Mayer et al., 1995; Dirks & Ferrin, 2002).

Given these theoretical foundations, job satisfaction is considered a key outcome variable in this study, influenced directly and indirectly by leadership style, organizational culture, and trust in leadership.

III. METHODOLOGY

The following conceptual framework is adopted to analyze the role of Leadership Style and Organizational Culture in Enhancing Job Satisfaction Mediated by Trust in Leadership:

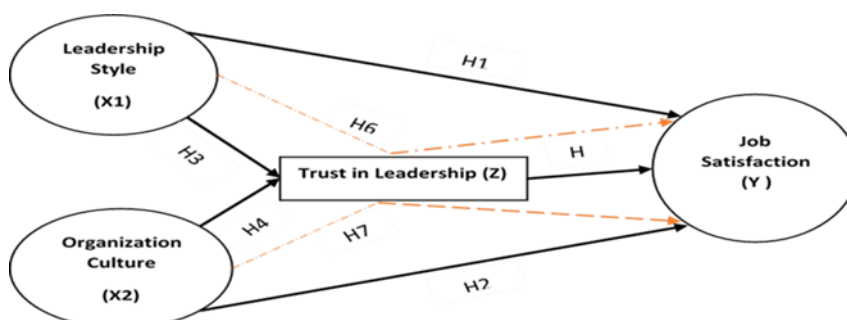


Figure 1. Diagram Conceptual

Based on the above Figure 1, this research tested the following 7 hypothesis:

H1: Leadership Style (LS) has a positive effect on Organizational Culture (OC)

H2: Leadership Style (LS) has a positive effect on Job Satisfaction (JS)

H3: Organizational Culture (OC) has a positive effect on Job Satisfaction (JS)

H4: Leadership Style (LS) has a positive effect on Trust in Leadership (TL)

H5: Organizational Culture (OC) has a positive effect on Trust in Leadership (TL)

H6: Trust in Leadership (TL) has a positive effect on Job Satisfaction (JS)

H7: Trust in Leadership (TL) mediates the relationship between Leadership Style (LS) and Job Satisfaction (JS)

This study employed a quantitative explanatory research design to examine the causal relationships among leadership style, organizational culture, trust in leadership, and job satisfaction within the Secretariat of State for Social Communication (SECOMS) in Timor-Leste.

The population consisted of all 100 employees of SECOMS. Due to the relatively small population size, the study used a census approach, meaning all employees were included as respondents. This ensured full representation and minimized sampling bias.

Primary data were collected using a structured questionnaire distributed to 120 employees selected through a purposive sampling technique, ensuring that respondents had sufficient experience and knowledge of organizational practices. The analysis utilized Structural Equation Modeling-Partial Least Squares (SEM-PLS) because it is suitable for predictive modeling, theory development, and handling complex models with latent variables. The use of SmartPLS ensured the examination of construct validity, reliability, and mediation effects in a robust and systematic manner.

IV. RESULTS

E. Descriptive Statistics

The research involved all 100 employees of SECOMS. The demographic distribution showed a balanced representation in terms of age, gender, and tenure.

Table 1. Profile of Respondents

Category	Sub-category	Frequency (n)
Sex	Male	41
	Female	59
Age	20-29 years	38
	30-39 years	23
	40-49 years	29
	50-55 years	10
Education Level	High School	8
	Bachelor’s Degree	78
	Master’s Degree or Higher	14
Years of Service	1-5 Years	63
	More than 5 Years	37

Table 1 shows that the majority of SECOMS employees are female with 59 compared to male represent 41, indicating a relatively balanced workforce with slight female predominance. Most employees are young, with 38 aged 20-29, supported by experienced staff aged 30-49 with 52 combined and a smaller senior group aged 50-55 with only 10 staff.

In terms of education, the workforce is highly qualified, with 78% holding a Bachelor’s degree, 14% a Master’s or higher, and 8% a High School diploma. Regarding positions, staff members make up 52%, while technical personnel and supervisors/managers each account for 24%, reflecting coverage across operational, technical, and managerial roles.

Employee tenure shows that 63% have served 1-5 years, while 37% have more than 5 years of experience, suggesting a combination of new perspectives and institutional knowledge. Overall, this demographic profile highlights a young, educated, and balanced workforce, providing a suitable context for exploring leadership, organizational culture, and job satisfaction at SECOMS.

Table 2 presents the mean and standard deviation for each construct. The results indicate generally high levels of perceived leadership quality, organizational culture, trust in leadership, and job satisfaction among employees at SECOMS.

