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THE INFLUENCE OF PARTICIPATORY LEADERSHIP STYLE, THE AVAILABILITY OF HUMAN RESOURCES AND INFORMATION TECHNOLOGY ABILITY ON WORK MOTIVATION WHICH IMPACT EMPLOYEE PERFORMANCE AT THE DISTRICT LEVEL IN PANGKALPINANG CITY

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Abstract

The improvement of public sector employee performance depends greatly on various managerial and technological factors. This study aims to analyze the influence of participative leadership style, human resource availability, and information technology capability on work motivation and their impact on employee performance at the sub-district level in Pangkal Pinang City. A quantitative approach was employed using a survey method involving 75 respondents. The data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) technique through SmartPLS version 4. The results indicated that participative leadership style, human resource availability, and information technology capability significantly influenced work motivation. Work motivation was also found to have a direct effect on employee performance. Meanwhile, the direct effects of participative leadership style and information technology capability on performance were not significant; however, both exerted indirect effects through work motivation as a mediating variable. These findings highlight the critical role of work motivation in mediating the influence of managerial and technological factors on achieving optimal employee performance in the public sector.

Keywords: *Participative Leadership Style, Human Resource Availability, Information Technology Capability, Work Motivation, Employee Performance*

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1. Introduction

In the digital era and the Industrial Revolution 4.0, the quality of public services has become a primary focus for governments, particularly in improving efficiency, accountability, and public satisfaction. The digitalization of public services is considered one solution to achieving responsive and transparent governance (Thakur et al., 2022). However, in many regions, particularly at the sub-district level, its implementation still faces various obstacles, ranging from limited human resources (HR), low information technology (IT) capabilities, to immature leadership styles.

As the spearhead of regional government, sub-districts play a strategic role in bringing public services closer to the community. However, many sub-districts still face obstacles in providing excellent service due to a lack of competent human resources, inadequate technological facilities, and a less-than-participatory leadership style. Pangkalbalam Sub-district in Pangkalpinang City is one example. Issues such as vacant positions, a lack of IT training, and suboptimal service facilities and infrastructure contribute to declining staff performance and public satisfaction.

However, a research gap remains, particularly regarding the mediating role of work motivation in relation to managerial and technological factors on employee performance in

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the public sector at the sub-district level. This study aims to fill this gap by analyzing the influence of participatory leadership style, human resource availability, and information technology capabilities on work motivation and their implications for sub-district employee performance.

Employee work motivation in the public sector is a crucial aspect that can bridge the influence of managerial factors on performance improvement. In the context of Pangkalbalam District, a participatory leadership style that encourages employee involvement, the availability of appropriate human resources in terms of quantity and quality, and the ability to operate information technology are believed to significantly influence employee work motivation levels. These three factors not only directly impact work motivation but also affect employee performance output in providing quality public services.

On the other hand, although the Pangkalbalam District's Public Satisfaction Index (PSI) is relatively high (an average of 3.61 on a scale of 4), numerous public complaints regarding services remain, such as delays, inaccurate data, and a service process that is not yet fully digital. This indicates that quantitative performance does not fully reflect the quality and effectiveness of government officials in providing public services.

2. Method

This study uses a quantitative approach with a survey method, aiming to test the causal relationship between variables through objective and systematic collection and analysis of numerical data. The research location is in Pangkalbalam District, Pangkalpinang City, with a population of 75 people consisting of civil servants (PNS) and casual daily employees (PHL) in the district and village offices.

The sample in this study was determined using the Cluster Sampling approach as explained by (Lohr, 2022), namely a sampling technique by selecting one or several natural clusters from the entire population, then conducting observations on all units in the selected cluster.

The sampling technique used the Homogeneous Cluster Sampling method, where clusters were selected based on considerations of uniformity or homogeneity of characteristics between clusters. The data collection instrument was a questionnaire with a Likert scale of 1–5, covering five main variables: Participative Leadership Style, Human Resource Availability, Information Technology Capabilities, Work Motivation, and Employee Performance.

Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method through the SmartPLS version 4 application. The analysis process includes two stages, namely testing the outer model (construct validity and reliability) and the inner model (hypothesis testing and relationships between constructs). The outer model was assessed based on the loading factor value, AVE, Composite Reliability, and Cronbach's Alpha. Meanwhile, the inner model was analyzed through the R-Square value, f-Square, and path significance testing using the bootstrapping technique with 5,000 resamplings.

Hypothesis

Referring to the theoretical study that has been explained previously, the formulation of the research hypothesis is as follows:

H1: There is an influence between participatory leadership style and work motivation of employees at the sub-district level in Pangkal Pinang City.
H2: There is an influence between the availability of human resources on the work motivation of employees at the sub-district level in Pangkal Pinang City.
H3: There is an influence between information technology capabilities and work motivation of employees at the sub-district level in Pangkal Pinang City.
H4: There is an influence between participatory leadership style and the performance of employees at the sub-district level in Pangkal Pinang City.
H5: There is an influence between the availability of human resources on the performance of employees at the sub-district level in Pangkal Pinang City.

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H6: There is an influence between information technology capabilities and sub-district level employees in Pangkal Pinang City.
H7: There is an influence between work motivation and the performance of employees at the sub-district level in Pangka Pinang City.
H8: There is an influence of participative leadership style on work motivation which has an impact on the performance of employees at the sub-district level in Pangkal Pinang City.
H9: There is an influence of the availability of human resources on work motivation which has an impact on the performance of employees at the sub-district level in Pangkal Pinang City.
H10: There is an influence of information technology capabilities on work motivation which has an impact on the performance of employees at the sub-district level in Pangkal Pinang City.

3. Results and Discussion

The results of this study were analyzed using a Structural Equation Modeling approach based on Partial Least Squares (PLS-SEM) with the help of the SmartPLS application version 4.1.1.2. The test was conducted to determine the relationship between Participative Leadership Style, Human Resource Availability, and Information Technology Capabilities on Employee Work Motivation and Performance.

TestingMeasurement Model (Outer Model)

