

THE EFFECT OF PARTICIPATIVE LEADERSHIP, WORK DISCIPLINE, AND TRAINING ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL PERFORMANCE : STUDY AT BKPSDM PIDIE JAYA

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ABSTRACT

This study is to test the effect of participative leadership, work discipline, and training on employees performance and its impact on organizational performance. The object is the Human Resources Development Institution (BKPSDM) Pidie Jaya. This study uses a sample of 40 people taken by census method, and they all are civil servants. The data is analyzed using Partial Least Square (PLS), with AMOS software. The result shows that : 1. participative leadership effects employee performance significantly; 2. work discipline effects employee performance significantly; 3. training effects employee performance significantly; 4. participative leadership effects organizational performance significantly, 5. work discipline effects organizational performance significantly; 6. training effects organizational performance significantly, and; 7. employee performance effects organizational performance significantly. These all findings strengthen the previous causality theories and contribute to the realm of science to be new premises.. The originality rests in the model test that uses PLS, and the combination of the causality theories. The limitation resides in the amount of variables with one object. The research model also gives some update perspectives to the practical stakeholder especially for BKPSDM Pidie Jaya.

Keyword: Participative leadership, Work discipline, Training, Employee performance, and Organizational performance.

1. INTRODUCTION

Organizational performance is basically the responsibility of every individual who works in the organization. If in an organization each individual works well, achieves, is passionate and gives their best contribution to the organization, the overall performance of the organization will be good. Thus, organizational performance is a reflection of individual performance. To create high performance, it is needed an increase in work and utilization of optimal human resources, so as to make a positive contribution to the development of the organization. In addition, organizations need to pay attention to various factors that can affect employee performance. According to (Keban, 2008) performance (performance) in the organization is defined as the level of achievement of the "degree of accuracy" or performance is the level of achievement of

organizational goals on an ongoing basis. Training deals with the expertise and ability of employees to carry out current work.

According to (Steers, 1984) understanding organizational performance is the level that shows how far the implementation of tasks can be carried out actually and the mission of the organization is achieved. Meanwhile according to (Mahsun, 2007) organizational performance is a picture of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission, and vision of the organization as outlined in the strategic planning of an organization.

Human resource management is inseparable from employee factors that are expected to perform as well as possible in order to achieve the objectives of government organizations, because employees of the organization's main assets are strategic roles in the organization, namely as thinkers, planners and controllers of organizational activities. According to (Hasibuan, 2018) states that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity as well as time. Meanwhile According to (Rivai and Sagala, 2014) said that performance is a function of motivation and ability. According to (Rivai and Sagala, 2014) in (Rizqina, Adam and Chan, 2017) provides a view of employee performance that performance refers to the level of achievement of the tasks that make up an employee's work.

Performance appraisal at the Human Resources Development Institution (BKPSDM) Pidie Jaya uses a method of evaluating work behavior and work plans, and it is figured as Employee Performance Goals (SKP). From the results of the assessment, grades are grouped by predicate, namely: very good (≥ 91), good (76-90), sufficient (61-75), less (51-60) and bad (≤ 50).

Table 1. Employee Performance Goals (SKP) Report

No.	Year	Amount of Employee	Average of Performance Assesment (%)	Rating
1.	2016	40	82.91	Baik
2.	2017	40	84.73	Baik
3.	2018	40	86.23	Baik

Source : BKPSDM Pidie Jaya (2018)

Based on the table above, it can be seen that the percentage of work quality assessment results are not in accordance with the expectation, namely getting a very good predicate (≥ 91). Effective leadership is one who clarifies the path through which followers will pass in order to achieve the stated goals. A good leader must be willing to help employees along the path, remove obstacles and constraints that exist and provide adequate rewards for completing their duties. According to (Rafiie, Azis and Idris, 2018) "Leadership style is the norm of behavior used by a person when that person tries to influence the behavior of others as seen. In this case the attempt to equate perceptions among people who will influence behavior with people who will be influenced becomes very important position".

Leaders in influencing employee behavior must use the right leadership style so that the employee will be willing to be influenced. Participative leadership is when the leadership is

carried out in a persuasive way, creating harmonious cooperation, fostering loyalty, and participation of subordinates. Leaders motivate subordinates to feel they have an organization. Participative leaders stay away from dominating attitude in every decision making. The leader will provide an opportunity for employees to express opinions, suggestions, and criticism for the progress of the organization. Employee openness is highly expected by the leadership in creating effective communication.

