

# The Influence of Participative Leadership Style, Motivation, and Work Discipline on Employee Performance (Case Study at CV. Waja Motor Sukawati)

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**Abstract.** The purpose of this study was to determine the effect of participatory leadership style, motivation and work discipline on employee performance. This research was conducted at CV. Waja Motor, Sukawati, Gianyar, Bali, Indonesia. Primary data in this study through questionnaires and direct interviews with employees. The sampling technique chosen in this study is to use the survey method. The number of respondents taken in this study were 35 respondents. Data were analyzed using analysis techniques of validity and reliability tests, inferential analysis, and multiple linear regression analysis. The results of testing the hypothesis show that the variables: 1) The results showed that the participatory leadership style partially had a positive and significant effect on employee performance. This means that if the leadership style is getting better, the employee's performance will also be better. 2) motivation partially has a positive and significant effect on employee performance. This means that the stronger the employee's work motivation, the higher the employee's performance. 3) And work discipline partially has a positive and significant effect on employee performance. This means that high employee work discipline will result in high performance. To improve employee performance, leaders in a company must make every effort to optimize the leadership style. Because the more effective the leadership style will improve the performance of a company, the leader must also improve communication with employees in order to establish good relationships. Employees also need to increase motivation by maintaining a conducive working condition where co-workers in the company support each other in order to have high work morale. Management should conduct an evaluation of discipline, to carry out strict supervision of employees, so that they are more disciplined in complying with existing regulations in CV. Waja Motor, Sukawati Branch.

## 1 Introduction

The performance of a company is determined by the conditions and behavior of its employees. One way for a company to be able to compete and maintain its company is to

use resources effectively and efficiently. According to Prasetyo (2014), employee performance is something that needs to be taken seriously by the company because employee performance with various aspects contained therein will have a direct impact on the company's overall performance.

According to Arimbawa (2013), leaders who can apply a good leadership style can improve employee performance. The role of a leader is important to achieve the desired organizational goals, especially with regard to decision making. The phenomenon that occurs in CV. Waja Motor Sukawati Branch is the absence of a harmonious balance of relationships between leaders and subordinates. Supervision of the attitudes, behavior, actions or activities of subordinates has not been carried out as expected, there is still a lack of attention from subordinates to instructions given by the leadership in terms of understanding tasks. Lack of leadership knowledge of its functions so that it is difficult to solve problems that arise.

Apart from the leadership style factor, another factor is the motivation given to employees. Mangkunegara (2011) states that motivation is an encouragement in a person to do or work on an activity or task as well as possible in order to achieve achievement. Motivational problems that occur in CV. Waja Motor, Sukawati branch, there is no health insurance and insurance for their old age when they are no longer working. In addition, the results of motivation are still felt to be less than optimal, this is based on the ineffectiveness of the compensation system that is not good enough.

In addition to the factors of leadership style and work motivation, work discipline is also a factor that needs to be considered to improve employee performance. Educating employees to fulfill and enjoy regulations, as well as policies in a company is very useful because the better the employee's work discipline, the higher the work performance that can be achieved and vice versa without good employee work discipline, it will be difficult for the institution to achieve a better target. optimal (Yusuf, 2017).

In accordance with the problems and empirical studies stated, the purpose of this study is to determine the effect of leadership style, motivation and work discipline on employee performance.

## **2 Literature Review**

The Resource Based View (RBV) theory was first pioneered by Wermnerfelt (1984). Resource-Based View (RBV) theory is recognized as a theory that looks at the ability of a company's internal resources to exploit internal resources to differentiate competitive advantage (Murdapa & Paulus, 2016). RBV theory views that the company's resources and capabilities are important to the company, because they are the main or basis of the company's competitiveness and performance.

### **2.1 The Effect of Participatory Leadership Style on Employee Performance**

The influence of participatory leadership style according to Talalu (2016), states that participatory leadership style has a positive and significant effect on performance. This leadership style will position subordinates as partners in solving problems, this opportunity to contribute suggestions to superiors will create vertical deliberations with the leadership. According to the results of research conducted by Pratiwi (2018), Participatory leadership style has a positive and significant effect on employee performance. This research is supported by the results of previous research conducted by Nurman et al. (2018) Applying the right leadership style, subordinates will respect work and are willing to make the best contribution. Participatory leadership is

communicating with subordinates and taking into account employee opinions and suggestions.

