

# The Influence of Democratic Leadership Style, Physical Work Environment and Extrinsic Motivation on Employees' Performance at PT. Mayasari Bakti Jakarta

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## ABSTRACT

This research aims to analyze the influence of democratic leadership style, physical work environment and extrinsic motivation on the performance of PT employees. Mayasari Bakti in Jakarta. This research data uses primary data in the form of a questionnaire to 110 respondents who work at PT. Mayasari Bakti 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 following regression equation is obtained:  $Y = 5,823 + 0,316X_1 + 0,252X_2 + 0,257X_3$ . Where are the employee performance decision variables (Y), democratic leadership style (X1), physical work environment (X2) and extrinsic motivation (X3). From the model feasibility test, it shows that the three independent variables studied are proven to have a positive effect on the dependent variable together. Through partial hypothesis testing, it can be seen that democratic leadership style, physical work environment and extrinsic motivation are proven to each have a positive influence on purchasing decisions, namely 55.60%, meaning that 55.60% of the dependent variable of employee performance can be explained by the independent variable, namely leadership style. Democratic, physical work environment and extrinsic motivation. Meanwhile, the remaining 44.40% is explained by other variables that were not included in this research.

Keywords: democratic leadership style, physical work environment, extrinsic motivation and employee 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. Human resource management is a recognition of the importance of the human element in providing maximum contribution to the company (Juliansyah Noor, 2013:1).

Democratic leadership is leadership based on democracy, the implementation of which is called participatory leadership. Participatory leadership is a method of leadership whose strength lies in the active participation of each employee or member of the organization.

Furthermore, the physical work environment also influences employee performance. According to (Alex. S. Nitisemito, 2002: 183). The physical work

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environment is everything around workers that can influence them in carrying out assigned tasks, for example lighting, air temperature, space for movement, security, cleanliness, music and so on (Alex. S. Nitisemito, 2002: 183). The work environment must be in accordance with the needs of the employee so that the employee can be more optimal in completing tasks.

Performance is also influenced by extrinsic motivation. According to AM Sardiman (2005:90) extrinsic motivation is motives that are active and function due to external stimuli. Meanwhile, Rosjidan, et al (2001:51) consider extrinsic motivation to be motivation whose goals lie outside of knowledge, that is, they are not contained in the action itself.

And to expect better changes to the company's performance, therefore PT. Mayasari Bakti must always improve its performance. PT. Mayasari Bakti has a problem phenomenon, namely fluctuating income from 2013-2015 as follows:

**Table 1. PT Income Report. Mayasari Bakti 2013-2015**

No	Bus There Is	Month	Income		
			2013	2014	2015
1	325	January 13	4,759,743,821	3,203,479,528	3,551,029,133
2	327	February 13	4,487,230,258	2,906,863,360	3,485,500,816
3	323	March 13	5,390,911,608	3,292,973,327	3,900,330,927
4	323	April 13	4,755,161,882	3,395,397,674	3,649,345,265
5	325	May 13	4,942,081,475	3,499,748,806	3,891,659,563
6	327	June 13	4,702,767,964	3,569,487,253	3,978,709,673
7	327	July 13	3,903,770,793	3,754,911,897	3,016,362,673
8	307	August 13	4,340,736,207	2,995,658,135	3,743,142,459
9	307	September	4,193,256,701	3,408,898,008	4,461,674,758
10	307	October 13	4,395,143,855	3,570,150,571	3,144,414,574
11	308	November	4,165,644,754	3,617,493,043	5,010,298,744
12	308	December 13	4,326,241,068	3,885,953,341	5,411,881,596
<b>TOTAL</b>			<b>54,362,690,386</b>	<b>41,101,014,943</b>	<b>47.244.350.181</b>

Source: PT. MayasariBakti (Finance Department)

