

THE INFLUENCE OF DEMOCRATIC LEADERSHIP STYLE, WORK DISCIPLINE, INTRINSIC MOTIVATION AND PHYSICAL WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract

This research aims to analyze the influence of democratic leadership style, work discipline, intrinsic motivation and physical work environment on the employees' performance of PT. Straw Plus East Jakarta. This research data uses primary data in the form of a questionnaire to 100 respondents using the multiple linear regression method which was processed using SPSS 17.0 software. From data that has met the validity test, reliability test and classical assumption test, the variables are democratic leadership style, work discipline, intrinsic motivation and physical work environment on employee performance. From the model feasibility test, it shows that the four independent variables studied are proven to have a positive and real effect on the dependent variable together. Through testing the coefficient of determination (R²), it can be seen that democratic leadership style, work discipline, intrinsic motivation and physical work environment, each have an influence on employee performance, namely 93.9%, meaning that 93.9% of the dependent variable of employee performance can be explained by the independent variables are democratic leadership style, work discipline, intrinsic motivation and physical work environment. Meanwhile, the remaining 6.1% is explained by other variables that were not included in this research.

Keywords: democratic leadership style, work discipline, intrinsic motivation physical work environment, employees' performance

INTRODUCTION

In order to achieve goals, every organization requires management related to efforts to improve organizational effectiveness. Human resource management has an important role in realizing organizational ideals. Therefore, human resources must receive special attention because human resources are assets that must be maintained and developed. Considering the importance of employee performance in achieving company goals, it is necessary to have good company management to organize human resources to work as well as possible so that company goals are achieved optimally.

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RESEARCH METHOD

Description of Research Data

The object of this research is employee performance which is influenced by Democratic Leadership Style, Work Discipline, Intrinsic Motivation and Physical Work Environment at PT. Straw Plus and all respondents are employees who work at PT. Straw Plus.

Respondent Characteristics

The author uses quantitative analysis with data collection methods using questionnaires to employees distributed within the PT. Straw Plus East Jakarta, for the purposes of collecting data as material for analysis by considering the situation and conditions faced, samples were taken to 100 employees, then the employees were given a questionnaire to fill in and return within a predetermined time limit. To obtain an overview of employee characteristics, the following will present the identity of the respondents based on clarification of gender, age and level of education obtained from PT. Straw Plus East Jakarta. Through describing the identity of the respondent, it is hoped that a deeper understanding of the background of the research respondent can be obtained, so that we can understand the tendency of the answers that the respondent will give.

RESULTS AND DISCUSSION

Descriptive Analysis (Questionnaire Results)

The results of descriptive statistical tests for the calculated average for each statement on each variable will be described in this section. The independent variables are democratic leadership style (X1), Work Discipline (X2), Intrinsic Motivation (X3) and Physical Work Environment (X4), as well as the dependent variable, namely employee performance (Y), each variable consisting of 8 statement items. Data analysis was carried out using calculations based on respondents' answers and using statistical calculation methods using computer tools through the SPSS 17.0 program.

Validity test

The validity test is used to test accuracy, measuring tools can reveal whether a questionnaire is valid or not. The validity test is calculated by comparing the calculated r value (correlated item-total correlation) with the r table, if r calculated $>$ r table (at a significance rate of 0.5%) then the statement is declared valid. The total of 40 statements consists of 8 items for democratic leadership style, 8 items for Work Discipline, 8 items for Intrinsic Motivation, 8 items for Physical Work Environment and 8 items for employee performance. This research was tested using $n = 100$, so the r table is 0.194.

Reliability Test

Reliability testing is used to find out whether the measuring instrument will get consistently accurate measurements if the measurements are repeated. The method used in the research is Cronbach Alpha. The reliability test is a continuation of the validity test, where the items or statements included in the test are only valid items or statements.

Table 1. Reliability Test Results

Variable	Cronbach Alpha	Limitation	Decision
Democratic Leadership Style (X1)	0.873	0.7	Reliable
Work discipline (X2)	0.825	0.7	Reliable
Intrinsic Motivation(X3)	0.862	0.7	Reliable
Physical Work Environment(X4)	0.824	0.7	Reliable
Employee Performance (Y)	0.853	0.7	Reliable

Source: SPSS 17.0 Processed Results

From table 1 it can be seen that the Cronbach Alpha value for the five variables is above 0.7. Because these values are greater than 0.7, the value of the measuring instrument is reliable or meets the reliability requirements.

