

# The Effect of Leadership Style and Work Motivation on Employee Performance at PT. Jiwasyara Bandung

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## ABSTRACT

This study aims to determine the participatory leadership style, work motivation, and employee performance at PT. Jiwasyara Bandung, as well as to find out how the participatory leadership style, work motivation, either simultaneously or partially, affect the performance of employees at PT. Jiwasyara Bandung. The factors tested in this study are leadership style and work motivation as independent variables, and employee performance as the dependent variable. The research method used in this research is descriptive and verification methods. The population in this study were employees of PT. Jiwasyara Bandung with a total of 86 people. The sampling technique used was probability sampling by applying saturated sampling techniques, so that a sample of 86 people was obtained. The analytical method used is multiple linear regression analysis. The results showed that the participatory leadership style, motivation, and employee performance shown at PT. Jiwasyara Bandung categorized 'pretty good'. In addition, the results of research, partially and simultaneously, show that participatory leadership style and work motivation have an effect on employee performance. The magnitude of the influence of participatory leadership style and work motivation on business development is 63.3%.

## Keywords

Participatory leadership style, work motivation, and employee performance

## Introduction

The growing business world, especially in Indonesia, has made the level of competition more competitive. Therefore, it is important for companies to be able to improve company performance to be more effective and efficient. One important factor that needs to be considered is human resources. Human resources are an important asset that an organization must have in achieving organizational goals, therefore employees must be used as much as possible to achieve predetermined goals (Fathoni, 2015). Currently, many companies realize that human resources are the most important company problem, because it is through human resources that causes other resources in the company to function or run (Rivai & Sagala, 2015).

Human resources in this case, namely employees are one of the sources of company capital in achieving company goals. Therefore, it is important for companies to be able and improve employee performance in order to achieve company goals. Employee performance is the result produced by certain job functions or activities at certain jobs during a certain period of time, which is the quality and quantity of the work (Bernardin & Russel, 2015). But in fact, various cases regarding employee performance often do companies like one of them, namely PT. Jiwasyara Bandung. Below will be presented data regarding employee services at PT. Jiwasyara Bandung are as follows:

**Table 1.** Employee performance assessment of PT. Jiwasyara Bandung

Assessment Criteria	Weight (%)	Tahun									
		2015		2016		2017		2018		2019	
		Score	%	Score	%	Score	%	Score	%	Score	%
<b>A. Work Behavior</b>											
1. Responsible	10%	87	8,70	84	8,40	79	7,90	71	7,10	69	6,90
2. Cooperation	10%	79	7,90	80	8,00	83	8,30	78	7,80	75	7,50
3. Initiative	10%	77	7,70	71	7,10	67	6,70	69	6,90	71	7,10

**B. Work Result**

1. Work Quality	20%	81	16,20	79	15,80	77	15,40	75	15,00	71	14,20
2. On time	20%	80	16,00	78	15,60	80	16,00	81	16,20	77	15,40
3. Expertise	20%	83	16,60	80	16,00	79	15,80	75	15,00	75	15,00
Total	100%		73,10		70,90		70,10		68		66,10

Source: PT. Jiwasyara Bandung

Based on Table 1 regarding the performance of employees at PT. Jiwasyara Bandung shows that employee performance has continued to decline from 2015-2019. The low performance of employees at PT. Jiwasyara Bandung which is related to the lack of initiative in completing work with targets and those that have been set by the company to the high workload experienced by employees. Apart from that, the results of the pre-survey showed that the average value of employee performance at PT. Jiwasyara Bandung of 2.99 is categorized as quite good.

In an organization or company, leadership is an important factor. Leadership is a process of influencing and directing members in carrying out various activities in an organization (Yulianita, 2017). One form of leadership style is participatory leadership style. Participatory leadership style is that leaders provide opportunities for subordinates to participate in contributing suggestions, ideas and input in the framework of decision making (Hasibuan, 2016). Based on the results of the pre-survey which showed that the average score of the participatory leadership style was 3.09, which was categorized as quite good.