**Table 2. Increase/Decrease in 2013-2015**

No	Income			2014	2015	%		
	2013	2014	%					
1	4,759,743,821	3,203,479,528	(33)	3,203,479,528	3,551,029,133	11		
2	4,487,230,258	2,906,863,360	(32)	2,906,863,360	3,485,500,816	20		
3	5,390,911,608	3,292,973,327	(39)	3,292,973,327	3,900,330,927	18		
4	4,755,161,882	3,395,397,674	(28)	3,395,397,674	3,649,345,265	7		
5	4,942,081,475	3,499,748,806	(29)	3,499,748,806	3,891,659,563	11		
6	4,702,767,964	3,569,487,253	(24)	3,569,487,253	3,978,709,673	11		
7	3,903,770,793	3,754,911,897	(3)	3,754,911,897	3,016,362,673	(20)		
8	4,340,736,207	2,995,658,135	(30)	2,995,658,135	3,743,142,459	25		
9	4,193,256,701	3,408,898,008	(19)	3,408,898,008	4,461,674,758	31		
10	4,395,143,855	3,570,150,571	(19)	3,570,150,571	3,144,414,574	(12)		
11	4,165,644,754	3,617,493,043	(13)	3,617,493,043	5,010,298,744	38		
12	4,326,241,068	3,885,953,341	(10)	3,885,953,341	5,411,881,596	39		
<b>Total</b>			<b>54,362,690,386</b>	<b>41,101,014,943</b>	<b>(24)</b>	<b>41,101,014,943</b>	<b>47.244.350.181</b>	<b>15</b>

Source: PT. Mayasari Bakti (Processed)

The data on this phenomenon turns out to be the cause of poor employee performance, which causes fluctuations in income. Based on the results of an interview with one of the officials at the company PT. Mayasari Bakti is the occurrence of performance appraisals that are not in accordance with targets influenced by factors such as leadership style, physical work environment and extrinsic motivation of employees at the PT Mayasari Bakti. Based on this description, the author is interested in conducting research with the title "The Influence of Democratic Leadership Style, Physical Work Environment and Extrinsic Motivation on Employee Performance at PT. Mayasari Bakti"

Based on the background of the problem above, the objectives of the research are; (1) knowing and analyzing the magnitude of the influence of democratic leadership style on the performance of PT employees. Mayasari Bakti 2013-2015, (2) knowing and analyzing the magnitude of the influence of the physical work environment on the performance of PT employees. Mayasari Bakti 2013-2015, and (3) knowing and analyzing the magnitude of the influence of extrinsic motivation on the performance of PT employees. Mayasari Bakti 2013-2015.

## RESEARCH METHOD

In this research, the object of research is the influence of democratic leadership style, physical work environment and extrinsic motivation on employee performance at PT. Mayasari Bakti Jakarta. The type of data used in this research is primary data. Primary data is data obtained directly from respondents. Especially data generated based on respondents' answers to questionnaires at PT. Mayasari Bakti. Primary data is data obtained directly from respondents' answers through distributing questionnaires using a Likert Scale.

According to Sugiyono (2014:80) Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population used in this research was all employees of PT. Mayasari Bakti, totaling 151 employees.

Determining the sample size can be done by statistical calculations, namely by using the Slovin Formula. The Slovin formula is used to determine the sample size from a known population of 110 employees. Slovin's formula:

$$n = \frac{N}{1 + Ne^2}$$

Information :

n = Sample size

N = Population size

e = Allowance for inaccuracy due to tolerable sampling error, then squared.

Based on the Slovin Formula, the size of the research sample size is:

$$n = \frac{N}{1 + N(e)^2}$$

$$= \frac{151}{1 + 151(0,05)^2} = 109.65 \text{ dibulatkan } 110 \text{ responden}$$

Based on the results of these calculations, the sample obtained was 110 respondents.

The general approach used in this research is purposive sampling, where purposive sampling is a technique for determining samples with certain considerations so that the data obtained later can be more representative (Sugiyono, 2011: 84). Sampling quotas

is a technique for determining a sample from a population that has certain characteristics up to the desired number (quota) (Sugiyono, 2001: 60).

### **Descriptive Analysis Method**

Descriptive analysis, namely providing an empirical description or description of the data collected in the research (Ferdinand, 2013:72).

### **Inferential Analysis Method**

Inferential analysis is a technique used to analyze sample data and the results are applied to the population (Sugiyono, 2013: 103).

### **Multiple Linear Regression Analysis**

This analysis is used to predict changes in the value of certain variables when other variables change. According to Sugiyono (2006:210), the multiple linear regression equation is used with the following formula:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Information:

Y	=Employee performance
a	= Constant
b1, b2, and b3	= Regression Coefficient
X1	= Democratic Leadership Style
X2	= Physical Work Environment
X3	= Extrinsic Motivation
e	= Error/mistake

### **Instrument Testing**

#### **Validity test**

According to Sugiyono (2012: 455), validity is the degree of accuracy between the actual data on the research object and the data reported by the researcher.