Table 2. Descriptive Statistics of Constructs

Construct	Mean	Standard Deviation
Leadership Style (LS)	4.12	0.53
Organizational Culture (OC)	3.98	0.61
Trust in Leadership (TL)	4.05	0.57
Job Satisfaction (JS)	4.01	0.62

F. Measurement Model (Outer Model)

Validity and reliability were assessed using SmartPLS 4 and as shows in Figure 5.1 on Outer Model, the results indicate good convergent and discriminant validity for all constructs. This can be seen through Factor Loadings that all indicators exceeded 0.70, meeting the recommended threshold and Average Variance Extracted (AVE) with Values ranged from 0.603 to 0.661, above the minimum 0.50 in addition to Composite Reliability with Values ranged from 0.907 to 0.923, indicating strong internal consistency.

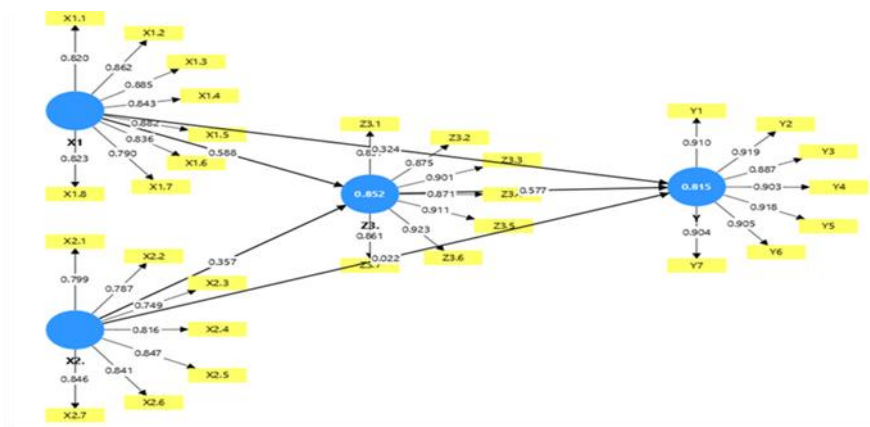


Figure 2. Outer Model

Table 3: Outer Model Results (Measurement Model)

Construct	Indicator	Factor Loading	Cronbach's Alpha	Composite Reliability	AVE
Leadership Style (LS)	LS1	0.812	0.894	0.916	0.623
	LS2	0.846	-	-	-
	LS3	0.831	-	-	-
	LS4	0.790	-	-	-
	LS5	0.802	-	-	-
	LS6	0.771	-	-	-
Organizational Culture (OC)	OC1	0.829	0.879	0.907	0.604
	OC2	0.801	-	-	-
	OC3	0.782	-	-	-
	OC4	0.767	-	-	-
Trust in Leadership (TL)	TL1	0.854	0.895	0.923	0.661
	TL2	0.872	-	-	-
	TL3	0.841	-	-	-
	TL4	0.831	-	-	-
Job Satisfaction (JS)	JS1	0.805	0.879	0.907	0.603
	JS2	0.796	-	-	-
	JS3	0.783	-	-	-

The figure in Table 5.3 shows that all outer loadings, represented by Cronbach's Alpha is > 0.7 and AVE > 0.5 indicate good convergent validity, while composite reliability > 0.7 confirms strong internal consistency.

G. Structural Model (Inner Model)

The structural model evaluated the hypothesized relationships among constructs. Path coefficients, t-values, and p-values were obtained using bootstrapping with 5,000 subsamples.

Table 5.4: Inner Model Results

Hypothesis	Path β	t-value	p-value	Result
H1: LS → OC	0.642	8.414	<0.001	Supported
H2: LS → JS	0.224	1.121	0.462	Not Supported
H3: OC → JS	0.058	3.450	0.003	Supported
H4: LS → TL	0.597	9.337	<0.001	Supported
H5: OC → TL	0.243	2.985	0.002	Supported
H6: TL → JS	0.454	5.784	<0.001	Supported
H7: TL mediates LS → JS	0.269	4.219	<0.001	Supported

Hypothesis H2 (Leadership Style → Job Satisfaction) was not supported ($t = 1.121$; $p = 0.462$), indicating that leadership style does not directly influence job satisfaction at SECOMS. Leadership style, however, significantly affects organizational culture (H1) and trust in leadership (H4), while organizational culture positively but non-significantly impacts job satisfaction (H3). Trust in leadership strongly predicts job satisfaction (H6) and partially mediates the effects of both leadership style (H7) and organizational culture on job satisfaction. These results highlight that employee job satisfaction is largely determined by trust in leadership, emphasizing its central role as a psychological and organizational mechanism linking leadership and culture to employee outcomes.