Leaders who apply a participatory leadership style make employees feel valued and able to play a role in decision making so that employees can be motivated to further improve their performance. Leadership is a variable that can affect employee performance which in turn can improve organizational performance. Participatory leadership style expects suggestions from subordinates in the decision-making process, so employees will feel appreciated by their superiors because they are considered capable of playing a role in decision making so that employees can further improve their performance (Ariefahnoor, 2017). Research conducted by Apriliani et al. (2018), Ariefahnoor (2017), Robiyansyah (2016),

Rana et al. (2019), Christin and Suprastha (2019). The results of his research indicate that participatory leadership style affects employee performance.

In addition to participatory leadership styles, work motivation can also be a factor that can affect employee performance. Motivation is a good encouragement or strength that arises from within a person or is given by a manager to an employee so that the employee can improve their performance in achieving company goals (Sutrisno, 2016). Based on the results of the pre-survey which shows that the average value of work motivation is 3.34, including the category is quite good. Giving motivation from superiors or leaders also greatly influences morale and encourages employees to carry out certain behaviors, with the hope that if the motivation of the employees is high, it can have the potential to achieve high performance. Conversely, if employees have low motivation, then performance is low. This can be done by fellow employees or superiors with their subordinates to communicate well, because the end result of motivation is the achievement of good performance (Herawati & Ernawati, 2020). Research conducted by Jiputra (2019), Ariefahnoor (2017), Christin and Suprastha (2019). The results of his research indicate that motivation affects employee performance.

**Literature Review**

**Participatory Leadership Style**

Participatory leadership style is that leaders provide opportunities for subordinates to participate in contributing suggestions, ideas and input in the framework of decision making (Hasibuan, 2016). According to Kartono (2016) states that the measurement of participatory leadership style is as follows:

1. Decision Making Ability
2. Ability to Motivate
3. Communication Skills
4. Ability to Control Subordinates
5. Responsibilities
6. Ability to Control Emotional

## Work Motivation

Motivation is a good encouragement or strength that arises from within a person or is given by a manager to an employee so that the employee can improve their performance in achieving company goals (Sutrisno, 2016). According to Sutrisno (2016), the indicators of work motivation include internal factors (desire to be able to live, to have, to gain appreciation, gain recognition, power) and external factors (working environment conditions, adequate compensation, good supervision, job security, status and responsibilities, flexible regulations).

## Employee Performance

Employee performance is the result produced by certain job functions or activities at certain jobs during a certain period of time, which shows the quality and quantity of the work (Bernardin & Russel, 2015). According to Bernardin and Russel (2015), the employee performance indicators are as follows:

1. Quality of work
2. Work Quantity
3. Timeliness
4. Cost Effectiveness
5. Need for Supervision
6. Interpersonal Impact

## Framework

### The Influence of Participatory Leadership Style on Employee Performance

The right leadership style will motivate someone to achieve. The success or failure of employees in work performance can be influenced by the leadership style of their superiors. Participatory leadership style in this case involves subordinates in making decisions, this is done because creative thinking from subordinates is needed in solving complex problems or when making decisions that

have an impact on performance (Christin & Suprastham, 2019). Leaders who successfully influence organizational results are leaders who successfully anticipate change, exploit opportunities out of the ordinary, motivating their followers to higher levels of productivity, improving poor performance and directing the organization to its goals (Robbins & Judge, 2015).

Leaders who apply a participatory leadership style make employees feel valued and able to play a role in decision making so that employees can be motivated to further improve their performance. Leadership is a variable that can affect employee performance which in turn can improve organizational performance. Participatory leadership style expects suggestions from subordinates in the decision-making process, so employees will feel appreciated by their superiors because they are considered capable of playing a role in decision making so that employees can further improve their performance (Ariefahnoor, 2017).

### The Influence of Work Motivation on Employee Performance

Motivation is a process that determines the intensity, direction and persistence of an individual in achieving goals. Motivation is a process that stems from strength in physiological and psychological terms or needs that result in behavior or impulses aimed at a goal or incentive. Motivation is an important variable, in which motivation also needs to get great attention for the organization in improving the performance of its employees. Work motivation is the spirit that arises in a person to work, because of stimulation from the leadership and the work environment, there is a basis for feeling satisfied with meeting needs, as well as a form of responsibility for the tasks given by the organization (Noer, 2020).

