



## CONTRIBUTION OF PARTICIPATORY LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN GORONTALO PROVINCE

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<p><b>Received:</b> 7<sup>th</sup> October 2021 <b>Accepted:</b> 10<sup>th</sup> November 2021 <b>Published:</b> 18<sup>th</sup> December 2021</p>	<p>Employee performance is an important point in the progress of an agency, the more employee performance increases, the faster the achievement of agency goals will be. Employee performance has several factors that influence it, one of which is leadership style. The right leadership style will cause a person's motivation to work, as well as the work environment, the work environment is a place where someone does his work, so that employees feel comfortable at work, the work environment should not be ruled out. This study aims to determine the effect of participatory leadership style and work environment on employee performance at the Department of Cooperatives, SMEs, Industry and Trade, Gorontalo Province. The method used in this study is a quantitative research method. The instrument in this study used a questionnaire and the data analysis technique used was multiple linear regression analysis technique.</p>

**Keywords:** Leadership, Work Environment, and Performance

### INTRODUCTION

Human Resources are one of the resources that are able to direct the organization and maintain and develop the organization in the various demands of society and the demands of the times. Therefore, human resources must always be considered, maintained and developed. As stated by Noe (in kasmir, 2016:6) that human resources are people who have behavior in the form of attitudes, performance that depend on the policies and systems owned by the company. Managing Human Resources should be carried out in accordance with the principles of humanity, considering that humans have feelings and are valuable assets in an organization. Humane treatment has a positive impact on organizational activities. Not only will profits increase, but the image of the organization and welfare will also increase due to the better performance of its employees.

Performance is an important point in the progress of the agency, where the increasing performance of employees will contribute to the progress of the organization and the achievement of organizational goals. Therefore, every organization needs to continue to maintain that employee performance can improve from time to time. In an agency, employees who have good performance are needed for the progress of the institution. The higher the performance of employees, the faster the achievement of agency goals will be. If in an agency there are employees who have poor performance and are not responsible for carrying out the tasks assigned to them, it will be detrimental to the agency. Therefore, organizations need to continue to maintain that employee performance can improve from time to time. The focus of the research carried out is on the performance of employees in Gorontalo Province, especially at the Cooperatives, SMEs, Industry and Trade Offices. Since its establishment, this service has conducted employee performance appraisals which can be seen in employee performance achievements (SKP). Preliminary data obtained from the research location shows that at the Department of Cooperatives, SMEs, Industry and Trade of the Gorontalo Province, the performance of employees still does not reach the target and cannot even maintain performance or experience a decline in performance, this can be seen from the data on the realization of the achievement of employee performance targets ( SKP) for 2019-2020.

Employee performance has several factors that influence it, one of which affects employee performance is leadership style. The right leadership style will lead to a person's motivation to excel. The success or failure of employees in work performance can be influenced by the leadership style of their superior, Regina (in Christin, 2019: 760). With the decline in employee performance in 2020, it indicates that the role of the head of service as a leader

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is needed. It is meant for pay attention to their subordinates, so that they feel valued at work, so that they are motivated and enthusiastic to carry out their duties and responsibilities. A leader not only assigns tasks to his subordinates but also needs to pay attention to relationships and support and motivation to his subordinates. One leadership style that is considered effective in improving employee performance is a participatory leadership style.

In addition to the role of a leader, the work environment also needs to be considered and should not be ruled out. This will have an impact on employee performance as in Putra's opinion (in Heryanti, 2021:920) which explains that the work environment has a major impact on employee performance. Attention to the work environment of a company is very important because it is useful for helping the smooth running of a company. As revealed by (Rasyid, 2020: 64), the work environment can affect employees' emotions, if the employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that work time is used effectively.

