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## The Influence of Participative Leadership on Enhancing Employee Motivation and Performance at the Regional Research and Development Planning Agency (BAPPEDA) of Wakatobi Regency, Southeast Sulawesi Province

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**Abstract:** Participative leadership has an important role in improving employee motivation and performance, especially in government organizations. This study aims to analyze the effect of participative leadership on employee motivation and performance at the Regional Research and Development Planning Agency (Bappeda) of Wakatobi Regency. In addition, this study also examines whether motivation acts as a mediating variable in the relationship between participative leadership and employee performance. This study used a quantitative approach with a survey method. Data were collected through questionnaires distributed to employees of Bappeda Wakatobi Regency and analyzed using multiple linear regression techniques and mediation analysis. The results showed that participative leadership has a positive and significant effect on employee motivation. In addition, participative leadership also has a direct effect on employee performance. Employee motivation is proven to have a mediating role in the relationship between participative leadership and employee performance. This finding indicates that effective implementation of participative leadership can increase employee motivation, which in turn contributes to improving their performance. Therefore, government organizations need to implement more participative leadership strategies to create a more collaborative and productive work environment.

**Keyword:** Participative Leadership, Motivation, & Employee Performance.

### INTRODUCTION

Employee performance is a fundamental factor in the success of an organization, especially in the government sector which has a great responsibility in regional planning and development. Optimal employee performance does not only depend on individual abilities, but is also influenced by various external factors, one of which is leadership style. Participative leadership is one approach that is increasingly being applied because it provides space for employees to be involved in the decision-making process. This involvement is believed to increase a sense of belonging and responsibility for work, which in turn has an impact on

increasing employee motivation and performance. However, despite the benefits of participatory leadership, its implementation in a bureaucratic environment still faces various challenges, such as a hierarchical organizational culture and a lack of effective communication between leaders and employees.

In the context of the Regional Research and Development Planning Agency (Bappeda) of Wakatobi Regency, effective leadership is one of the key factors in improving employee motivation and performance. Participative leadership is expected to create a more collaborative work environment, where employees feel valued and have the opportunity to contribute directly to strategic decision-making. However, the extent to which the application of participative leadership can improve employee motivation and performance is still a question that needs to be studied further. Therefore, this study aims to explore the relationship between participative leadership, motivation, and employee performance, and examine the role of motivation as a mediating variable in the relationship.

Theoretically, this study refers to the Expectancy Theory proposed by Vroom (1964), which explains that individuals will be motivated to perform better if they believe that the effort they put in will result in good performance and bring expected results. In the context of leadership, a participatory approach can increase employees' motivation by giving them a sense of ownership and involvement in decision-making, which ultimately contributes to improving their performance. In addition, the Path-Goal theory proposed by House (1971) is also a foundation in this study, where effective leaders are those who are able to motivate their subordinates by providing clear directions and creating a work environment that supports the achievement of organizational goals.

Based on this background, this study seeks to answer several main questions, namely: (1) Does participative leadership affect employee motivation? (2) Does participative leadership affect employee performance? (3) Does motivation affect employee performance? (4) Does participative leadership affect employee performance through motivation as a mediating variable?

By answering these questions, it is hoped that this research can make a theoretical contribution in the field of human resource management, especially related to the influence of leadership on employee motivation and performance. From the practical side, the results of this study are expected to provide recommendations for government organizations in developing more effective leadership strategies to improve employee performance. In addition, the findings of this study can also serve as a reference for leaders in the public sector in adopting a more participatory leadership approach to create a more productive and collaborative work environment.

## **METHOD**

### **Type of Research**

This research uses a quantitative approach with a survey method. This method was chosen to measure the effect of participative leadership on employee motivation and performance objectively based on data obtained from respondents. The quantitative approach allows this research to obtain numerical data that can be analyzed statistically to test the hypotheses that have been formulated.

### **Population and Sample**

The population in this study were all employees of the Regional Research and Development Planning Agency (Bappeda) of Wakatobi Regency, totaling 49 employees. The sampling technique used a saturated sample technique, namely all members of the population were used as samples in this study. This technique is used because the population is relatively small so it is possible to include all employees in the study in order to obtain more accurate and representative results.