Giving motivation from superiors or leaders also greatly influences morale and encourages employees to carry out certain behaviors, with the hope that if the motivation of the employees is high, it can have the potential to achieve high performance. Conversely, if employees have low motivation, then performance is low. This can be done by fellow employees or superiors with their

subordinates to communicate well, because the end result of motivation is the achievement of good performance (Herawati & Ernawati, 2020).

Below will be described a frame of mind as a form of researcher's thought flow, which is as follows:

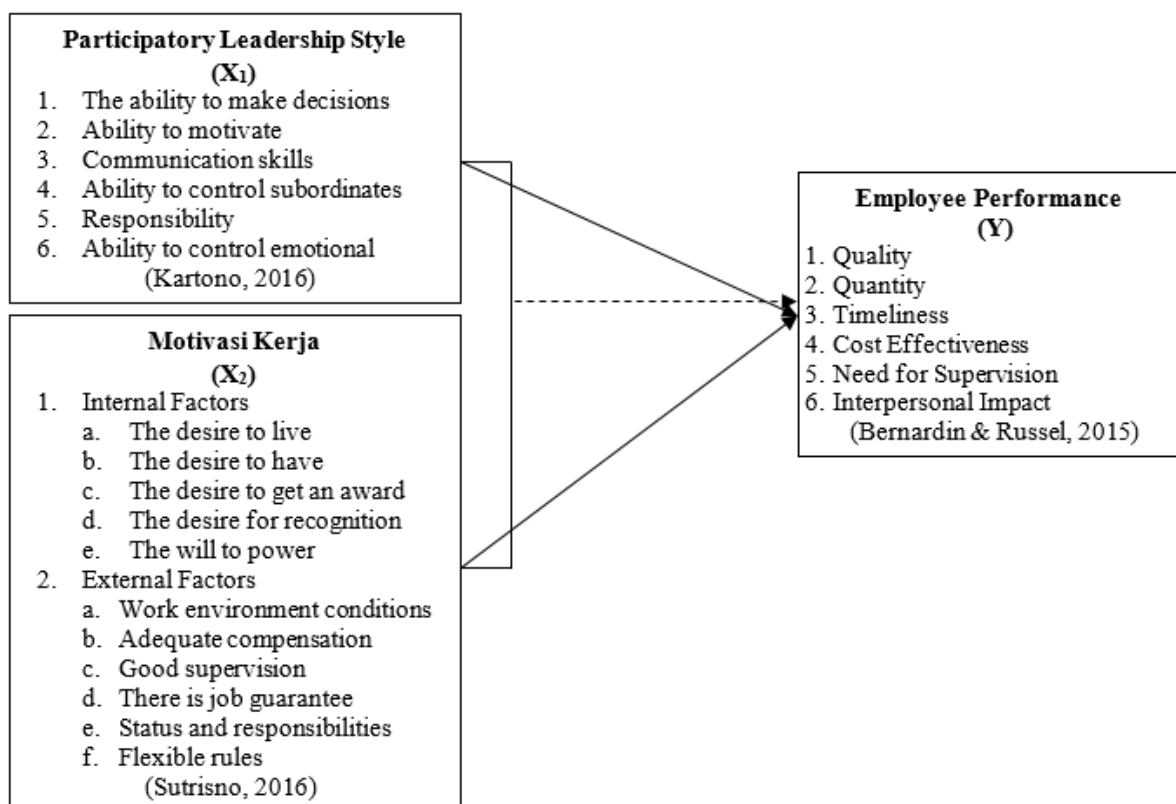


Figure 1. Framework

H<sub>1</sub>: Participatory leadership style affect employee performance.

H<sub>2</sub>: Work motivation affect employee performance.

H<sub>3</sub>: Participatory leadership style and work motivation affect employee performance.