**RESEARCH METHODS**

The research was conducted using a quantitative approach, with the aim that researchers can explain the relationship between variables, test theories and generalize the social phenomena studied. This type of quantitative research is also often referred to as experimental research. The population is all employees in the environment. The population in this study were 119 employees who were civil servants on average. For the sample, the technique used is purposive sampling technique. According to Sugiyono (2016: 67) purposive sampling is a sampling technique with certain considerations. The sample in this study were employees at the Department of Cooperatives, SMEs, Industry and Trade, Gorontalo Province. totaling 54 employees from the results of using the slovin formula. Furthermore, to produce accurate data, the instrument used is a questionnaire and the results are then processed using SPSS 16.0. The resulting data were analyzed by multiple linear regression analysis.

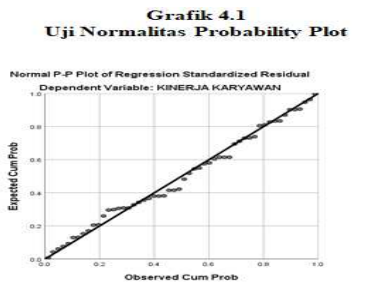
**RESULTS AND DISCUSSION**

The results of this study were obtained from the distribution of questionnaires to employees of the cooperative, SME, industry and trade department of Gorontalo province in the field of cooperatives, industry, and trade who were civil servants (PNS) who were the samples in this study.

**1. Classical Assumption Test Results**

**a. Normality test**

Normality test was conducted to test whether in the regression model, the dependent variable and the independent variable were normally distributed. The following are the results of the normality test using the P-P Plot test tool as follows:



Based on the picture above, it can be seen that the normal probability plot graph shows a normal graph pattern. This can be seen from the points that spread around the diagonal line and the spread follows the diagonal line. Therefore, it can be concluded that the regression model meets the assumption of normality.

**b. Multicollinearity Test**

Multicollinearity test is used to determine whether the independent variables do not have multicollinearity or do not have a correlation relationship. A good regression model should not have a correlation between the independent variables. The multicollinearity test was carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF).

Based on the table of multicollinearity test results, it can be seen that the tolerance value of each independent variable is  $0.769 > 0.1$  and the Variance Inflation Factor (VIF) value is  $1.300 < 10$ , thus this regression model does not have multicollinearity.

Tabel 4.5 Uji Multikolinieritas Tolerance dan VIF

Model	Coefficients <sup>a</sup>						Collinearity Statistics	
	Unstandardized Coefficients	Std. Error	Beta	t	Sig.	Tolerance	VIF	
								B
1 (Constant)	15.790	9.190		1.718	.092			
Gaya Kepemimpinan Partisipatif	.859	.276	.375	3.117	.003	.769	1.300	
Lingkungan Kerja	.747	.231	.390	3.241	.002	.769	1.300	

a. Dependent Variable: Kinerja Pegawai  
Sumber : Hasil Olah Data SPSS 16, 2021

**c. Heteroscedasticity Test**

A good regression model is one that does not occur heteroscedasticity. To see the presence of heteroscedasticity, it is done using the Glejser test with the decision that if the significant value is less than an alpha value of 0.05, then there are no symptoms of heteroscedasticity. The following table gejser test results:

Tabel 4.6  
Uji Glejser

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.115	5.388		1.135	.262
	Gaya Kepemimpinan Partisipatif	-.309	.162	-.292	-1.912	.062
	Lingkungan Kerja	.249	.135	.281	1.839	.072

a. Dependent Variable: Abs\_Res  
Sumber : Hasil Olah Data SPSS 16, 2021

Based on the results of data processing above, it can be seen that all variables have a significant test value that is greater than the alpha value of 0.05. So it can be concluded that the regression model does not have a heteroscedasticity problem.

**2. Hypothesis Test**

**a. Multiple Linear Regression Test Results**

Multiple regression analysis is intended to determine how much influence the variables of participatory leadership style (X1) and work environment (X2) have on employee performance (Y). Based on the calculation of multiple linear regression obtained the following results:

Tabel 4.7  
Hasil Uji Analisis Regresi

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	15.790	9.190		1.718	.092
	Gaya Kepemimpinan Partisipatif	.859	.276	.375	3.117	.003
	Lingkungan Kerja	.747	.231	.390	3.241	.002

a. Dependent Variable: Kinerja Pegawai  
Sumber : Hasil Olah Data SPSS 16, 2021

Based on the results of the statistical calculations above, the multiple linear regression model is:

$$Y = 15,790 + 0.859X1 + 0.747X2$$

Based on the regression equation model, it can be interpreted as follows:

The constant value (a) is 15,790. means that if the Participatory Leadership Style (X1) and Work Environment (X2) variables do not exist, then there has been an Employee Performance (Y) value of 15,790 points.