H1: There is a positive and significant influence between participatory leadership styles on employee performance.

## **2.2 The Influence of Motivation on Employee Performance**

According to previous research conducted by Putra, et al. (2019) stated that motivation has a positive and significant effect on employee performance. Motivation is the result of a number of processes that are internal or external to an individual which causes enthusiasm in carrying out an activity. Likewise with the results of research conducted by Parashakti (2019), which states that there is a significant influence between motivation on employee performance. Changes in energy in a person's self or personality that can be marked by the appearance of felling and preceded by a response to a goal. The results of this study are supported by the results of research conducted by Jiputra (2019) that motivation has a significant positive effect on performance.

H2: There is a positive and significant influence between motivation on employee performance

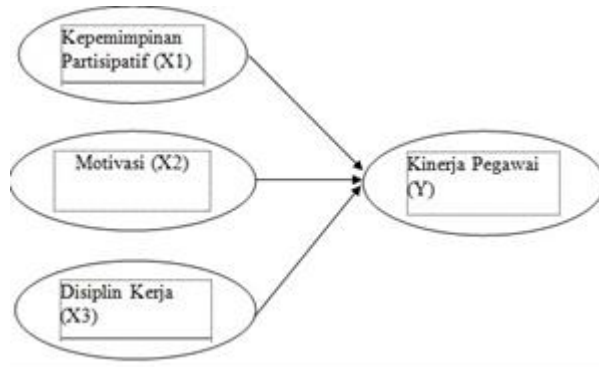
## **2.3 The Effect of Work Discipline on Employee Performance**

According to previous research conducted by Gregorius (2019), it was explained that the work discipline of each employee has a direct and significant effect on employee performance. Likewise with research results from Putra, et al. (2019) which states that work discipline has a positive and significant effect on performance. The results of this study are supported by the results of research conducted by Yusuf, (2017) which reveals that work discipline is an awareness and willingness of a person to obey all applicable organizational regulations and social norms.

H3: There is a positive and significant influence between work discipline on employee performance.

## **2 Method**

This research was conducted at CV. Waja Motor, Sukawati Branch, which is located at Jl. Raya Sukawati No.88x, Sukawati, Sukawati District, Gianyar Regency, Bali. The object of this research is the influence of participatory leadership style, motivation and work discipline on employee performance. Primary data in this study is through questionnaires, the results of direct interviews with employees. The population in this study were all employees who worked in CV. Waja Motor, which numbered 35 people. The sampling technique chosen in this study was to use the survey method. The number of respondents taken in this study were 35 respondents. The research data was collected with an instrument in the form of a questionnaire that was distributed directly to respondents. The scale used in this study is a 5-point Likert scale that is distributed directly to respondents. Validity and reliability tests are used to examine whether the questionnaire that has been distributed is accurate and worthy of further research and use. The research data was collected with an instrument in the form of a questionnaire that was distributed directly to respondents. The scale used in this study is a 5-point Likert scale that is distributed directly to respondents. Validity and reliability tests are used to examine whether the questionnaire that has been distributed is accurate and worthy of further research and use.



**Fig 1.** Conceptual Framework

### 3 Results and Discussion

Before analyzing the relationship between variables and testing hypotheses, first test the validity and reliability.

**Table 1.** Validity Test and Reliability Test

Variable	correlation	Variable	Cronbach's Alpha
X1.	0,851	X1	0,919
X1.	0,765	X2	0,948
X1.	0,620	X3	0,904
X1.	0,835	Y	0,934
X2.	0,725		
X2.	0,764		
X2.	0,652		
X2.	0,713		
X2.	0,691		
X3.	0,911		
X3.	0,885		
X3.	0,841		
X3.	0,891		
Y1.	0,646		
Y1.	0,725		
Y1.	0,750		
Y1.	0,741		
Y1.	0,742		

To find out how diversity can be explained by the model used by observing R Square

**Table 2. Regresion Structur 1**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R	Std. Error of the
1	.844	.712	.685	.35287
a. Predictors: (Constant), work discipline, participative leadership style, motivation				
b. Dependent Variable: employee performance				

The result of multiple correlation analysis shows that the R value is 0.844 which is in the category 0.800 to 1000. This means that the three independent variables used in the study have a very strong correlation with the dependent variable.

