



Do Participatory Leadership Style, Motivation, and Work Environment Affect Employee Performance? Lessons from Local Organization in An Emerging Country

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Abstract:

This study aims to determine the effect of participatory leadership style, motivation and work environment on employee performance at the Department of Public Works and Public Housing (PUPR) of Yapen Islands Regency, Papua, Indonesia. This research is a quantitative research with the sources of data collected in this study are primary data and secondary data. This study used a saturated sample with a total of 101 people and applied multiple regression to analyse the data. It found that the participatory leadership did not affect the employee performance, while motivation and work environment influence the employee performance. It implies that the latter variables are the employee performance's key drivers and should be the main priorities.

Keywords: *participatory leadership style; work motivation; work environment; employee performance; PUPR Yapen*

I. Introduction

Performance issues are currently a serious concern for every government agency and local government organization in Indonesia (Jurnali & Siti-Nabiha, 2015). This fact can be seen from the government's efforts to organize the public officers (Wahjusaputri & Fitriani, 2017) and the many policies issued to discipline them (Suyuti & Kasmita, 2018). It shows the policies taken by the government of a worker management system based on performance-based management, namely the existence of a Government Agency Performance Accountability System Report (Sugianto, 2017).

The observed local organization, the Department of Public Works and Public Housing (PUPR) of the Yapen Islands Regency, has the task of assisting the regent in carrying out government affairs in the field of public works and public housing, which is the regional authority and the assistance tasks given to the district. While its organizational performance is not optimal yet, as shown in Table 1.

Table 1. LAKIP PUPR Office of Yapen Islands Regency in 2019

No	Strategic target	Performance Indicator	Target	Realization
1	Office administration service program	The creation of good office administration	100%	96%
2	Apparatus facilities and infrastructure improvement program	Adequate and good apparatus facilities and infrastructure	100%	55%
3	Apparatus discipline improvement program	Discipline using office uniform seragam	100%	100%
4	Program to improve the development of performance and financial performance reporting systems	Accuracy of financial statements	100%	100%
5	Road and bridge improvement program	Improved roads and bridges in isolated areas	100%	13%
6	Housing development program	Improving the quality of livable houses	100%	80%
7	Road and bridge rehabilitation/maintenance program	Maintaining the quality of roads and bridges	100%	99%
8	Road and bridge construction program	Construction of roads and bridges in isolated areas	100%	82%
9	Road and bridge information system/database development program	Availability of road and bridge database	100%	75%
10	Drainage / culvert construction program	Residential settlements are free from overflow and inundation	100%	99%
11	Program for the development and management of irrigation networks, swamps, and other spatial and natural resource management networks	Availability of irrigation accompaniment network, swamp, and spatial planning as well as natural resources	100%	95%
12	Sheet pile / talud / gabion construction program	Availability of beach safety buildings	100%	99%
13	Rural infrastructure development program	Complete with rural road facilities	100%	95%
14	Strategic and fast-growing regional development program	Construction of soccer fields and hoarding of housing locations and PLTG	100%	100%

Source: LAKIP PUPR Office of Yapen Islands Regency in 2019

This study assumed that the un-optimal performance of the observed local organization proceeded from the un-optimal employee performance. As stated by Kim (2004), employees are a fundamental asset of good organizational performance. Furthermore, Tarmidi and Arsajah (2019) found that employee performance positively affects organizational performance.

The researchers conducted an initial survey by distributing questionnaires to 101 observed respondents through Google Form to determine the phenomena gap. The survey was to determine the respondents' assumed influencing factors of their low performance. The selection of these factors was based on previous studies examining similar local organizations' performance in various regions. Prior studies have found that some influencing factors are: leadership style (Tirtayasa, 2019; Bukit et al., 2019; Syihab et al., 2020), motivation (Bukit et al., 2019; Mariana et al., 2018), work environment (Djuwarto & Hartono, 2017; Dhermawan et al., 2012), competence (Djuwarto & Hartono, 2017; Mariana et al., 2018), organizational culture (Lumenta et al., 2019), job satisfaction: (Rosnaida & Rahman, 2020), and workload or work stress (Utami et al., 2016). The results of the preliminary survey are as follows.