#### **Reliability Test**

Reliability is a tool for measuring a questionnaire which is an indicator for indicators of variables.

#### **Classic assumption test**

##### **Normality test**

The normality test is used to test whether in the regression model, the two variables (independent and dependent) have a normal distribution or at least close to normal (Umar, 2013: 77).

##### **Multicollinearity Test**

The multicollinearity test is useful for finding out whether in the proposed regression model a strong correlation has been found between the independent variables. If there is a strong correlation, there is a multicollinearity problem that must be overcome (Umar, 2013: 80).

##### **Autocorrelation Test**

The autocorrelation test is useful for finding out whether in a linear regression model there is a strong relationship between one observation and another. Priyatno (2009:61) autocorrelation is where there is a correlation of the residuals for other observations arranged according to a time series.

##### **Heteroscedasticity Test**

The heteroscedasticity test aims to find out whether the variation in residual data from one observation to another is different or constant. If the variation of the residual data is the same it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is homoscedastic.

## Model Feasibility Test

### *F Test*

This test is used to determine the joint influence of the independent variables on the dependent variable.

### *Coefficient of Determination (R<sup>2</sup>)*

The coefficient of determination (R<sup>2</sup>) essentially measures how far a model is able to explain variations in the dependent variable (Ghozali, 2011: 97).

### *Hypothesis Testing (T Test)*

This test is used to determine the significance of the influence of the independent variable on the dependent variable individually and assumes the other dependent variables are constant.

## RESULTS AND DISCUSSION

### Multiple Linear Regression Analysis

In calculating the regression coefficient in this study using SPSS 17.0, the results of the regression calculation are as follows:

**Table 1. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,823	2,541		2,291	.024
Democratic Leadership Style	,316	,096	,343	3,295	,001
Physical Work Environment	,252	,063	,278	4,002	,000
Extrinsic Motivation	,257	,092	,292	2,776	,007

a. Dependent Variable: Employee Performance

Source: Processed data (SPSS 17.0)

Based on table 1 above regarding the regression coefficients, it can be seen that the multiple linear regression equation is as follows:

$$Y = 5,823 + 0,316X_1 + 0,252X_2 + 0,257X_3$$

The regression equation shows a constant of 5,823 and it can be explained that:

- A constant of 5,823 states that if the democratic leadership style (X<sub>1</sub>), physical work environment (X<sub>2</sub>) and extrinsic motivation (X<sub>3</sub>) are constant (do not change), then the employee's performance score is positive by 5,823 with standard error 2,541.
- The democratic leadership style variable (X<sub>1</sub>) has a regression coefficient of 0,316. This means that if the democratic leadership style score is increased by 1 unit, the employee's performance score will increase by 0,316 units with a standard error of 0,096.
- The physical work environment variable (X<sub>2</sub>) has a regression coefficient of 0,252 meaning that if the physical work environment score is increased by 1 unit, the employee's performance score will increase by 0,252 units with a standard error of 0,063.
- The extrinsic motivation variable (X<sub>3</sub>) has a regression coefficient of 0,257 meaning that if the extrinsic motivation score is increased by 1 unit, the employee's performance score will increase by 0,257 units with a standard error of 0,092.

Of the three independent variables, namely democratic leadership style, physical work environment and extrinsic motivation have a positive influence on employee performance at PT. Mayasari Bakti. Thus, if the democratic leadership style, physical work environment and extrinsic motivation increase, employee performance variables will increase.