### **Time and Place of Research**

This research was conducted in 2025 at the Wakatobi Regency Bappeda office. The data collection process lasted for two months, from January to March 2025, which involved stages ranging from distributing questionnaires to data processing. The research place was chosen because of its relevance to the object of research and the availability of data needed to test the proposed hypothesis.

### **Research Instruments**

The main instrument used in this research is a questionnaire prepared based on indicators of participative leadership, motivation, and employee performance. The questionnaire consists of a number of statements measured using a Likert scale with five levels of answer options, ranging from “strongly disagree” to “strongly agree”. This questionnaire was tested for validity and reliability before being distributed to respondents to ensure that the instrument used could actually measure the variables under study.

### **Research Procedure**

This research begins with a literature study related to the concepts of participative leadership, motivation, and employee performance in order to formulate research hypotheses. After that, research instruments were prepared and validated by experts before being distributed to respondents. The next stage was data collection through distributing questionnaires to employees of Bappeda Wakatobi Regency. After the data is collected, data processing and analysis is carried out using statistical techniques to draw conclusions in accordance with the research objectives.

### **Data Analysis Technique**

The data obtained were analyzed using inferential statistical techniques with the help of statistical software. Path analysis was used to test the direct and indirect effects between participative leadership, motivation, and employee performance. This analysis makes it possible to determine the mediating role of motivation in the relationship between participative leadership and employee performance.

## **RESULTS AND DISCUSSION**

### **Descriptive Analysis**

This study involved 49 employees of the Regional Research and Development Planning Agency (Bappeda) of Wakatobi Regency. Based on the characteristics of the respondents, the majority of employees were female at 53.1%, while male employees amounted to 46.9%. In terms of age, respondents were dominated by employees aged 26-30 years with a percentage of 36.7%, while other age groups were spread from 20 years to over 40 years. Length of service is also a factor analyzed, where most employees have worked for less than five years with a percentage of 44.9%. In addition, the education level shows that the majority of employees have a bachelor's degree with a percentage of 81.6%, while the rest are high school graduates (10.2%) and master's graduates (8.2%).

Descriptive analysis of the research variables shows that participative leadership has the highest average score on indicator X2 of 4.55, while the lowest score is on indicator X4 with a value of 4.29. The motivation variable was also analyzed, where indicator Z10 had the highest average score of 4.78, while the lowest score was in indicator Z8 with a value of 4.55. For the employee performance variable, the indicator with the highest average value is Y1 with a score of 4.61, while the lowest average value is Y18 with a score of 3.86. Overall, these results show that participative leadership, motivation, and employee performance are in the high category, which indicates a positive work environment at Bappeda Wakatobi Regency.

## Validity Test

In conducting the construct validity test, the assessment is carried out using the Pearson coefficient value, where the decision is obtained through a comparison between the calculated Pearson coefficient value (r-count) and the table Pearson coefficient value (r-table). In the context of this study, if R count on each pair of variables is greater than the critical value of R table, then the relationship between variables is considered significant.

**Table 1. Participative Leadership Validity Test**

| Variable                     | Statement | R Count | R Table | Status |
|------------------------------|-----------|---------|---------|--------|
| Participative Leadership (X) | X1        | 0.768   | 0.237   | VALID  |
|                              | X2        | 0.662   | 0.237   | VALID  |
|                              | X3        | 0.696   | 0.237   | VALID  |
|                              | X4        | 0.708   | 0.237   | VALID  |
|                              | X5        | 0.702   | 0.237   | VALID  |
|                              | X6        | 0.385   | 0.237   | VALID  |

Source: SPSS 22

Based on Table 1, the calculated r value of the X1 indicator is 0.768, X2 is 0.662, X3 is 0.696, X4 is 0.708, X5 is 0.702, X6 is 0.385. The processed data results show that the indicator is valid because r count > r table of 0.237.