The regression coefficient value of the Participatory Leadership Style variable is 0.859. This means that each increase in the influence of the Participatory Leadership Style variable by 1 unit will increase the Performance of Employees at the Cooperative, SME, Industry and Trade Office of Gorontalo Province by 0.859.

The regression coefficient value of the Work Environment variable is 0.747. This means that each increase in the influence of the Work Environment variable by 1 unit will increase the Performance of Employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province by 0.747.

**b. Coefficient of Determination Test Results R2**

The value of the coefficient of determination is a value that ranges from 0%-100%. To find out the magnitude of the coefficient of determination (R2) can be seen in the following table:

**1. Test the Coefficient of Determination R2 Participative leadership style on employee performance**

Tabel 4.8  
Uji Koefisien Determinasi R<sup>2</sup> Secara Parsial (X1)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 <sup>a</sup>	.231	.216	2.96207

a. Predictors: (Constant), Gaya Kepemimpinan Partisipatif

Based on the results of the analysis of the coefficient of determination in the table above, it shows the value of the coefficient of determination or the value of R Squer is 0.231 or 23.1%. This value indicates that the variable of employee performance can be influenced by the participatory leadership style variable by 23.1% and the remaining 76.9% is influenced by other variables not examined such as salary, work environment, work discipline, organizational culture, motivation, and job satisfaction.

2. Test the Coefficient of Determination of R2 Work Environment on Employee Performance

Tabel 4.9  
Uji Koefisien Determinasi R<sup>2</sup> Secara Parsial (X2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570 <sup>a</sup>	.325	.312	5.32099

a. Predictors: (Constant), Lingkungan Kerja

Based on the results of the analysis of the coefficient of determination in the table above, it shows the value of the coefficient of determination or the value of R Squer is 0.325 or 32.5%. This value indicates that the employee performance variable can be influenced by 32.5% work environment variables and the remaining 67.5% is influenced by other variables not examined such as salary, leadership, work discipline, organizational culture, motivation, and job satisfaction.

3. Test the Coefficient of Determination of R2 Participative Leadership Style and Work Environment on Employee Performance

Tabel 4.10  
Uji Koefisien Determinasi R<sup>2</sup> Secara Simultan

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 <sup>a</sup>	.433	.410	4.924

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan Partisipatif

Sumber : Hasil Olah Data SPSS 16, 2021

Based on the results of the analysis of the coefficient of determination in the table above, it shows the value of the coefficient of determination or the value of R Squer is 0.433 or 43.3%. This value indicates that employee performance variables can be influenced by variables of participatory leadership style and work environment 43.3% and the remaining 56.7% is influenced by other variables not examined such as salary, work discipline, organizational culture, motivation, and job satisfaction.

c. t Significant Test (Partial)

The t-test was used to see the effect of participatory leadership style and work environment on individual employee performance at the Cooperative, SME, Industry and Trade Office of Gorontalo Province. The test results using SPSS 16 are as follows:

Tabel 4.11  
Hasil Uji Parsial (Uji t)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	15.790	9.190		1.718	.092
	Gaya Kepemimpinan Partisipatif	.859	.276	.375	3.117	.003
	Lingkungan Kerja	.747	.231	.390	3.241	.002

a. Dependent Variable: Kinerja Pegawai

Sumber : Hasil Olah Data SPSS 16, 2021

Based on the table of t-test results above, it can be seen that each of the t-count values and the significance of the independent variables. It is known that the t table value is at 5% significance with the equation  $t_{table} = t_{(a/2 ; n-k-1)} = t_{(0.05/2 ; 54-2-1)} = t_{(0.025 ; 51)} = 2.007$ . thus obtained the following results:

a. It is known that the t count of the Participative Leadership Style variable is (3.117) > t table of (2.007) and the value of Sig (0.003) < (0.05). Thus H0 is rejected and Ha is accepted. This means that the Participatory Leadership Style variable has a significant effect on employee performance at the Department of Cooperatives, SMEs, Industry and Trade, Gorontalo Province.