**Instrument Test**  
**Validity test**

**Table 2. Validity Test Results**

Variable	Item Number	r Count	r Table	Decision
Democratic Leadership Style (X1)	1	0.339	0.185	Valid
	2	0.514	0.185	Valid
	3	0.496	0.185	Valid
	4	0.494	0.185	Valid
	5	0.397	0.185	Valid
	6	0.460	0.185	Valid
	7	0.275	0.185	Valid
	8	0.415	0.185	Valid
Physical Work Environment (X2)	1	0.540	0.185	Valid
	2	0.525	0.185	Valid
	3	0.414	0.185	Valid
	4	0.583	0.185	Valid
	5	0.548	0.185	Valid
	6	0.461	0.185	Valid
	7	0.439	0.185	Valid
	8	0.501	0.185	Valid
Extrinsic Motivation (X3)	1	0.339	0.185	Valid
	2	0.514	0.185	Valid
	3	0.496	0.185	Valid
	4	0.494	0.185	Valid
	5	0.397	0.185	Valid
	6	0.460	0.185	Valid
	7	0.275	0.185	Valid
	8	0.415	0.185	Valid
Employee Performance (Y)	1	0.609	0.185	Valid
	2	0.501	0.185	Valid
	3	0.373	0.185	Valid
	4	0.283	0.185	Valid
	5	0.462	0.185	Valid
	6	0.381	0.185	Valid
	7	0.232	0.185	Valid
	8	0.248	0.185	Valid

Source: Processed data (SPSS 17.0)

From calculations using SPSS 17.0, the data tested on 110 respondents stated that all statement items 1-32 for the variables democratic leadership style, physical work environment, extrinsic motivation and employee performance were valid. This can be seen from the calculation results with the table above, that the calculated r is greater than the r table (0.185).

### Reliability Test

**Table 3. Reliability Test Results**

Variable	Cronbach Alpha	Limitation	Decision
Democratic Leadership Style (X1)	0.725	0.6	Reliable
Physical Work Environment (X2)	0.790	0.6	Reliable
Extrinsic Motivation (X3)	0.725	0.6	Reliable
Employee Performance (Y)	0.694	0.6	Reliable

Source: Processed data (SPSS 17.0)

From table 3, it can be seen that the Cronbach Alpha value for the four variables is above 0.6. Because these values are greater than 0.6, the measuring instrument values are reliable or meet the reliability requirements.

### Classic assumption test

#### Normality test

**Table 4. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		110
Normal Parameters,, b	Mean	.0000000
	Std. Deviation	2.05307551
Most Extreme Differences	Absolute	,047
	Positive	,044
	Negative	-.047
Kolmogorov-Smirnov Z		,490
Asymp. Sig. (2-tailed)		,970
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Processed data (SPSS 17.0)

If the results of the One Sample Kolmogorof Smirnov test are significant less than 0.05 then it is stated that the data is not normally distributed, but if the significance value is more than 0.05 then the data is normally distributed.

### Multicollinearity Test

**Table 5. Multicollinearity Test Results Coefficients<sup>a</sup>**

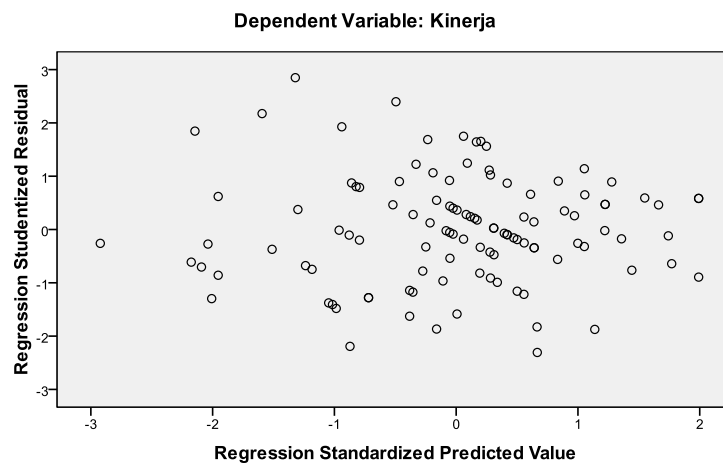
<b>Collinearity Statistics</b>	
<b>Tolerance</b>	<b>VIF</b>
1	
,387	2,587
,867	1,153
,379	2,641

Source: Processed data (SPSS 17.0)

Based on table 5 Coefficients above, it is known that the calculated VIF for a democratic leadership style is (X1) =2,587 Calculated VIF for the physical work environment (X2) =1,153 and calculated VIF for extrinsic motivation (X3) =2,641 These values show 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, because each variable has a number below 10.

**Heteroscedasticity Test**

Scatterplot



**Figure 1. Scatterplot Graphics**

Based on the scatterplot above, it can be seen that the points spread in an unclear pattern above and below the number 0 on the Y axis, so in the regression model there is no heteroscedasticity problem.