**Table 2. Motivation Validity Test**

| Variable       | Statement | R Count | R Table | Status |
|----------------|-----------|---------|---------|--------|
| Motivation (Z) | Z1        | 0.420   | 0.237   | VALID  |
|                | Z2        | 0.550   | 0.237   | VALID  |
|                | Z3        | 0.515   | 0.237   | VALID  |
|                | Z4        | 0.473   | 0.237   | VALID  |
|                | Z5        | 0.309   | 0.237   | VALID  |
|                | Z6        | 0.265   | 0.237   | VALID  |
|                | Z7        | 0.473   | 0.237   | VALID  |
|                | Z8        | 0.286   | 0.237   | VALID  |
|                | Z9        | 0.462   | 0.237   | VALID  |
|                | Z10       | 0.563   | 0.237   | VALID  |
|                | Z11       | 0.500   | 0.237   | VALID  |
|                | Z12       | 0.448   | 0.237   | VALID  |

Source: SPSS 22

Based on Table 2, the calculated r value of indicator Z1 is 0.420, Z2 is 0.550, Z3 is 0.515, Z4 is 0.473, Z5 is 0.309, Z6 is 0.265, Z7 is 0.473, Z8 is 0.286, Z9 is 0.462, Z10 is 0.563, Z11 is 0.500, Z12 is 0.448. The results of data processing show that all indicators are valid because the calculated r value > r table value of 0.237.

**Table 3. Employee Performance Validity Test**

| Variable                 | Statement | R Count | R Table | Status |
|--------------------------|-----------|---------|---------|--------|
| Employee Performance (Y) | Y1        | 0.545   | 0.237   | VALID  |
|                          | Y2        | 0.526   | 0.237   | VALID  |
|                          | Y3        | 0.670   | 0.237   | VALID  |
|                          | Y4        | 0.688   | 0.237   | VALID  |
|                          | Y5        | 0.780   | 0.237   | VALID  |
|                          | Y6        | 0.794   | 0.237   | VALID  |
|                          | Y7        | 0.727   | 0.237   | VALID  |
|                          | Y8        | 0.720   | 0.237   | VALID  |
|                          | Y9        | 0.768   | 0.237   | VALID  |
|                          | Y10       | 0.634   | 0.237   | VALID  |
|                          | Y11       | 0.844   | 0.237   | VALID  |
|                          | Y12       | 0.751   | 0.237   | VALID  |

| Variable | Statement | R Count | R Table | Status |
|----------|-----------|---------|---------|--------|
|          | Y13       | 0.661   | 0.237   | VALID  |
|          | Y14       | 0.887   | 0.237   | VALID  |
|          | Y15       | 0.866   | 0.237   | VALID  |
|          | Y16       | 0.875   | 0.237   | VALID  |
|          | Y17       | 0.895   | 0.237   | VALID  |
|          | Y18       | 0.842   | 0.237   | VALID  |

Source: SPSS 22

Based on Table 3 above, the r count of indicator Y1 is 0.545, Y2 is 0.526, Y3 is 0.670, Y4 is 0.688, Y5 is 0.780, Y6 is 0.794, Y7 is 0.727, Y8 is 0.720, Y9 by 0.768, Y10 by 0.634, Y11 by 0.844, Y12 by 0.751, Y13 by 0.661, Y14 by 0.887, Y15 by 0.866, Y16 by 0.875, Y17 by 0.895, Y18 by 0.842. The data results show that all indicators are valid because the calculated r value > r table value of 0.237.

### Reliability Test

The reliability test can be used to determine the consistency of the measuring instrument used. In the reliability test, you can use Cronbach's Alpha > 0.60, it can be concluded that the variable or measuring instrument can be said to be reliable or constant in measurement.

**Table 4. Reliability Test**

| No | Indicator                    | Cronbach's Alpha | Description |
|----|------------------------------|------------------|-------------|
| 1  | Participative Leadership (X) | 0.692            | Reliable    |
| 2  | Motivation (Z)               | 0.752            | Reliable    |
| 3  | Employee Performance (Y)     | 0.950            | Reliable    |

Source: SPSS 22

From table 4, it can be concluded that the participative leadership (X), motivation (Z), and employee performance (Y) variables each have a Cronbach Alpha value greater than 0.60. Thus, it can be said that each variable in the instrument is reliable.