Classic assumption test

Normality test

The normality test aims to test whether in the regression method, the dependent variable and the independent variable both have normal distribution data. One of the requirements in parametric analysis is that the distribution must be normal. To achieve data normality, this can be done using the Kolmogorof-Smirnof test. **Table 2.**

Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		100
Normal Parameters,, b	Mean	.0000000
	Std. Deviation	.76952045
Most Extreme Differences	Absolute	.106
	Positive	.106
	Negative	-.103
Kolmogorov-Smirnov Z		1,058
Asymp. Sig. (2-tailed)		,213

a. Test distribution is Normal.

b. Calculated from data. Source: SPSS 17.0 Processed Results

From table 2 it can be seen that the Asymp.Sig.(2-tailed) column for the 2-sided test is 0.038. The results of the One Sample Kolmogrov-Smirnov test can be seen for the above data to be $0.213 > 0.05$, so it can be stated that the data on democratic leadership

style, work discipline, intrinsic motivation, physical work environment and employee performance are normally distributed.

Multicollinearity Test

The Multicollinearity Test is used to determine whether or not there are deviations from the classic assumption of multicollinearity, namely the existence of a linear relationship or independent variables in the regression model. In this test, researchers used the Variance Inflation Factor (VIF) method.

Table 3. Multicollinearity Test Results Coefficientsa

Collinearity Statistics	
Tolerance	VIF
.138	7,253
,376	2,661
,224	4,465
,251	3,983

a. Dependent Variable: Employee Performance
Source: SPSS 17.0 Processed Results

Based on table 3, it is known that the calculated VIF for democratic leadership style (X1) = 7.253. The calculated VIF for work discipline (X2) = 2.661. The calculated VIF for intrinsic motivation (X3) = 4.465 and the calculated VIF for the physical work environment (X4) = 3.983. This value shows a value smaller than 10 so it can be concluded that the regression equation model does not contain multicollinearity and can be used in this research.

Autocorrelation Test

The autocorrelation test is useful for finding out whether in a linear regression model there is a strong positive or negative relationship between the data on the research variables. In testing autocorrelation, researchers used the Durbin-Watson (DW) method.

Table 4. Autocorrelation Test Results Model Summary b

Model	Durbin-Watson
1	1,777

Source: SPSS 17.0 Processed Results

Based on the results of the autocorrelation test in table 4.14, it is known that the Durbin-Watson value = 1.777 compared to the Durbin-Watson value in the table using a significant 5% sample size of 100 (n) and the number of independent variables is 4 (k=4), so in the Durbin-Watson table the dL value is obtained = 1.592 and dU = 1.758. Because the Durbin-Watson value of 1.777 is greater than the limit (dU) of 1.758 and less than $4 - 1.758 = 2.248$ (4-dU), this is in accordance with the performance criteria, namely $dU < DW < 4 - dU$ ($1.758 < 1.777 < 2.264$), then Durbin-Watson is located between dU and 4-dU, so it can be concluded that there is not a strong relationship between the data (autocorrelation).

Heteroscedasticity Test

Heteroscedasticity testing is carried out to test whether in a regression model, there is an inequality in the variance of the residuals from another observation.

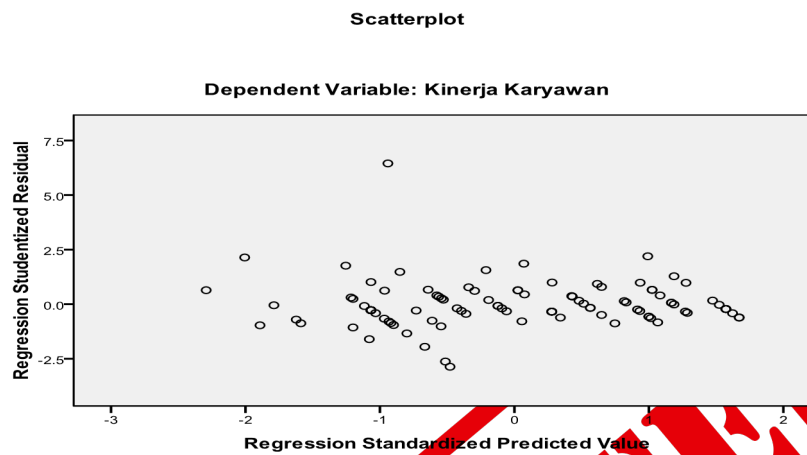


Figure 1. Heteroscedasticity Test Results

Analysis Model

Multiple Linear Regression Analysis

Multiple linear regression analysis is a form of analysis that discusses the extent of the influence of the independent variable on the dependent variable.