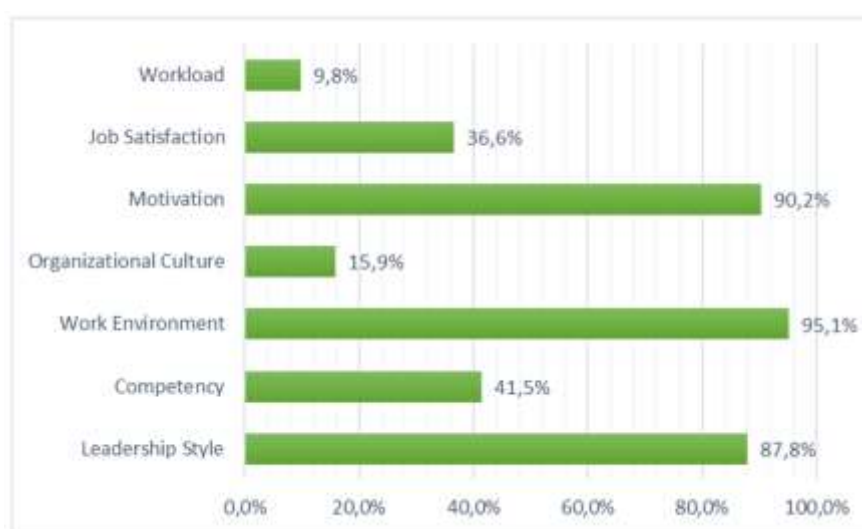


Figure 1. Results of Preliminary Survey Analysis

The results of the initial questionnaire analysis found that most respondents chose three factors, and the number exceeded 80% of respondents. The three factors are leadership style (87.8%), motivation (90.2%), and work environment (95.1%). Therefore, this study will use these three factors as the observed variables to explore their influences on the performance of employees. Ohemeng et al. (2018), in their research, proves that leadership style plays an essential role in improving the quality of employee performance in the public sector. Previous researchers found that leadership style positively and significantly affected employee performance at similar local organizations in East Kutai, Jambi City, and Barru (Darmawan, 2015; Bukit et al., 2019; Syihab et al., 2020). This research will examine the specific leadership style, namely the participatory leadership style. A participatory leadership style selection is based on initial interviews with leaders at the observed local organization. Based on the researcher's observations, the application of the participatory leadership style has not been optimal because not all employees are given trust and control in carrying out their work.

In addition to leadership style, employees who have high work motivation tend to have good performance. Bukit et al. (2019) found that motivation had a significant effect on the performance of the PUPR Office employees in Palu and Jambi. More specifically, Mariana et al. (2018) found that internal motivation, which was dominated by the need for achievement, positively affected employee performance at a similar organization located in Bantaeng Regency.

Based on the prior observations, employees at the observed organization do not yet have good motivation. Many of the observed employees feel that the salary they get has not been able to meet the needs of their families and do not fully feel safe working at the studied local organization. Therefore, motivational factors need to be investigated further.

The next factor is the work environment which also has a significant contribution in improving performance (Gardjito, 2014). Previous empirical findings have proven that the work environment positively affects employee performance at similar organizations in several regions of Indonesia, such as Semarang, and Manado (Djuwanto & Hartono, 2017; Lumenta et al., 2019). The work environment at the observed organization (the PUPR Office of Yapen Islands Regency) is not good enough due to the old building and the need for new building facilities. Even some employees do not have their tables and chairs. In addition, the air circulation is also not good.

Researchers also found a research gap regarding leadership style, motivation, and work environment on employee performance. In addition to the positive influence, some researchers also found a negative and insignificant effect of leadership style (Tirtayasa, 2019), motivation (Dhermawan et al., 2012), and work environment (Warokka & Febrilia, 2015) on the performance of similar organizations' employees in the regions of Indonesia. Therefore, further research is needed to ascertain the effect of these three variables on the performance of employees at the observed local organization. Based on the description above, researchers are interested in examining the factors of participatory leadership style, motivation, and work environment that affect the performance of employees at the PUPR Office of the Yapen Islands Regency.