### Path Analysis

Path analysis is an analysis developed by an applied geneticist named Syawal Urip in 1934 (Setyaningsih, 2020).

**Table 5. Regression Equation Test (1)  
Coefficients<sup>a</sup>**

| Model        | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig  |
|--------------|-----------------------------|------------|---------------------------|-------|------|
|              | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant) | 33.558                      | 3.842      |                           | 8.733 | .000 |
| X TOTAL      | .879                        | .155       | .638                      | 5.677 | .000 |

a. Dependent Variable: Z TOTAL

Source: SPSS 22

Based on Table 5, the SPSS output results provide a standardized beta value of participatory leadership in equation (1) of 0.879 and significant at 0.000, which means that participatory leadership affects motivation. The unstandardized beta coefficient value of 0.879 is the path value or path p2.

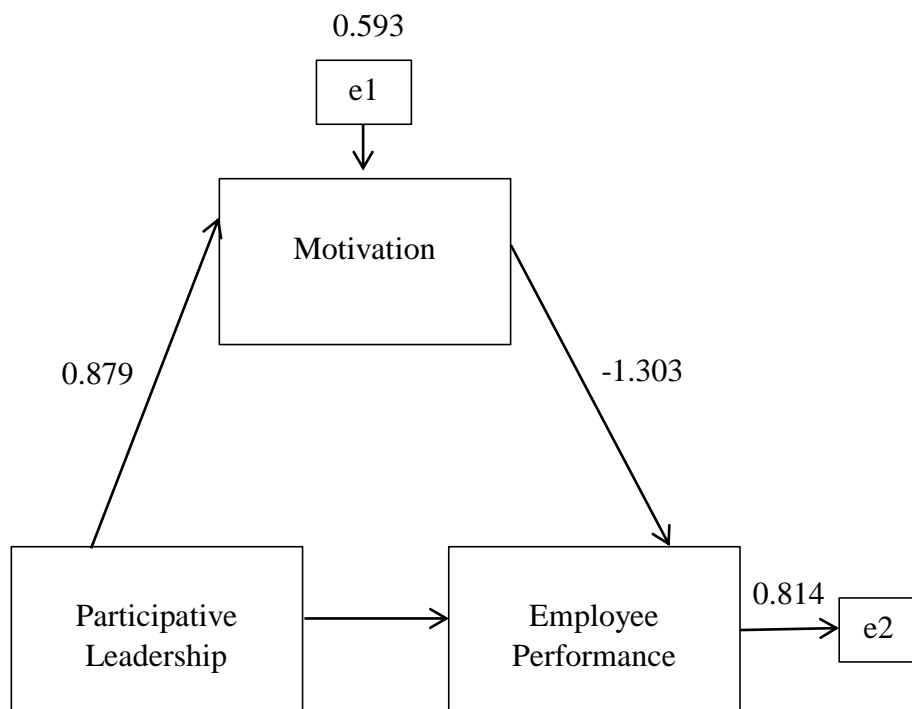
**Table 6. Regression Equation Test (2)**  
**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig  |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant) | 89.123                      | 23.591     |                           | 3.778  | .000 |
|       | X TOTAL    | 2.453                       | .762       | .556                      | 3.218  | .002 |
|       | Z TOTAL    | -1.303                      | .553       | -.407                     | -2.357 | .023 |

a. Dependent Variable: Y TOTAL

Source: SPSS 22

Based on the results of regression equation (2), the unstandardized beta values for participative leadership 2.453 and motivation -1.303 are all significant. The unstandardized beta value of participative leadership 2.453 is the value of path p1 and the unstandardized beta value of motivation -1.303 is the value of path p3. The value of  $e1 = \sqrt{1 - (0.407)^2} = 0.593$  and the value of  $e2\sqrt{(1 - 0.186)} = 0.814$ .