## Methodology

This research is included in quantitative research. The research method used is descriptive and verification. The population in this study were employees of PT. Jiwasraya Bandung totaling 86 people. The sampling technique used in this study was probability sampling with saturated sample techniques, so that the sample amounted to 86 people. Types and sources of data are primary data. The technique of collecting data using a questionnaire (questionnaire). The independent variable is participatory leadership style and work motivation, while the dependent variable is

employee performance. The data analysis used is multiple linear regression analysis.

## Results and Analysis

### Results

Table 2. Multiple linear regression

Model	Coefficient
(Constant)	0,400
Participatory Leadership Style	0,487
Work Motivation	0,398

Source: SPSS Output Results

$$Y = 0,400 + 0,487 X_1 + 0,398 X_2 + e$$

Based on Table 2, the regression equation above shows that participatory leadership style and work motivation have a positive influence on employee performance. This means that the higher the participatory leadership style and work motivation, the higher the employee's performance, and vice versa.

**Table 3.** Partial hypothesis testing

Model	T Value	Prob Value	Result
Participatory Leadership Style	5,004 > 1,989	0,000 < 0,05	H <sub>1</sub> Accepted
Work Motivation	3,863 > 1,989	0,000 < 0,05	H <sub>2</sub> Accepted

Source: SPSS Output Results

Based on Table 3, the results of partial hypothesis testing show that participatory leadership style

and work motivation have an effect on employee performance.

**Table 4.** Simultaneous hypothesis testing

Model	F Value	Prob Value	Result
Participatory Leadership Style and Work Motivation	74,681 > 3,11	0,000 < 0,05	H <sub>3</sub> Accepted

Source: SPSS Output Results

Based on Table 4, the simultaneous hypothesis testing results show that the participatory leadership style and work motivation have an effect on employee performance.

percentage value of 67.27%, and a mean score of 3.36 which was categorized as quite good. This shows that the participatory leadership style shown by the leadership at PT. Jiwasraya is in the quite good category.

**Table 5.** Simultaneous determination coefficient testing

Information	Value	Percentage
R-squared	0,643	64,3%

Source: SPSS Output Results

Based on Table 5 shows that the influence of participatory leadership style and work motivation on employee performance is 64.3%.

### Work Motivation Participative Leadership at PT. Jiwasraya Bandung

The results showed that the Motivation variable obtained an actual total score of 3211, an ideal total score of 4730, a percentage value of 67.89%, and a mean score of 3.39 included in the good category. This shows that the motivation shown by employees at PT. Jiwasraya Bandung is in the quite good category.

**Table 6.** Partial hypothesis testing

Information	Value	Percentage
Participatory Leadership Style	0,369	36,9%
Work Motivation	0,273	27,3%

Source: SPSS Output Results

Based on Table 6, it shows that the magnitude of the influence of participatory leadership style on employee performance is 36.9%, while the influence of work motivation on employee performance is 27.3%.

### Employee Performance at PT. Jiwasraya Bandung

The results showed that the employee performance variable obtained an actual total score of 3375, an ideal total score of 5160, a percentage value of 65.41%, and a mean score of 3.27 included in the good enough category. This shows that the performance shown by employees at PT. Jiwasraya Bandung is in the quite good category.

## Discussion

### Participatory Leadership Style at PT. Jiwasraya Bandung

The results showed that the participatory leadership style variable obtained an actual total score of 3471, an ideal total score of 5160, a

### The Influence of Participatory Leadership Style on Employee Performance at PT. Jiwasraya Bandung

The results showed that the participatory leadership style had an effect on employee performance. The magnitude of the influence of

participatory leadership style on employee performance is 36.9%. The results of this study are supported by the theoretical basis of the previous discussion which states that the right leadership style will motivate a person to achieve. The success or failure of employees in work performance can be influenced by the leadership style of their superiors. Participatory leadership style in this case involves subordinates in making decisions, this is done because creative thinking from subordinates is very necessary in solving complex problems or when making decisions that have an impact on performance (Christin & Suprastham, 2019).