II. Review of Literatures

2.1. Performance

Performance is the achievement of tasks that can be measured against the standards set by each organization. Performance does not come from the talent or ability of the employee but is the result of the talent and ability itself (Lie et al., 2019). Therefore, it can be concluded that performance results from work that a person has successfully carried out. It can be measured by the standards that each organization has set. Every employee certainly has different achievements from each other. This fact is due to the placement of different employees, depending on their abilities. This placement is a problematic factor by piling up each employee's challenges, culminating in employee performance (Jacobsen & Bøgh Andersen, 2015).

2.2. Participatory Leadership Style

Leadership style has an important role that a leader must have in managing human resources (Liu et al., 2013). However, every leader has a different leadership style depending on the employee based on direction, empowerment, and decision-making power. For that, every leader needs to understand his employees' condition well (Iqbal et al., 2015). One of the most widely used leadership styles is the participatory leadership style. According to House (1996), participatory leaders have consultative behavior, such as asking subordinates to actively provide ideas before making a final decision, even though the final decision remains in the leader's hands. The main benefit of the participatory leadership style is that employees feel satisfied, motivated, and more skilled, leading to a lively, open work environment and encouraging employee creativity (Iqbal et al., 2015).

Previous research found a positive and significant influence between participatory leadership style and employee performance (Makambe & Moeng, 2020; Rana et al., 2019). According to Lumbasi et al. (2016), high employee performance is achieved when leaders involve their employees in consulting and decision-making. Therefore, referring to the theory and previous empirical findings, the first hypothesis proposed is:

H1: Participatory leadership style affects the performance of employees.

2.3. Work Motivation

Motivation is the most critical element for all organizations, both private and public, to achieve good performance. Motivation is one of the goals so that employees remain motivated to work following the job references and responsibilities given so that company goals can be adequately achieved (Dunggio & Rachman, 2017). Leaders motivate employees to achieve effectiveness and efficiency in achieving company goals (Lukasik, 2017). According to Omolo (2015), motivation is the key to an organization's success to maintain its employees' performance and help the organization survive. Several previous studies have found that motivation affects employee performance (Dunggio & Rachman, 2017; Twalib & Kariuki, 2020). Therefore, referring to the theory and previous studies, the second hypothesis proposed in this study is:

H2: Motivation affects the performance of employees.

2.4. Work Environment

A work environment is a place and environment in which employees work. A conducive work environment will provide welfare for employees, which allows employees to carry out responsibilities that lead to higher productivity (Ollukkaran & Gunaseelan, 2012). According to Dunggio and Rachman (2017), in achieving employee performance, companies must adapt to the condition and work environment, which is suitable and comfortable. Previous empirical findings prove a significant effect of the work environment on employee performance (Priarso et al., 2019; Riyanto et al., 2017). Therefore, based on the theory and findings of previous studies, the third hypothesis proposed in this study is:

H3: The work environment affects the performance

The three hypotheses proposed in this study are summarized in the following research model (Figure 2).

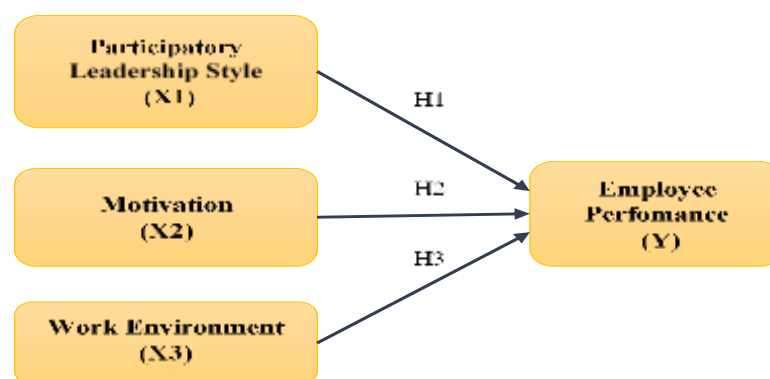


Figure 2. Research Model

This research is quantitative research in which the data obtained through a questionnaire research instrument concerning the theories of the variables of participatory leadership style, motivation, and work environment on employee performance. The population in this study were employees of the Department of Public Works and Public Housing (PUPR) of the Yapen Islands Regency. Because the population is not so large, with only 101 employees, the entire population is used as a sample or commonly referred to as the saturated sampling method.