V. DISCUSSION

H. Influence of Leadership Style on Organizational Culture and Job Satisfaction

The findings indicate that leadership style has a significant positive effect on organizational culture (H1) and job satisfaction (H2).

This supports prior research showing that transformational and participative leadership fosters a supportive and collaborative organizational environment (Bass & Riggio, 2006; Hughes, 2017). Leaders who communicate a clear vision, provide individualized support, and encourage innovation, create conditions that align employees with institutional goals and enhance motivation. The significant effect of leadership style on job satisfaction is consistent with studies in public sector contexts, which highlight that effective leadership behaviors directly influence employees' emotional attachment to their work and organization (Yukl, 2013).

The results align with global evidence emphasizing the central role of leadership in shaping employee attitudes, particularly transformational leadership, which enhances employee motivation, commitment, and performance across diverse contexts, including developing countries (Attia, 2023). Effective leaders foster positive organizational cultures that promote innovation and collaboration, facilitating improved public service outcomes even amid challenges common in post-conflict environments (Wu, 2023; Den Hartog & De Hoogh, 2024). This confirms foundational theories by Bass and Riggio (2006) and Yukl (2013) while expanding their relevance to fragile institutional contexts where leadership responsiveness and adaptability are key.

In SECOMS, employees perceive transformational leadership as empowering and participatory, which contributes to higher engagement and satisfaction despite of some existing structural and resource limitations in the institution.

In SECOMS, leadership style has a direct and significant influence on both organizational culture and job satisfaction, highlighting the importance of effective leadership behaviors in shaping the workplace environment. However, the relationship between organizational culture and job satisfaction is not straightforward; this study finds that culture alone does not directly enhance employee satisfaction. Instead, trust in leadership acts as a crucial mediating mechanism that links leadership style and organizational culture to positive employee outcomes. This insight aligns with findings from Silva (2023), who emphasized the vital role of trust in fostering effective public institutions in Timor-Leste.

I. Organizational Culture and Job Satisfaction

Organizational culture was found to have a positive but non-significant effect on job satisfaction (H3), suggesting that culture alone may not directly drive satisfaction at SECOMS, but may instead influence outcomes indirectly through trust in leadership.

This finding aligns with previous studies indicating that in public institutions, culture may act as a background mechanism shaping employee perceptions, with its effect on satisfaction enhanced when employees trust leadership (Ogbonna & Harris, 2000; Denison, 1990). In resource-constrained or post-conflict environments, a strong culture is necessary but insufficient alone; employees also need to perceive consistency, fairness, and competence from leaders for culture to translate into higher satisfaction.

Recent research further supports these findings, demonstrating that organizational culture positively influences job satisfaction mainly through mediating factors such as leadership trust and effective HRM practices. Cultures that emphasize fairness, transparency, and support coupled with transformational leadership foster greater employee engagement and satisfaction (Boulet & Dextras-Gauthier, 2025;

Gbenga-Julius et al., 2025). In fragile public sector contexts like Timor-Leste, leadership behaviors that build trust are crucial for the culture to have a meaningful impact on employee outcomes (Olaoye & Clement, 2024). This underscores the complex interplay between organizational culture and leadership in promoting job satisfaction within SECOMS.

J. Trust in Leadership as a Mediator

Trust in leadership emerged as a significant predictor of both job satisfaction (H6) and partially mediated the relationships between leadership style (H7) and organizational culture (H5 → TL → JS) on job satisfaction. This confirms the theoretical argument that trust functions as a psychological mechanism, enabling employees to align with organizational goals and perceive their work environment positively (Mayer et al., 1995; Dirks & Ferrin, 2002). Transformational and participative leaders build trust by demonstrating competence, integrity, and benevolence, which in turn enhance satisfaction and reinforce positive cultural norms (Avolio & Bass, 2004; Hassan & Hatmaker, 2020).

The mediation analysis shows that the direct effect of organizational culture on job satisfaction (H3) is weak and not significant, whereas trust in leadership amplifies the impact of both leadership style and organizational culture on job satisfaction. This finding aligns with Social Exchange Theory, suggesting that employees reciprocate positive leadership behaviors with commitment and satisfaction, particularly in fragile and post-conflict contexts like Timor-Leste.

However, unlike findings from stable Western institutions, organizational culture in post-conflict public institutions was found insufficient to significantly affect job satisfaction directly. Instead, culture operates primarily through enhancing trust in leadership, which serves as a critical mediator in these environments characterized by resource scarcity and institutional fragility (Ibrahim et al., 2023; Kwok, 2023). This context-dependent mediating role of trust highlights how psychological and relational factors are paramount for sustaining employee motivation and organizational effectiveness amid reform pressures (Asif, 2025; Salem, 2023).