Leaders who are successful in influencing organizational results are leaders who have successfully anticipated change, exploited extraordinary opportunities, motivated their followers to higher levels of productivity, improved poor performance and directed the organization to its goals (Robbins & Judge, 2015). Leaders who apply a participatory leadership style make employees feel valued and able to play a role in decision making so that employees can be motivated to further improve their performance. Leadership is a variable that can affect employee performance which in turn can improve organizational performance. Participatory leadership style expects suggestions from subordinates in the decision-making process, so employees will feel appreciated by their superiors because they are considered capable of playing a role in decision making so that employees can further improve their performance (Ariefahnoor, 2017).

The results of this study are in line with the results of previous studies conducted by Apriliani et al. (2018), Ariefahnoor (2017), Robiyansyah (2016), Rana et al. (2019), Christin and Suprastha (2019). The results of his research indicate that participatory leadership style affects employee performance. While the results of this study are not in line with the results of previous research conducted by Jiputra (2019). The results of his research indicate that participatory leadership style has no effect on employee performance.

## **The Influence of Work Motivation on Employee Performance at PT. Jiwasurya Bandung**

The results showed that motivation has an effect on employee performance. The amount of influence of motivation on employee performance is 27.3%. The results of this study are supported by the theoretical basis of the previous discussion which states that motivation is a process that determines the intensity, direction, and persistence of individuals in achieving goals. Motivation is a process that starts from strength in physiological and psychological terms or needs that result in behavior or encouragement aimed at a goal or incentive. Motivation is an important variable, in which motivation also needs to get great attention for the organization in improving the performance of its employees. Work motivation is the spirit that arises in a person to work, because of stimulation from the leadership and the work environment, there is a basis for satisfaction with meeting needs, and as a form of responsibility for the tasks given by the organization (Noer, 2020).

Giving motivation from superiors or leaders also greatly influences morale and encourages employees to carry out certain behaviors, with the hope that if the motivation of the employees is high, it can have the potential to achieve high performance. Conversely, if employees have low motivation, then performance is low. This can be done by fellow employees or superiors with their subordinates to communicate well, because the end result of motivation is the achievement of good performance (Herawati & Ernawati, 2020). The results of this study are in line with the results of previous studies conducted by Jiputra (2019), Ariefahnoor (2017), Christin and Suprastha (2019). The results of his research indicate that motivation affects employee performance.

## **Conclusion**

### **Conclusion**

1. The results showed that the participatory leadership style, work motivation, and employee performance shown at PT. Jiwasurya Bandung shows a pretty good category.

2. The results showed that the participatory leadership style had an effect on employee performance. So the higher the participatory leadership style, the higher the employee's performance.
3. The results showed that work motivation has an effect on employee performance. So the higher the work motivation, the higher the employee's performance.
4. The results showed that participatory leadership style and work motivation have an effect on employee performance. So the higher the participatory leadership style and work motivation, the higher the employee's performance.
4. It is hoped that future researchers will not only focus on the factors in this study but can add to other factors such as work environment, work stress, work discipline, competence, compensation, training, and other factors. In order for the results of this study to be widely used, it is hoped that future researchers will not only focus on PT. Jiwasraya Bandung, but can use other research subjects.

### References

### Suggestions

1. Increase participatory leadership style by involving employees and asking for their suggestions in making decisions. Provide ongoing support and motivation to employees so that employee morale can increase. Leaders are expected to always be open in communicating with employees and establish good relationships with employees. Controlling emotions when dealing with mistakes made by employees, as well as being corrective and educative in dealing with problems.
  2. Increase employee motivation by providing rewards or bonuses to employees who excel at work or achieve targets. Give awards either verbally or in writing, and do not differentiate between employees and other employees. Provide adequate compensation to employees. Providing career path opportunities to employees.
  3. Increase employee performance by conducting training activities for employees who are deemed less knowledgeable about their work. Provide a reasonable amount of work in accordance with the ability of employees. Manage work time efficiently so that work can be completed quickly. Manage and utilize the resources provided by the company properly. As well as building closeness with other coworkers and leaders by traveling together in order to build more harmonious relationships.
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