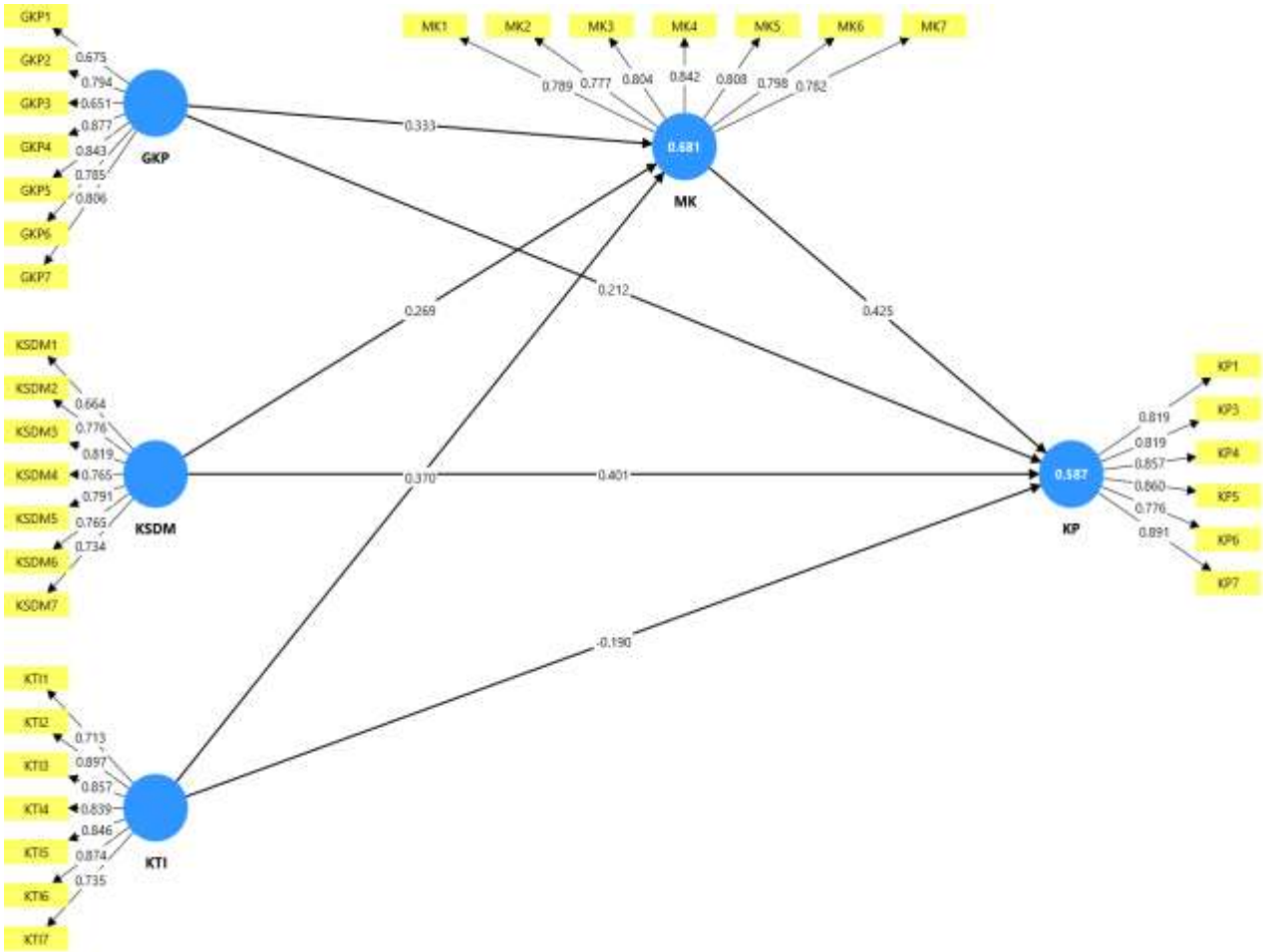

Figure 3.1
PLS-SEM Algorithm Results

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Outer model testing is conducted to ensure that each indicator used to measure the latent construct has an adequate level of validity and reliability. Validity and reliability are tested using three main components: Convergent Validity, Discriminant Validity, and Construct Reliability.

Discriminant Validity

Table 1.
Outer Loading Results of Convergent Validity Test

STATEMENT	PARTICIPATORY DECREE	AVAILABILITY OF HUMAN RESOURCES	IT CAPABILITIES	MOTIVATION	PERFORMANCE	KET
GKP1	0.674					Valid
GKP2	0.794					Valid
GKP3	0.652					Valid
GKP4	0.878					Valid
GKP5	0.844					Valid
GKP6	0.784					Valid
GKP7	0.805					Valid
KSDM1		0.660				Valid
KSDM2		0.776				Valid
KSDM3		0.822				Valid
KSDM4		0.761				Valid
KSDM5		0.789				Valid
KSDM6		0.768				Valid
KSDM7		0.738				Valid
KTI1			0.713			Valid
KTI2			0.897			Valid
KTI3			0.857			Valid
KTI4			0.839			Valid
KTI5			0.846			Valid
KTI6			0.874			Valid
KTI7			0.735			Valid
MK1				0.789		Valid
MK2				0.777		Valid
MK3				0.804		Valid
MK4				0.842		Valid
MK5				0.807		Valid
MK6				0.798		Valid
MK7				0.784		Valid

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KP1					0.834	Valid
KP2					0.794	Valid
KP3					0.792	Valid
KP4					0.870	Valid
KP5					0.847	Valid
KP6					0.740	Valid
KP7					0.870	Valid

Based on table 4.1 resultsouter loading testonshows that the statement of the variables participative leadership style, availability of human resources, information technology capabilities, work motivation and employee performance has a value > loading factor 0.6 so that all are declared valid