**Autocorrelation Test**

**Table 6. Autocorrelation Test Results**

<b>Model</b>	<b>Durbin-Watson</b>
1	1,864

Source: Processed data (SPSS 17.0)

Based on the results of the autocorrelation test in table 6, it is known that the Durbin-Watson value =1,864 compared to the Durbin-Watson table value using a significant 5% sample size of 110 (n) and the number of independent variables 3 (k=3), then in the Durbin-Watson table the values obtained are dL = 1.633 and dU = 1.745.

Because the Durbin-Watson value of 1.864 is greater than the limit ( $d_U$ ) of 1.745 and less than  $4 - 1.745 = 2.255$  ( $4 - d_U$ ), this is in accordance with the performance criteria, namely  $d_U < DW < 4 - d_U$  ( $1.745 < 1,864 < 2.255$ ), then Durbin-Watson is located between  $d_U$  and  $4 - d_U$ , so it can be concluded that there is not a strong relationship between the data (autocorrelation).

### Model Feasibility Test *F test*

**Table 7. F test**

ANOVA <sup>a</sup>						
Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	576,407	3	192.136	44,328	,000a
	Residual	459,448	106	4,334		
	Total	1035.855	109			

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

b. Dependent Variable: Performance

Source: Processed data (SPSS 17.0)

From the calculations in table 7 above, it can be seen that the  $F_{count}$  value is 44,328 with a significance level of 0.000. The  $F_{table}$  value is obtained from the residual degrees of freedom ( $df$ ) which is 106 as the denominator  $df$  and the Regression (treatment)  $df$  which is 3 as the numerator  $df$  with a significance level of 5% so that the  $F_{table}$  value ( $\alpha = 5\%$ ) is 2.69 because the value  $F_{count}$  is greater than  $F_{table}$  ( $44.328 > 2.69$ ) with a significance level of  $0.000 < 0.05$ , so it can be concluded that the independent variable is able to explain the dependent variable.

### Coefficient of Determination ( $R^2$ ) Results

**Table 8. Coefficient of Determination Results**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.746a	,556	,544	2,082	1,864

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

b. Dependent Variable: Performance

Source: SPSS 17.0 Processed Results

In table 8 it is shown that the R Square value is 0.556. Based on these values, it can be seen that 55.60% of the variation in the dependent variable is the performance of PT employees. Mayasari Bakti can be explained by a combination of independent variables, namely democratic leadership style, physical work environment and extrinsic

motivation. Meanwhile, the remaining 44.40% can be explained or explained by other factors that were not studied.

**Hypothesis Testing (t Test)**

**Table 9. t test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,823	2,541		2,291	.024
Democratic Leadership Style	,316	,096	,343	3,295	,001
Physical Work Environment	,252	,063	,278	4,002	,000
Extrinsic Motivation	,257	,092	,292	2,776	,007

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

Based on table 9, it can be concluded that the results of the t test are as follows:

- 1) The democratic leadership style variable (X1) has a t count of 3,295 with a significance level of 0.001 ( $0.001 < 0.05$ ),  $H_0$  is rejected and  $H_a$  is accepted, which means that the democratic leadership style variable has a positive and significant effect on the performance of PT employees. Mayasari Bakti.
- 2) The physical work environment variable (X2) has a tcount of 4.002 with a significance level of 0.000 ( $0.000 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted, which means that the physical work environment variable has a positive and significant effect on the performance of PT employees. Mayasari Bakti.
- 3) The extrinsic motivation variable (X3) has a t count of 2.776 with a significance level of 0.007 ( $0.007 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted, which means that the extrinsic motivation variable has a positive and significant effect on the performance of PT Mayasari Bakti employees.

**Discussion**

Based on the results of the research carried out, the following standardized coefficients were obtained:

**Table 10. Order of Influential Variables**

No	Variable	Standardized Coefficients
1	Democratic Leadership Style	0.343
2	Physical Work Environment	0.278
3	Extrinsic Motivation	0.292

Source: SPSS 17.0 Processed Results

The results of table 10 show the sequence of influential variables. It can be seen that the democratic leadership style is 0.343, while the physical work environment variable is 0.278 and the extrinsic motivation variable is 0.292. In this research, it can be seen that the largest Standardized Coefficients Beta is found in the democratic leadership style variable, which means that democratic leadership style needs to be paid most attention to in order to improve the performance of PT employees. Mayasari Bakti.