**Picture 1. Path Analysis Model**

The results of path analysis show that participative leadership can have a direct effect on employee performance and can also have an indirect effect, namely from participative leadership to motivation (as intervening) and then to employee performance. The magnitude of the direct effect is 2.453 (standardized) while the magnitude of the indirect effect must be calculated by multiplying the indirect coefficient, namely  $(0.879) \times (-1.303) = -1.145$  or the total effect of participative leadership on employee performance  $2.453 + (-1.145) = 1.308$ .

## Hypothesis Test

### Boostrapping Output Results

#### VARIABLES IN SIMPLE MEDIATION MODEL

Y Y.TOTAL  
X X.TOTAL  
M Z.TOTAL

#### DESCRIPTIVES STATISTICS AND PEARSON CORRELATIONS

|         | Mean    | SD     | Y.TOTAL | X.TOTAL | Z.TOTAL |
|---------|---------|--------|---------|---------|---------|
| Y.TOTAL | 77,6939 | 9,8683 | 1,0000  | ,2962   | -,0525  |
| X.TOTAL | 24,7143 | 2,2361 | ,2962   | 1,0000  | ,6378   |
| Z.TOTAL | 55,2857 | 3,0822 | -,0525  | ,6378   | 1,0000  |

#### SAMPLE SIZE

49

#### DIRECT And TOTAL EFFECTS

|         | Coeff   | s.e.  | t       | Sig(two) |
|---------|---------|-------|---------|----------|
| b(YX)   | 1,3071  | ,6149 | 2,1259  | ,0388    |
| b(MX)   | ,8792   | ,1549 | 5,6773  | ,0000    |
| b(YM.X) | -1,3032 | ,5530 | -2,3567 | ,0227    |
| b(YX.M) | 2,4529  | ,7622 | 3,2180  | ,0024    |

#### INDIRECT EFFECT And SIGNIFICANCE USING NORMAL DISTRIBUTION

|        | Value   | s.e.  | LL 95 CI | UL 95 CI | Z       | Sig(two) |
|--------|---------|-------|----------|----------|---------|----------|
| Effect | -1,1458 | ,5333 | -2,1911  | -,1005   | -2,1484 | ,0317    |

#### BOOTSTRAP RESULTS For INDIRECT EFFECT

|        | Data    | Mean    | s.e.  | LL 95 CI | UL 95 CI | LL 99 CI | UL 99 CI |
|--------|---------|---------|-------|----------|----------|----------|----------|
| Effect | -1,1458 | -1,1349 | ,4629 | -2,0591  | -,2246   | -2,3516  | ,3234    |

#### NUMBER OF BOOTSTRAP RESAMPLES

1000

#### FAIRCHILD ET AL. (2009) VARIANCE IN Y ACCOUNTED FOR BY INDIRECT EFFECT:

-,0955

\*\*\*\*\* NOTES \*\*\*\*\*

----- END MATRIX -----

Source: Spss 22

Based on the results of SPSS analysis, it is found that participative leadership has a significant effect on employee performance, both directly and indirectly through motivation. The total effect of participative leadership on performance is 1.3071 ( $p = 0.0388$ ), and the effect on motivation is 0.8792 ( $p = 0.0000$ ). Meanwhile, motivation has a negative influence on performance after controlling for leadership, with a coefficient of -1.3032 ( $p = 0.0227$ ). The direct effect of leadership on performance after controlling for motivation was recorded at 2.4529 ( $p = 0.0024$ ).

The indirect effect of leadership on performance through motivation was -1.1458 and significant ( $p = 0.0317$ ), indicating a mediating effect. Since the Sobel test is not appropriate for small samples, the bootstrapping method was used 1000 times. As a result, the t value is 2.475 and the indirect effect remains significant, reinforcing the finding that motivation mediates the relationship between participative leadership and employee performance.



## CONCLUSION

Based on the results of data analysis, this study concludes that participative leadership has a positive and significant influence on employee performance as well as on work motivation in Bappeda of Wakatobi Regency, Southeast Sulawesi Province. However, motivation does not directly have a significant effect on employee performance. Nevertheless, participative leadership still has a positive influence on performance through increased motivation, which acts as a mediating variable.

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