Leaders who use participative leadership styles have the opportunity to be more successful as leaders. The participative leadership style is very effective in setting goals because it always expects opinions, suggestions, and criticisms from employees in the decision making process. The philosophy of the leader is "the leader (he) is a subordinate". Subordinates must participate in providing suggestions, ideas, and considerations in the decision making process. The decision is still made by the leader by considering the suggestions and ideas given by his subordinates. The leader adopts an open management system and decentralized authority.

Discipline is the most important operational function of human resource management because the better employee discipline, the better the performance can be achieved. Without good discipline, it is difficult for organizations to achieve optimal results. Discipline is the main factor that is needed as a warning tool for employees who do not want to change their nature and behavior. So that an employee is said to have good discipline if the employee has a sense of responsibility for given task. According to (Nadezda and Jozef, 2010) in (Anggrainy, Sudarsono and Putra, 2018) argues that discipline is every individual and also a group that guarantees obedience to orders and takes the initiative to take actions that are needed in the absence of orders. As according to (Sjafri, 2003), work discipline is defined as the implementation of management to reinforce organizational guidelines.

In the organization there are still many employees who are late, ignore safety procedures, do not follow the instructions that have been established or are in trouble with their colleagues.

According to (Hasibuan, 2018), discipline is the key to the success of an organization in achieving its goals. Discipline is an important function in an organization because the better employee discipline, the higher the work performance that can be achieved. Conversely, without discipline, it is difficult for organizations to achieve optimal results. Discipline must be applied in an organization because it will have an impact on employee performance, thereby affecting the success and success of the organization.

Judging from the initial description of complaints in work discipline found that most employees still did not attend on time and did not prioritize the percentage of attendance. This is reinforced by the data on the average attendance of BKPSDM Pidie Jaya employees when combined for one year from January to December 2018.

Table 2. Employee Late Hour Report

No.	Month	Amount of Employee	Late
1.	January	40	16
2.	February	40	17
3.	March	40	15
4.	April	40	10

5.	May	40	15
6.	June	40	11
7.	July	40	13
8.	August	40	18
9.	September	40	14
10.	October	40	12
11.	November	40	15
12.	December	40	17
Average			14

Source : BPKSDM Pidie Jaya (2018)

Based on the table, it appears that there are still employees who come not on time. This is clearly in direct contact with work coordination and achievements that lead to the performance of the Human Resources Development Institution (BKPSDM) Pidie Jaya. On a limited basis, training provides employees with specific and knowable knowledge and skills used in their current jobs. Sometimes there are boundaries drawn between training and development, with development that is broader in scope and focuses on individuals to achieve new abilities that are useful both for their current and future work. As according to (Rachmawati, 2008), training is an environmental container for employees, where they obtain or learn attitudes, abilities, expertise, knowledge, and specific behaviors related to work. Meanwhile, according to (Rivai and Sagala, 2014), training is a process of systematically changing employee behavior to achieve organizational goals. Training deals with the expertise and ability of employees to carry out current work. Training according to (Eko, 2015) is a series of individual activities in systematically increasing expertise and knowledge so as to be able to have professional performance in their fields.

The phenomenon in this study in terms of the performance of BKPSDM Pidie Jaya, based on employee statements that BKPSDM Pidie Jaya does not provide duties and responsibilities in accordance with the abilities of each employee, cannot respond to complaints felt by employees in every policy issued, and does not following up on the aspirations received from each employee.

From the aspect of BKPSDM Pidie Jaya employee performance, the employees still do not yet have a good level of cooperation, public services provided by BKPSDM Pidie Jaya employees do not seem to follow the administrative standards, BKPSDM Pidie Jaya has not demonstrated development of ability to work and help colleagues in every difficulty encountered, and the employees considered that BKPSDM Pidie Jaya has not been able to manage the change well. Even the employees stated that they have not been able to make decisions according to administrative procedures.

From the aspect of participative leadership, employees have not felt that the leader is always trying to obtain and provide information to each employee and there has been no real action from the leadership to always involve the input from the employees before making a decision. From the aspect of work discipline, most employees are still unable to attend on time and also do not prioritize the percentage of attendance. In terms of training, BKPSDM Pidie Jaya employees have not shown enthusiasm in participating in training and training has not been able to improve the skills, knowledge, and behavior of participants. So it indicates that, some lack of the behavior

of workers in an organization like the lack in participative leadership, work discipline, training, becomes so disturbing that impacts on the declining performance.