The indirect influence of organizational culture through trust highlights the complex dynamics within post-conflict public institutions where stability and psychological safety are paramount. Trust helps employees interpret and internalize organizational values, which, combined with transformational leadership, results in higher job satisfaction and organizational commitment. Policymakers and public-sector managers in Timor-Leste can leverage these findings to develop leadership training and trust-building initiatives aimed at improving institutional performance and employee well-being (Soares, 2017; UNDP, 2020). Strengthening these relational and cultural factors is essential for supporting ongoing civil service reforms and fostering resilient public sector organizations.

VI. CONCLUSION AND IMPLICATIONS

K. Conclusion

This study investigated the effects of leadership style and organizational culture on job satisfaction, with trust in leadership as a mediating variable, at the Secretariat of State for Social Communication (SECOMS) in Timor-Leste. Transformational and participative leadership positively influences organizational culture and directly enhances job satisfaction. Leaders who effectively communicate vision, empower employees, and encourage innovation create a supportive culture that fosters satisfaction (Silva, 2023; Freitas, 2024).

Organizational culture was found to have a positive but non-significant direct effect on jobsatisfaction; its impact primarily occurs through trust in leadership, suggesting that culture alone is insufficient to boost employee satisfaction in post- conflict public institutions. Trust in leadership significantly predicts both organizational culture and job satisfaction, partially mediating the effects of leadership style and culture on job satisfaction. This mediation highlights the crucial psychological and relational role trust plays, strengthening the indirect pathways from leadership and culture to job satisfaction in resource-limited, post-conflict settings (Soares, 2017; Ramos, 2023; UNDP, 2020).

L. Theoretical Implications

The study extends Transformational Leadership Theory by demonstrating the mediating role of trust in linking leadership style and organizational culture to job satisfaction in public-sector contexts (Akter et al., 2024; Salem, 2023). The non significant direct effect of organizational culture highlights that in post-conflict institutions, cultural mechanisms may primarily operate through trust-based processes rather than exerting direct influence on employee satisfaction (Jun, 2023; Asif, 2025). The findings provide empirical support for Social Exchange Theory in a post conflict developing country context, showing that employees' trust in leaders is a critical psychological resource that shapes organizational outcomes (Kwok, 2023; Ibrahim,2023).

M. Practical Implications

1. Leadership Development: SECOMS should implement training programs emphasizing transformational and participative leadership behaviors, focusing on vision communication, empowerment, ethical conduct, and transparency.

2. Trust-Building Initiatives: Leaders must consistently demonstrate competence, integrity, and benevolence to foster trust, which is essential for employee satisfaction and commitment.
3. Strengthening Organizational Culture: While culture alone may not directly increase satisfaction, combining cultural enhancement with trust-building can create a conducive environment for employee engagement and performance.
4. Human Resource Policies: Policies that support merit-based promotions, performance feedback, and participatory decision-making will reinforce trust and further enhance job satisfaction.

N. Policy Implications

1. National policies should integrate leadership and trust-building frameworks into civil service reforms to improve organizational effectiveness.
2. Leadership assessment and development programs should prioritize ethical, transparent, and participative leadership competencies.
3. Strengthening organizational culture through structured programs can support long-term civil service modernization, particularly in fragile post-conflict settings.

O. Limitations and Suggestions for Future Research

1. Single-Institution Focus: The study is limited to SECOMS; future research should include multiple public institutions for broader generalizability.
2. Cross-Sectional Design: Causal inferences are limited; longitudinal studies are recommended to examine changes over time.
3. Additional Variables: Future research may include employee engagement, organizational commitment, psychological safety, or leadership communication to enrich the predictive model.
4. Comparative Studies: Cross-cultural studies in other post-conflict or developing countries would provide deeper insights into contextual variations.

P. Recommendations

1. Strengthen Trust-Building Leadership Practices: Prioritize transparent communication, consistency, and integrity to enhance employee trust, which strongly influences job satisfaction.
2. Enhance Leadership Development Programs: Provide training focused on transformational and participative leadership styles to improve leader effectiveness and support positive organizational culture.
3. Improve Organizational Communication and Employee Recognition: Establish clear communication channels and implement fair, consistent recognition systems to make employees feel valued and supported.
4. Promote a Collaborative Organizational Culture: Encourage teamwork, openness, and employee involvement to reinforce trust and indirectly enhance job satisfaction.
5. Ensure Fair HR Policies and Continuous Climate Monitoring: Maintain transparent HR processes and regularly evaluate organizational climate to sustain trust and satisfaction over time.

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