b. It is known that the t count of the Work Environment variable is (3.241) > t table of (2.007) and the value of Sig (0.002) < (0.05). Thus H0 is rejected and Ha is accepted. This means that the work environment variable has a significant effect on employee performance at the Department of Cooperatives, SMEs, Industry and Trade, Gorontalo Province.

d. F Significant Test (Simultaneous)

The F test is used to determine whether the independent variables (Participatory Leadership Style and Work Environment) have the same effect on the dependent variable (Employee Performance). Simultaneous test results (Test

F) test results using SPSS 16, are as follows:

Tabel 4.12  
Hasil Uji F (simultan)

Anova <sup>a</sup>						
Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	943.226	2	471.613	19.449	.000 <sup>b</sup>
	Residual	1236.700	51	24.249		
	Total	2179.926	53			
A. Dependent Variable: Kinerja Pegawai						
B. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan Partisipatif						

Sumber : Hasil Olah Data SPSS 16, 2021

Based on the table of f test results above, it shows that the fcount value is (19.449) > Ftable is (3.17) with (0.000) < (0.05). Thus, H0 is rejected and Ha is accepted. This means that the variables of Participatory leadership style and work environment together have a significant effect on employee performance at the SME Cooperative, Industry and Trade Office of Gorontalo Province.

Based on the results of filling out a questionnaire about participatory leadership style by 54 respondents from 8 statements that the highest answer value is statement point 5 where the leader involves employees to participate in the management of the organization. Then the lowest point is statement number 3 where the statement is that the leader is always together with employees in making decisions. From these results, we can see that leaders in decision making have not fully involved employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province. Decision making is very important for every individual and organization, employee involvement in decision making in the organization/company will really help leaders to sort and consider a decision. Even though in the end the leader decides a decision, subordinates can formulate ideas to help achieve organizational goals. the opportunity to be involved in the decision-making process there will be a sense of responsibility and feel valued, will increase the sense of responsibility for the tasks assigned. As explained by Ali, Ramdani & Hamidsyukrie (2016: 82) argue that a participatory leadership style is a leader who provides opportunities and opportunities for his subordinates to participate in the alternative selection process needed in decision making. Likewise, the results of filling out a questionnaire about the work environment by 54 respondents from 8 statements that the highest answer value is at statement 7, which is where the relationship between leaders and subordinates is going well. Then the lowest value is at statement point 4, which is where the work room is sometimes noisy so that it interferes with work concentration.

Based on observations in the field, the working environment conditions at the Office of Cooperatives, SMEs, Industry and Trade of Gorontalo Province are quite good, but there are still work environments that still need to be considered, such as workplace decorations, where many employees are placed in one room. This of course creates limited space for employees which makes employees uncomfortable and bored quickly at work. And the use of color in the workspace also needs to be considered by the agency, because the color in the room can also affect the sense of enthusiasm and enthusiasm of employees at work. As revealed by (Rasyid, 2020: 64), the work environment can affect employees' emotions, if the employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that work time is used effectively. A working environment condition is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable.

**DISCUSSION**

Participative Leadership Style has an effect on employee performance at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province. Based on the results of research that has been done that the Participative Leadership style is at a good level. This means that the Participatory Leadership Style can improve the performance of employees in the service. This is evidenced by the results of the t-test in the first equation which shows that the Participatory Leadership Style has a positive and significant effect on employee performance. These results are in line with research conducted by Lestari, P. (2020:1-16) and Yulk (in Lestari, n.d.2020:3). As stated also that participatory leadership style tends to provide an opportunity for subordinates, so that participatory leadership style is considered a type of behavior that is different from the various existing leadership styles. Involving other people in decision making will further increase trust in a leader and an employee will be more willing to work together to complete work and tend to communicate more to solve a problem together when encountering obstacles that interfere with work activities.