Research Paradigm

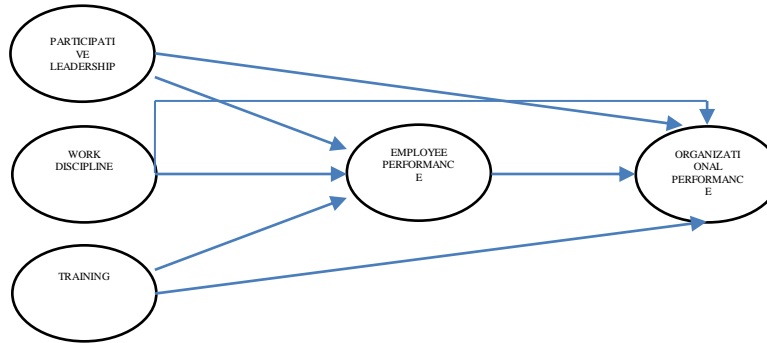


Figure 1. Research Paradigm

Research Hypothesis

- H1: participative leadership effects employee performance
- H2: work discipline effects employee performance.
- H3: training effects employee performance.
- H4: participative leadership effects organizational performance.
- H5: work discipline effects organizational performance.
- H6: training effects organizational performance.
- H7: employee performance effects organizational performance.

2. RESEARCH METHOD

In this research, the several variables that used are participative leadership, work discipline, training, employee performance and organizational performance. The research is conducted at the BKPSDM of Pidie Jaya. This study uses a sample of 40 people taken by census method, and they all are civil servants in the BKPSDM of Pidie Jaya.

The data source is the primary data. The data is collected using questionnaires or direct interviews with respondents (field research), and also the secondary data, which is a method for obtaining data and theories needed and with regard to the study of literature decisions, journals, the internet, the Central Statistics Agency, and other information media (library research). In this study the authors used a Summated Likert Scale through data collection in the form of a questionnaire or series of questions to respondents, where subjects chose five alternative responses for each question that were given numeric symbols of 1, 2, 3, 4, 5. Authors also build constructs to measure the variables in the model, that are : Z). Organizational Performance : 1. Productivity; 2. Quality of service, 3. Responsiveness, 4. Responsibility, 5. Accountability; Y) Employee Performance : 1. Integrity, 2. Cooperation, 3. Communication, 4. Orientation on results, 5. Public services, 6. Development of self and others, 7. Manage change, 8. Decision

making; X1) Participative Leadership : 1. Development of maintaining relationships, 2. Obtaining and providing information, 3. Making decisions., 4. Influencing others; X2) Work Discipline : 1. Always be present on time, 2. Always give priority to the percentage of attendance, 3. Always obey the provisions of working hours, 4. Always prioritize efficient and effective working hours, 5. Having work skills in their area of work, 6. Have a high morale, 7. Have a good attitude, 8. Always be creative and innovative at work, and ; X3) Training : 1. Instructor, 2. Participants, 3. Material, 4. Method, 5. Purpose.

Data analysis tools used in this study is the partially least square (PLS) with the help of the Amos program. According to (Ghozali, 2018), PLS is an alternative approach that shifts from a covariance-based SEM approach to variant-based. PLS is also used to test the hypothesis, that is to find out the truth of the provisional conjecture. The hypothesis is basically interpreted as a temporary answer to the formulation of research problems (Sugiyono, 2008). The understanding is for the research hypothesis while the hypothesis is interpreted statistically as a statement about the state of the population (parameters) that will be tested for truth based on data obtained from the research sample (statistics) (Sugiyono, 2008). Therefore, the statistics tested are the null hypothesis. (Santoso, 2014) stated that every decision making that uses probability numbers (p) from AMOS output with a direct effect between H1 to H5 is if p is a number greater (>) than 0.05 so Ho can be accepted, if p is smaller (<) than 0.05 means that Ho is rejected.