The research instrument used in this study was a questionnaire. Respondents' perceptions were measured using a 5-point Likert scale from 1-strongly disagree, 2-disagree, 3-moderately agree, 4-agree, and 5-strongly agree. SPSS statistical program was used to analyze the data. The analytical method used is descriptive analysis with validity and reliability testing for the items in the questionnaire. It applied the classical assumption test and multiple linear regression analysis to determine the influence of independent variables (i.e., participatory leadership style, motivation, and work environment) on the dependent variable, namely employee performance.

III. Results and Discussion

The characteristics of respondents analyzed in this study include gender, last education, age, years of service, and civil servant groups at the Department of Public Works and Public Housing (PUPR) of Yapen Islands Regency. The results of the descriptive analysis of the characteristics of the respondents in table 2 show that the employees are dominated by male employees (72.8%), the latest education level is S1 (40.59%), are in the age range of 41-50 years (43.56%), having a working period of 11-15 years (33.66%), and the public officers' echelon III/c and II/b (17.82%).

Table 2. Description of Respondents Characteristics

Category	Alternative Answer	Number of Respondents	Percent (%)
Gender	Male	73	72.28%
	Female	28	27.72%
Last Education Level	Elementary School	10	9.90%
	Junior High School	5	4.95%
	Senior High School	34	33.66%
	Diploma III (D3)	8	7.92%
	Strata One (S1)	41	40.59%
	Strata Two (S2)	3	2.97%
Age	31 – 40 Years	38	37.62%
	41 – 50 Years	44	43.56%
	51 – 57 Years	19	18.81%
Years of service	15 years	22	21.78%
	6 – 10 Years	17	16.83%
	11 – 15 Years	34	33.66%
	16 – 20 Years	12	11.88%
	20 – 25 Years	5	4.95%
	26 – 30 Years	9	8.91%
	31 – 35 Years	2	1.98%
Echelon (Public Officer Level)	IV/b	1	0.99%
	IV/a	3	2.97%
	III/d	13	12.87%
	III/c	18	17.82%
	III/b	11	10.89%
	III/a	13	12.87%
	II/d	6	5.94%
	II/c	2	1.98%
	II/b	18	17.82%

	II/a	2	1.98%
	I/d	3	2.97%
	I/c	2	1.98%
	I/b	7	6.93%
	I/d	2	1.98%

The results of the respondents' answers were categorized by calculating the maximum value minus the minimum value then divided by the number of class 5 so that the results of the interval were 0.8 (Riduwan, 2002). With an interval of 0.80, the categorization system is as follows: 1.00-1.80 (very low); 1.81-2.60 (low); 2.61-3.40 (moderate); 3,41-4.20 (high); and 4.21-5.00 (very high).

Table 3. Distribution of Respondents' Opinions

<i>Items</i>	Alternative Opinions					Amount	Average Score	Category
	STS	TS	CS	S	SS			
	1	2	3	4	5			
X1.1 The leader always invites you to take an active role in the activities carried out	2	10	42	35	12	101	3.45	High
X1.2 The leader always directs to be able to work well together in the work team team	0	5	54	31	11	101	3.48	High
X1.3 The leader always invites and directs to carry out the work following the rules that have been set	0	5	43	41	12	101	3.59	High
X1.4 The leader gives you trust and control in carrying out your work	4	36	34	21	6	101	2.89	Moderate
X1.5 The leader gives what are the rights as an employee (salary and allowances)	0	0	18	52	31	101	4.13	High
X1.6 The leader always asks for opinions and input in solving problems	8	27	33	27	6	101	2.96	Moderate
X1.7 The leader wants to be involved in providing ideas, innovating, and being creative in achieving goals	0	7	53	36	5	101	3.39	Moderate