Table 5. Results of Multiple Linear Regression Analysis Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	Q	Sig.
1 (Constant)	,564	,982		,665	,948
Democratic Leadership Style	,410	,067	,420	6,151	,000
Work Discipline	,149	,037	,165	3,988	,000
Intrinsic Motivation	,253	,051	,267	4,984	,000
Physical Work Environment	,201	,054	,188	3,704	,000

a. Dependent Variable: Employee Performance

Source: SPSS 17.0 Processed Results

Based on table 5 above regarding the regression coefficients, it can be seen that the multiple linear regression equation is as follows:

$$Y = 0.564 + 0.410 X_1 + 0.149 X_2 + 0.253 X_3 + 0.201X_4$$

Model Feasibility Test

F test

The F test is carried out to determine that in this model the independent variable is able to explain the dependent variable. And to see whether the model being

analyzed has a high level of model suitability, that is, the variables used in the model are able to explain the phenomenon being analyzed. The test uses a significance level of 0.05.

Table 6. F Test Results ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	899,886	4	224,971	364,566	,000a
Residual	58,624	95	,617		
Total	958,510	99			

a. Predictors: (Constant), Physical Work Environment, Work Discipline, Intrinsic Motivation, Democratic Leadership Style

b. Dependent Variable: Employee Performance

Source: SPSS 17.0 Processed Results

Coefficient of Determination (R2) Table 7. Coefficient of Determination Results Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.969a	,939	,936	,786	1,777

a. Predictors: (Constant), Physical Work Environment, Work Discipline, Intrinsic Motivation, Democratic Leadership Style

b. Dependent Variable: Employee Performance

Source: SPSS 17.0 Processed Results

Hypothesis Testing (t Test)

This t test is to find out whether democratic leadership style, work discipline, intrinsic motivation and physical work environment have a positive and significant effect on employee performance. The examiner used a significance level of 0.05.

Table 8. t Test Results Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients		Q	Sig.
	B	Std. Error	Beta			
1 (Constant)	,564	,982			,665	,948
Democratic Leadership Style	,410	,067	,420		6,151	,000
Work Discipline	,149	,037	,165		3,988	,000
Intrinsic Motivation	,253	,051	,267		4,984	,000
Physical Work Environment	,201	,054	,188		3,704	,000

a. Dependent Variable: Employee Performance

Source: SPSS 17.0 Processed Results

CONCLUSION

Based on the results of research and discussion regarding the influence of Democratic Leadership Style, Work Discipline, Intrinsic Motivation and Physical Work Environment on PT Employee Performance. Straw Plus East Jakarta, the results of the research can be concluded that; (1) Democratic Leadership Style has a positive and significant effect on PT Employee Performance. Straw Plus East Jakarta and supported by previous research conducted by Mardiana (2014), plus expert information according to Siagian, 2010: 27 states that democratic leader behavior encourages subordinates to grow and develop their innovation and creativity so that they can improve employee performance, (2) Work Discipline has a positive and significant influence on the performance of PT employees. Straw Plus East Jakarta. This is reinforced by research conducted by Ni Made Diah Yudhiningsih who examined the influence of the work environment and work discipline on employee performance, with the research results stating that the work environment and work discipline have a positive and significant influence on employee performance, (3) Intrinsic Motivation has a positive and significant effect on PT Employee Performance. Straw Plus East Jakarta. This is reinforced by research conducted by Fakhrian Harza (2014) which examined the influence of intrinsic motivation, extrinsic motivation and organizational commitment on employee performance at the Malang branch of Bank BTN, and (4) The physical work environment has a positive and significant effect on PT employee performance. Straw Plus East Jakarta. This is reinforced by research conducted by Eldaa Cintia and Alini Gilang (2016) which concluded that the physical work environment has a positive and significant effect on employee performance.

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