3. RESULT

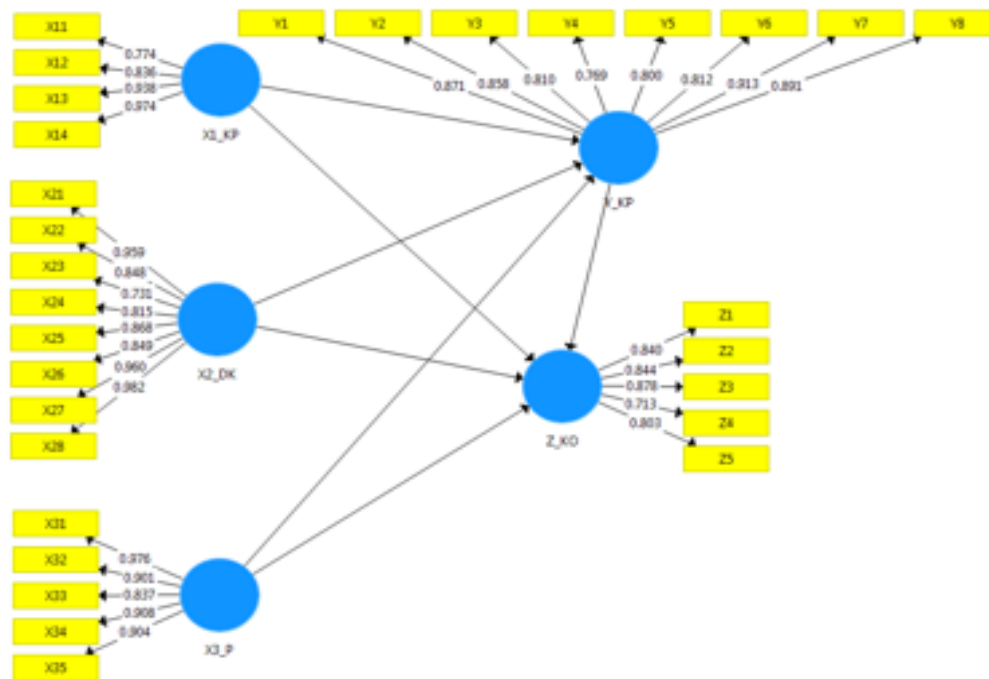


Figure 2. Outer Model

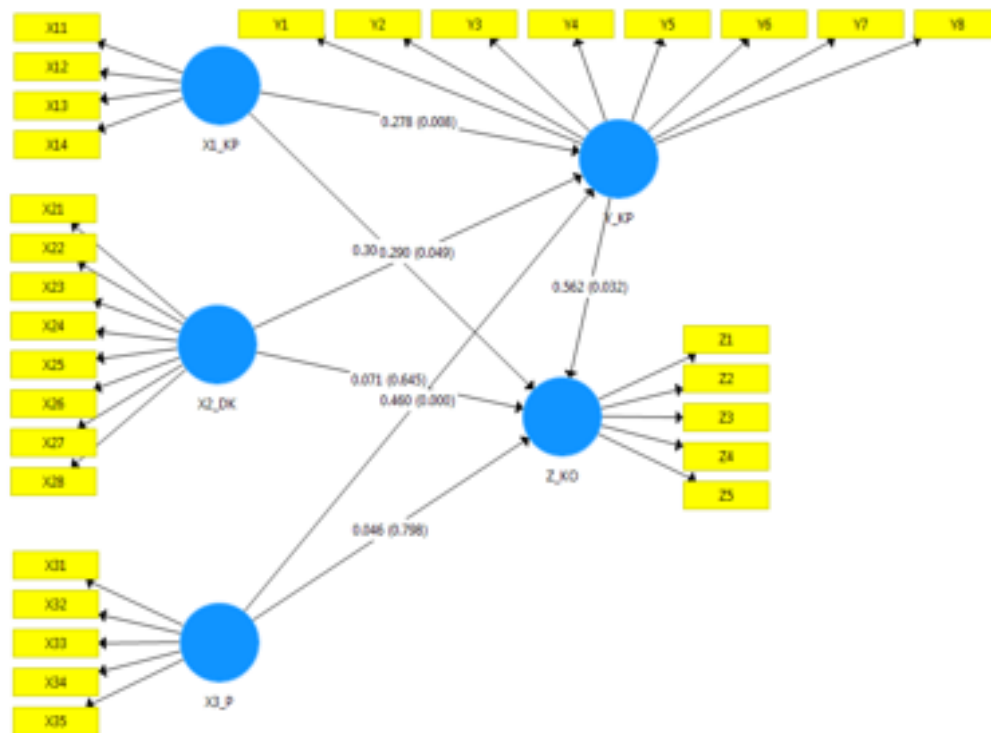


Figure 3. Inner Model

Table 3. Path Coefficient

Variabel	T- statistics	P-values
X1 → Y	2.654	0.008
X2 → Y	1.974	0.049
X3 → Y	3.512	0.000
X1 → Z	2.045	0.041
X2 → Z	0.461	0.645
X3 → Z	0.255	0.798
Y → Z	2.152	0.032

H1 is Accepted : The Effect Participative Leadership to Employee Performance

The estimation parameter for testing the effect of participative leadership on employee performance shows that the original sample estimate value of CR is 2.654 with a coefficient value of 0.278 and a significance of 0.008. Both of these values are obtained to meet the requirements for H1 acceptance, namely the probability of 0.008 is less than 0.05. Thus it can be

concluded that participative leadership influences employee performance. The coefficient value is 0.278, meaning that the influence of participative leadership on employee performance is 27.8%. This result is in line in line with research conducted by (Tintami, Pradhanawati and Nugraha, 2013) they showed that participative leadership had a positive and significant effect on employee performance. This means that the better the application of participatory leadership by the employee, the better the employee's performance will be.