Based on the results of filling out a questionnaire by 54 respondents from 8 statements that the highest answer value is statement point 5 where the leader involves employees to participate in the management of the organization. Then the lowest point is statement number 3 where the statement is that the leader is always together with employees in making decisions. From these results, we can see that leaders in decision making have not fully involved employees at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province. Decision making is very important for every individual and organization, employee involvement in decision making in the organization/company will really help leaders to sort and consider a decision. Even though in the end the leader decides a decision, subordinates can formulate ideas to help achieve organizational goals. the opportunity to be involved in the decision-making process there will be a sense of responsibility and feel valued, will increase the sense of responsibility for the tasks assigned. As explained by Ali, Ramdani & Hamidsyukrie (2016: 82) argue that a participatory leadership style is a leader who provides opportunities and opportunities for his subordinates to participate in the alternative selection process needed in decision making.

In addition to the above, the results of research that has been conducted on PNS employees of the Cooperative, SME, and Perindag Office of Gorontalo Province, also shows that from 54 of the respondents' responses it can be seen that the working environment conditions of employees are at a good level. Based on these results, it can be seen that the work environment can improve employee performance. This is reinforced by the results of the t test which shows a positive and significant effect. The results of the research on the second equation show that the work environment has a positive and significant effect on employee performance. This is in line with research conducted by (Insan & Yuniawan, 2016:1-13). The results also showed that the work environment at the Department of Cooperatives, SMEs, Industry and Trade. Gorontalo province is doing quite well. However, there are still work environments that still need to be considered, such as workplace decorations. Where the number of employees who are placed in one room. This of course creates limited space for employees which makes employees uncomfortable and bored quickly at work. And the use of color in the workspace also needs to be considered by the agency, because the color in the room can also affect the sense of enthusiasm and enthusiasm of employees at work. As revealed by (Rasyid, 2020: 64), the work environment can affect employees' emotions, if the employee likes the work environment where he works, then the employee will feel at home at work, carrying out his activities so that work time is used effectively. A working environment condition is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable.

The Influence of Participatory Leadership Style and Work Environment on Employee Performance at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province showed the same results. This study proves that simultaneously participatory leadership style and work environment have a positive and significant effect on employee performance. This means that the participatory leadership style and work environment greatly affect the improvement of employee performance at the Department of Cooperatives, SMEs, Industry and Trade of Gorontalo Province, because leaders who involve subordinates to participate in organizational management are needed, especially in decision making. In decision making, the leader accepts suggestions or opinions from subordinates. According to (Lestari, n.d. 2020: 3) involving other people in decision making will further increase trust in a leader and employees will be more willing to work together to complete work and tend to communicate more to solve a problem together when encountering obstacles that interfere with work activities. Likewise, the work environment is very influential on employee performance, because a good and supportive work environment will create a sense of enthusiasm for employees at work, so that employees can maintain or improve their performance. According to (Heriyanti, 2021:918-919) that the work environment is a very important component when employees carry out work activities. A pleasant work environment can make employees feel at home in completing their work and able to achieve optimal results, on the other hand if the conditions of the work environment are not adequate it will have a negative impact on decreasing the productivity level of employee performance. The results of this study are in line with research conducted by Lestari and Insan & Yuniawan (2016:1-13), which shows that the work environment has a positive effect on employee performance. It can be seen that the employee performance variable can be influenced by the participatory leadership style variable and the work environment, but the work environment variable has a greater influence than the participatory leadership style variable.

### CONCLUSION

Based on the explanation that has been done in the previous chapter, the conclusion that can be drawn is that participatory leadership style and work environment have a positive and significant effect on the performance of the employees of the Department of Cooperatives, SMEs, Industry and Trade in Gorontalo Province.

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