**Table 2. Regresion Structur 2**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R	Std. Error of the
1	.844	.712	.685	.3528
a. Predictors: (Constant), work discipline, participative leadership style, motivation				
b. Dependent Variable: employee performance				

Based on the table above, it is known that the R Square value is 0.712 or 71.2 percent, which means that the variation of 71.2 percent of employee performance variables can be explained by Participatory Leadership Style, Motivation, and Work Discipline. While the remaining 28.8 percent is explained by other factors that are not included in the model.

### 3.1 F-test

**Table 3. Results of F-test**

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	Df	Mean	F	Sig.
1	Regression	9.564	3	3.188	25.602	.000 <sup>b</sup>
	Residual	3.860	31	.125		
	Total	13.424	34			
a. Dependent Variable: employee performance						
b. Predictors: (Constant), work discipline, participative leadership style, motivation						

Based on the simultaneous test results, it can be seen that the F-count value is 25.602 with Sig. equal to 0.000  $<(\alpha) = 0.05$ . This shows that participatory leadership style, motivation and work discipline have a significant effect simultaneously (together) on employee performance. These results also indicate that there is at least one of the three independent variables in the study that has an effect on employee performance, so the research is feasible to proceed to a partial test (t-test).

### 3.2 t-test

**Table 4.** Results of t-test

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.224	.377		.595	.556
	G.K Partisipatif	.407	.121	.431	3.375	.002
	Motivasi	.229	.110	.271	2.091	.045
	Disiplin	.311	.119	.305	2.624	.013

a. Dependent Variable: employee performance

The table above shows the sig. Count value of each independent variable on employee performance as well as answering the hypothesis proposed in the study, and can be explained as follows.

- a. Hypothesis Test of the Influence of Participatory Leadership Style Variables on Employee Performance. The participatory leadership style variable has a positive regression coefficient value of 0.407 with a Sig. equal to 0.002  $<0.05$ . This means that the participatory leadership style variable has a positive and significant effect on the employee performance variable so that H1 is accepted.
- b. Hypothesis Test of the Effect of Motivation Variables on Employee Performance. The motivation variable has a positive regression coefficient value of 0.229 with Sig. of 0.045  $<0.05$ . This means that the motivation variable has a positive and significant effect on the employee performance variable so that H2 is accepted.
- c. Hypothesis Test of the Effect of Work Discipline on Employee Performance. The work discipline variable has a positive regression coefficient of 0.311 with Sig. of 0.013  $<0.05$ . This means that the work discipline variable has a positive and significant effect on employee performance variables so that H3 is accepted.

#### 1. The Effect of Participatory Leadership Style on Employee Performance

The results of the analysis of this study indicate that the variable participatory leadership style has a positive regression coefficient of 0.407 with a Sig. equal to 0.002  $<0.05$ . These results indicate that the participatory leadership style (X1) partially has a positive and significant effect on employee performance at (Y) so that H1 is accepted. This means that if the leadership style is getting better, the employee's performance will also be better

## 2. The Influence of Motivation on Employee Performance

The results of the analysis of this study indicate that the motivation variable has a positive regression coefficient of 0.229 with a Sig. of 0.045 <0.05. These results indicate that motivation (X2) partially has a positive and significant effect on employee performance at (Y) so that H2 is accepted. This means that the employee's work motivation is getting stronger, the employee's performance will be higher

## 3. The Effect of Work Discipline on Employee Performance

The results of the analysis of this study indicate that the work discipline variable has a positive regression coefficient of 0.311 with a Sig. of 0.013 <0.05. These results indicate that work discipline (X3) partially has a positive and significant effect on employee performance at (Y) so that H3 is accepted. This means that high employee work discipline, will lead to high performance

## 4 Conclusion

The results showed that the participatory leadership style partially had a positive and significant effect on employee performance . This means that if the leadership style is getting better, the employee's performance will also be better. motivation partially has a positive and significant effect on employee performance. This means that the stronger the employee's work motivation, the higher the employee's performance. And work discipline partially has a positive and significant effect on employee performance. This means that high employee work discipline will result in high performance.

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