H2 is Accepted : The Effect of Work Discipline To Employee Performance

The estimated parameter testing the effect of work discipline on employee performance shows the original sample estimate CR value of 1.974 with a coefficient value of 0.290 and a significance of 0.049. Both of these values are obtained to meet the requirements for H3 acceptance ie the probability of 0.049 is less than 0.05. Thus it can be concluded that emotional intelligence influences employee performance. Coefficient value of 0.290, meaning that the influence of work discipline on employee performance by 29.0%. This result is in accordance with research conducted by (Wijaya, Usman and Negoro, 2015) that discussed the discipline of work itself (partial) has a positive and significant effect on employee performance and work discipline that produces a dominant variable on employees. This means that the higher the sense of responsibility and the obligation to obey the rules set by the organization, the better the performance of its employees.

H3 is Accepted : The Effect of Training To Employee Performance

The estimation parameter for testing the effect of training on employee performance shows the original sample estimate value of CR is 3.988 with a coefficient value of 0.460 and a significance of 0.000. Both of these values are obtained to meet the requirements for acceptance of H5 ie the probability of 0.000 is less than 0.05. Thus it can be concluded that the training has an effect on employee performance. The coefficient value is 0.460, meaning that the effect of training on employee performance is 46%. This result is also in line with research conducted by (Narso, Cholifah and Negoro, 2015), training partially has a significant effect on employee performance. This result is also in accordance with (Kusumaningrum, 2016), stated that training has a significant effect on employee performance. This means that the better the training provided by the organization, the better the employee performance will be.

H4 is Accepted : The Effect of Participative Leadership on Organizational Performance

The estimation parameter for testing the effect of participative leadership on organizational performance shows that the original sample estimate CR is 2.045 with a coefficient value of 0.302 and a significance of 0.041. Both values are obtained to meet the requirements for H2 acceptance, ie the probability of 0.041 is less than 0.05. Thus it can be concluded that participative leadership influences organizational performance. The coefficient value is 0.302, meaning that the influence of participative leadership on organizational performance is 30.2%. This result is also in line with research conducted by (Clement, 2014) where the results show that participatory leadership has a positive and significant effect on organizational performance. This means that the better the application of participative leadership by employees, the organizational performance will also be better.

H5 is Rejected : The Effect of Work Discipline To Organizational Performance

The estimation parameter for testing the effect of work discipline on organizational performance shows that the original sample estimate CR is 0.461 with a coefficient value of 0.071 and a significance of 0.645. Both of these values obtained do not meet the requirements for H4 acceptance, namely a probability of 0.645 greater than 0.05. Thus it can be concluded that work discipline does not affect organizational performance.

H6 is Rejected : The Effect of Training on Organizational Performance

The estimation parameter for testing the effect of training on organizational performance shows the original sample estimate value of CR is 2.162 with a coefficient value of 0.046 and a significance of 0.798. Both of the values obtained do not meet the requirements for H6 acceptance, ie the probability of 0.798 is greater than 0.05. Thus it can be concluded that training has no effect on organizational performance.

H7 is Accepted : The Effect of Employee Performance on Organizational Performance

Parameter estimation for testing the effect of employee performance on organizational performance shows the original sample estimate value of CR is 2.194 with a coefficient value of 0.562 significance of 0.032 Both values are obtained to meet the requirements for acceptance of H7 ie the probability of 0.032 is less than 0.05. Thus it can be concluded that employee performance influences organizational performance. The coefficient value is 0.562, meaning that the effect of training on employee performance is 56.2%. This result is also in line with research conducted by (Bashaer, Singh and Sherine, 2016), explained that employee performance partially has a positive and significant impact on organizational performance. This means that the better the performance of employees, the better the organizational performance.

4. CONCLUSION

Based on the results, it figures that : 1. participative leadership effects employee performance significantly; 2. work discipline effects employee performance significantly; 3. training effects employee performance significantly; 4. participative leadership effects organizational performance significantly, 5. work discipline effects organizational performance significantly; 6. training effects organizational performance significantly, and; 7. employee performance effects organizational performance significantly. These all findings strengthen the previous causality theories and contribute to the realm of science to be new premises. The originality rests in the model test that uses PLS, and the combination of the causality theories. The limitation resides in the amount of variables with one object. The research model also gives some update perspectives to the practical stakeholders especially for the leader of BKPSDM Pidie Jaya. They need to be more consider about to improve the variables related in this research model.

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