X1.8	The leader always invites and involves in decision making	8	36	36	17	4	101	2.73	Moderate
Average								3.33	Moderate
X2.1	The income earned can meet the needs of the family	8	44	22	24	3	101	2.70	Moderate
X2.2	You feel safe in carrying out the work at the place where you work	0	16	36	45	4	101	3.37	High
X2.3	You have a good relationship with the leaders	0	1	32	57	11	101	3.77	High
X2.4	You have a work team that prioritizes love, belonging, being well received, and a sense of friendship in carrying out daily job	0	0	32	59	10	101	3.78	High
X2.5	You receive praise/thank you from the leaders when you successfully complete the job	1	2	33	56	9	101	3.69	High
X2.6	Organizations reward employees who excel	0	13	37	47	4	101	3.42	High
X2.7	You are always allowed to develop yourself by attending training/training	0	2	46	48	5	101	3.55	High
X2.8	In carrying out the work, you are given the freedom to be creative and innovate	1	4	32	61	3	101	3.60	High
Average								3.49	High
X3.1	Work facilities in the form of an office building at the place of work are adequate	2	11	41	45	2	101	3.34	Moderate
X3.2	Work facilities in the form of workspaces, tables, and chairs at the workplace are adequate	0	10	47	39	5	101	3.39	Moderate

X3.3	The air circulation in your workspace has met the standards	0	6	45	46	4	101	3.48	High
X3.4	The need for a temperature control (AC) in the room where you work	1	4	29	59	8	101	3.68	High
X3.5	Lighting from sunlight has met the requirements for lighting needs in your workspace	0	4	44	52	1	101	3.50	High
X3.6	The lighting in the work room is adequate for lighting	0	1	33	65	2	101	3.67	High
X3.7	At work, you are far from noise so you can concentrate on work	0	1	38	56	6	101	3.66	High
X3.8	At work, you do not feel mechanical vibrations (vehicle /equipment) to concentrate on work	0	6	34	57	4	101	3.58	High
X3.9	The room where you work is far from bad smells so you can concentrate on work	0	4	39	53	5	101	3.58	High
X3.10	The color of the walls of the workspace is appropriate so that you feel comfortable to work	1	1	44	49	6	101	3.57	High
X3.11	Establish good working relationships with leaders and co-workers in completing each job setiap	0	0	27	68	6	101	3.79	High
Average								3.57	High
Y.1	You do the job accurately, neatly, and rarely make mistakes	0	12	54	32	3	101	3.26	Moderate
Y.2	In completing the work, you are always guided by the applicable regulations so that you have quality work	0	0	43	52	6	101	3.63	High

Y.3	You can achieve the results of the volume of work following the targets that have been set	1	17	44	36	3	101	3.23	Moderate
Y.4	You have the knowledge that is needed to do the assigned work	0	4	37	54	6	101	3.61	High
Y.5	Having extensive knowledge is very important in carrying out the work	0	1	30	55	15	101	3.83	High
Y.6	There is support from the leadership as part of the work team	0	2	27	62	10	101	3.79	High
Y.7	In a work team, fellow employees support each other both in terms of data and motivation to complete work	0	2	23	68	8	101	3.81	High
Y.8	You have creativity in completing work effectively and efficiently	0	4	38	56	3	101	3.57	High
Y.9	The creativity that you have provides positive changes in the organization where you work	0	6	37	53	5	101	3.56	High
Y.10	You have ideas that can be used to complete the work	1	6	39	48	7	101	3.53	High
Y.11	You always take the initiative to be able to complete the work without the help of others	2	8	44	41	6	101	3.41	High
Y.12	You try to be the first person in completing the given job	2	14	41	41	3	101	3.29	Moderate
Average								3.54	High

Note: STS = Strongly Disagree; TS = Disagree; CS = Moderately Agree; S = Agree; SS = Strongly Agree, X1 = Participative Leadership Style; X2 = Motivation; X3 = Working Environment; Y = Employee Performance.

From the results of the descriptive analysis of respondents' answers, it can be seen that the variables of motivation, work environment, and employee performance have an average value that is in the high category, namely 3.49, 3.57, and 3.54, respectively. In contrast, the participatory leadership style variable has a value of 3.33 in the moderate category. This finding shows that the participatory leadership style has not been applied well enough at the observed local organization.