### ***The Influence of Democratic Leadership Style on Employee Performance***

Based on the research results, it can be seen that there is a significant influence of the Democratic Leadership Style on the performance of PT employees. Mayasari Bakti, meaning that the democratic leadership style can be used as a basis for predicting the performance of PT employees. Mayasari Bakti. This shows that the performance of PT employees. Mayasari Bakti is influenced by the democratic leadership style applied at PT. Mayasari Bakti Jakarta.

According to Rivai (2008:56) this type of leadership places humans as the main and most important factor in every group or organization. Leaders view and place the people they lead as subjects who have personalities with various aspects like themselves.

So, based on the regression test, the democratic leadership style variable (X1) is 0.343, meaning If the democratic work leadership style increases, employee performance will increase by 0.343 assuming other independent variables have constant values. If the value is positive, it means that there is a positive influence between democratic leadership style and employee performance. The t test results show that the significant value is  $0.011 < 0.05$ , which means that democratic leadership style has a positive and significant effect on employee performance.

The results of this research are in accordance with the results of research conducted by Ari Cahyo Suminar M. Djudi Mukzam Ika Ruhana (2015) which shows that a democratic leadership style has a positive effect on employee performance.

### ***The Influence of the Physical Work Environment on Employee Performance***

Based on the research results, it can be seen that there is a significant influence between the physical work environments on the performance of PT employees. Mayasari Bakti, meaning that the physical work environment can be used as a basis for motivating the performance of PT employees. Mayasari Bakti. This shows that the performance of PT. Mayasari Bakti is influenced by the physical work environment of an employee or group of employees.

According to Sedarmayanti (2009:26), namely all physical conditions found around the workplace which can affect employees either directly or indirectly. So, based on the variable regression test physical work environment (X2) is 0,278, It means If the physical work environment improves, employee performance will increase by 0.278 assuming other independent variables have constant values. If the value is positive, it means there is a positive influence between physical work environment with employee performance. The t test results show that the significant value is  $0.001 < 0.05$ , which means that intrinsic motivation has a positive and significant effect on employee performance.

The results of this research are in accordance with the results of research conducted by Siti Untari (2014) which shows that physical work environment variables have a positive and significant effect on employee performance.

### ***The Effect of Extrinsic Motivation on Employee Performance***

Based on the research results, it can be seen that there is a significant influence between extrinsic motivations on the performance of PT employees. Mayasari Bakti, meaning that the management of extrinsic motivation can be used as a basis for predicting the performance of PT employees. Mayasari Bakti. This shows that the performance of PT employees. Mayasari Bakti.

According to Hasibuan (2007:219), motivation is the provision of driving force that creates enthusiasm for someone's work, so that they are willing to work together, effectively and integrate with all their efforts to achieve satisfaction.

Work motivation in management is only proposed to human resources in general and subordinates in particular and questions how to direct the power and potential of subordinates to successfully achieve and realize predetermined goals. In other words, extrinsic motivation for employees is really needed, because the company's goals will be difficult to achieve if there is no extrinsic motivation.

So, based on the variable regression test extrinsic motivation (X3) is 0,292, It means if extrinsic motivation increases, employee performance will increase by 0.292 assuming other independent variables have constant values. If the value is positive, it means there is a positive influence between extrinsic motivation with employee performance. The t test results show that the significant value is  $0.001 < 0.05$ , which means that extrinsic motivation has a positive and significant effect on employee performance.

The results of this research are in accordance with the results of research conducted by AA Gede Oka Pramadita, Ida Bagus Ketut Surya (2015) which states that extrinsic motivation has a positive effect on employee performance.

## CONCLUSION

Based on the results of research and discussion regarding the influence of Democratic Leadership Style, Physical Work Environment and Extrinsic Motivation on PT Employee Performance. Mayasari Bakti, the research results can be concluded that; (1) democratic Leadership Style has a positive and significant effect on PT Employee Performance. Mayasari Bakti, (2) the physical work environment has a positive and significant effect on PT employee performance. Mayasari Bakti, (3) extrinsic Motivation has a positive and significant effect on PT Employee Performance. Mayasari Bakti, and (4) based on the results of the coefficient of determination (R<sup>2</sup>), democratic leadership style, physical work environment and extrinsic motivation influence the performance of PT employees. Mayasari Bakti, as many as 55.6% and the remainder is influenced by other factors.

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