Table 4. Validity and Reliability Test Results

<i>Items</i>	R Count	Cronbach's Alpha
X1.1	0.906	0.953
X1.2	0.886	
X1.3	0.852	
X1.4	0.934	
X1.5	0.716	
X1.6	0.902	
X1.7	0.856	
X1.8	0.912	
X2.1	0.709	0.868
X2.2	0.713	
X2.3	0.775	
X2.4	0.806	
X2.5	0.739	
X2.6	0.769	
X2.7	0.730	
X2.8	0.627	
X3.1	0.726	0.862
X3.2	0.713	
X3.3	0.629	
X3.4	0.533	
X3.5	0.558	
X3.6	0.566	
X3.7	0.693	
X3.8	0.647	
X3.9	0.682	
X3.10	0.695	
X3.11	0.710	
Y.1	0.706	0.901
Y.2	0.612	
Y.3	0.663	
Y.4	0.750	
Y.5	0.494	
Y.6	0.703	
Y.7	0.715	
Y.8	0.719	
Y.9	0.763	
Y.10	0.775	
Y.11	0.798	
Y.12	0.633	

Then the researcher conducted a validity test and a reliability test to test whether or not it was valid and whether or not the statements/questions from the questionnaires were made reliable. Product moment is a measuring tool used to test the validity by looking at the calculated r-value. The validity test results show that all statements/questions have a calculated r-value greater than the r-table, which is 0.1956. This finding shows all valid statements/questions—furthermore, the reliability test using Cronbach's alpha. The results of all reliability tests show that Cronbach's alpha value is more significant than 0.6 and indicates that all variables are said to be reliable.

Table 5. Classical Assumption Test Results

Normality test		Multicollinearity Test		Heteroscedasticity Test		
<i>Kolmogorov Smirnov</i>	asymp. Sig	Variabl e	<i>Tolerance</i>	VIF	Sig Value	Sig. Value limit
1.026	0.244	X1	0.904	1.106	0.451	0.05
		X2	0.631	1.585	0.142	0.05
		X3	0.670	1,492	0.790	0.05

The classical assumption test was carried out to ensure that the data used were normally distributed. It also ensured that the data did not experience multicollinearity and had no heteroscedasticity problems. Normality test performed using Kolmogorov Smirnov. The results of these tests show the values obtained in Asymp. Sig of 0.244 is more significant than 0.05. This finding means that this result shows that the data is normally distributed. Then the multicollinearity test was carried out to find out whether the regression model studied correlated with the independent variables or not. The results of the multicollinearity test show that the tolerance value is close to 1, and the VIF value is below 10. It means that there is no multicollinearity between the independent variables in this study. Furthermore, the heteroscedasticity test was undertaken to determine whether the data used had the same variance from one observation and another observation. Heteroscedasticity test using Glejser test. The conducted tests showed that the three independent variables had no statistically significant effect on the absolute value of the dependent variable. Thus, it can be concluded that there is no heteroscedasticity.

Table 6. Results of Multiple Regression Analysis and Hypothesis Testing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,864	3.514		1.384	0.169
	Participatory Leadership Style	0.056	0.068	0.058	0.822	0.413
	Work motivation	0.538	0.115	0.395	4,696	0.000
	Work environment	0.539	0.102	0.433	5,305	0.000
	Adjusted R Square	0.554				

a. Dependent Variable: Employee Performance

After the data is declared valid, reliable, and meets the classical assumption test, the multiple linear regression analysis tests are undertaken. The results of hypothesis testing show that the participatory leadership style variable has a statistical t value of $0.822 < t$ table 1.660 with a significance level of $0.413 > 0.05$. These results indicate that the participatory leadership style variable has no significant effect on employee performance. This result rejects the first hypothesis.

These findings are not in line with previous research, which found a significant effect of participatory leadership style on employee performance (Makambe & Moeng, 2020; Rana et al., 2019). If viewed based on the respondents' answers, the participatory leadership style variable has the lowest average value compared to the other two independent variables (motivation and work environment), which is 3.33 and is categorized into the medium category. The items' mean values indicate that the participatory leadership style is not well applied in the observed local organization. The leaders have not been able to invite and involve employees in making decisions, have not been able to give trust and control to employees in carrying out their duties, and have not fully asked for employee opinions and input related to problem-solving. This finding aligns with Lor and Hassan (2017), who found the participatory leadership style not yet suitable to be applied to improve employee performance.

This negative result is in line with the study of Lam et al. (2015). They confirmed that the positive effect of participatory leadership could only be realized when the perceived magnitude of participatory leadership reaches a certain point that exceeds the moderate level (threshold). This level of effect should be supported by high information sharing. Therefore, it can be concluded that the amount of participatory leadership has not been felt by employees so that it does not affect employee performance. In addition, the basis of the participatory leadership style is to emphasize the behavior of the leader with his subordinates (followers). Thus, to know more clearly about the influence of participatory leadership style, it is necessary to analyze the maturity level of the employees.

Furthermore, testing the second hypothesis shows the value of the t statistic on the motivation variable is $4.696 > t \text{ table } 1.660$ with a significance level of $0.000 < 0.05$. Thus, the second hypothesis is supported, and it is proven that motivation has a significant influence on employee performance. This finding aligns with previous research, which found a significant positive relationship between work motivation variables and employee performance variables (Twalib and Kariuki, 2020).

Employees at the observed organization are most motivated by fulfilling social needs and appreciation from leaders. These results support the theory of need motivation proposed by Maslow (1943). The leaders also met the employees' need for appreciation by praising or thanks them when they complete the job. With the fulfillment of these needs, employees are motivated and ultimately affects the increase in performance.

Finally, testing the third hypothesis shows that the statistical t value on the work motivation variable is $5.305 > t \text{ table } 1.660$ with a significance level of $0.000 < 0.05$. This finding indicates that the work environment variable indirectly influences the employee performance variable and supports the third hypothesis. This finding aligns with previous studies, which found a significant positive relationship between work environment variables and employee performance variables (Priarso et al., 2019; Riyanto et al., 2017).

Researchers conducted the R^2 test (coefficient of determination) to measure the ability of the regression model with participatory leadership style variables (X1), motivation (X2), and work environment (X3) in explaining variations in employee performance variables (Y). The results of the R^2 test (coefficient of determination) show the Adjusted R Square value of 0.554. This finding means that the model capability of the participatory leadership style variable (X1), motivation (X2), and work environment (X3) can affect the variation of employee performance variable (Y) by 55.4%, and the remaining 44.6% is influenced by other independent variables not examined in this study.

IV. Conclusion

This study examines the variables of participatory leadership style, motivation, and work environment on employee performance at the Public Works and Public Housing (PUPR) Office of the Yapen Islands Regency. The results of the research proceed following conclusions: (1) Participatory leadership style has no significant effect on employee performance; (2) work motivation has a significant effect on employee performance; and (3) the work environment has a significant effect on the performance of employees.

This study provides some critical findings and implications on the work practice of the Public Works Department of the Yapen Islands Regency. Leaders at the observed local organization need to improve the implementation of participatory leadership styles by involving and giving trust to employees to provide opinions and participate in problem-solving and decision-making. It would be good to provide adequate facilities so that employees can innovate and be creative. Furthermore, the leadership also needs to provide additional fees for activities and fees outside of working hours (overtime) and increase security in the office area for their employees to feel safe—providing facilities in the form of construction of new buildings.

In conducting this study, the researcher found several limitations. First, this study only examined the direct influence of leadership style, motivation, and work environment on employee performance. Thus, this study cannot explain or provide an in-depth description. Since the finding reveals no significant effect, it cannot explain whether it does not have an effect at all or can affect other intermediary variables. Second, this study only uses a small number of samples not to be generalized to a more extensive research object. Third, this study only examines the effect of participatory leadership style, motivation, and work environment on employee performance. Many other factors may also affect employee performance. Therefore, further researchers can examine other variables that are considered to affect employee performance. If still using the observed variables for further studies, it would be suitable to examine the mediating and moderating effects.

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