Table 2. AVE Results of Convergent Validity Test

Variables	Average Variance Extracted (AVE)	Information
PARTICIPATORY KEP	0.608	Valid
AVAILABILITY OF HUMAN RESOURCES	0.579	Valid
IT CAPABILITIES	0.682	Valid
MOTIVATION	0.641	Valid
PERFORMANCE	0.676	Valid

The Average Variance Extracted (AVE) value for each variable shows that Participative Leadership Style is 0.608, Human Resource Availability is 0.579, Information Technology Capability is 0.682, Work Motivation is 0.641, and Employee Performance is 0.676. All AVE values are above the minimum threshold of 0.5 so it can be concluded that the five variables in this study meet the convergent validity criteria and can be categorized as valid constructs.

Discriminant Validity
Cross Loading

Table 3.
Cross Loading Results of Discriminant Validity Test

STATEMENT	GKP	KP	KSDM	KTI	MK	KET
GKP1	**0.675**	0.415	0.361	0.442	0.517	Valid
GKP2	**0.794**	0.491	0.400	0.387	0.587	Valid
GKP3	**0.651**	0.243	0.191	0.27	0.297	Valid
GKP4	**0.877**	0.465	0.411	0.488	0.519	Valid
GKP5	**0.843**	0.482	0.486	0.582	0.613	Valid

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GKP6	**0.785**	0.517	0.281	0.281	0.494	Valid
GKP7	**0.806**	0.492	0.414	0.346	0.46	Valid
KP1	0.467	**0.819**	0.621	0.545	0.684	Valid
KP3	0.411	**0.819**	0.458	0.311	0.433	Valid
KP4	0.604	**0.857**	0.582	0.466	0.64	Valid
KP5	0.534	**0.860**	0.549	0.473	0.627	Valid
KP6	0.351	**0.776**	0.503	0.359	0.493	Valid
KP7	0.522	**0.891**	0.579	0.467	0.609	Valid
KSDM1	0.393	0.530	**0.664**	0.379	0.403	Valid
KSDM2	0.467	0.518	**0.776**	0.574	0.575	Valid
KSDM3	0.384	0.441	**0.819**	0.692	0.595	Valid
KSDM4	0.309	0.601	**0.765**	0.453	0.520	Valid
KSDM5	0.273	0.529	**0.791**	0.506	0.565	Valid
KSDM6	0.324	0.486	**0.765**	0.697	0.522	Valid
KSDM7	0.420	0.399	**0.734**	0.625	0.539	Valid
KTI1	0.174	0.248	0.457	**0.713**	0.369	Valid
KTI2	0.433	0.493	0.646	**0.897**	0.561	Valid
KTI3	0.485	0.451	0.635	**0.857**	0.618	Valid
KTI4	0.392	0.484	0.725	**0.839**	0.682	Valid
KTI5	0.340	0.404	0.535	**0.846**	0.549	Valid
KTI6	0.530	0.543	0.615	**0.874**	0.764	Valid
KTI7	0.558	0.352	0.589	**0.735**	0.625	Valid
MK1	0.475	0.536	0.596	0.613	**0.789**	Valid
MK2	0.504	0.520	0.46	0.489	**0.777**	Valid
MK3	0.615	0.585	0.523	0.616	**0.804**	Valid
MK4	0.641	0.564	0.603	0.675	**0.842**	Valid
MK5	0.539	0.678	0.61	0.595	**0.808**	Valid
MK6	0.502	0.509	0.551	0.598	**0.798**	Valid
MK7	0.364	0.532	0.573	0.553	**0.782**	Valid

The cross-loading test results show that all indicators in the Participative Leadership Style, Human Resource Availability, Information Technology Capability, Work Motivation, and Employee Performance variables have a higher correlation rate with their original constructs compared to other constructs, after eliminating one invalid employee performance indicator. This finding is in line with the results of the convergent validity and discriminant validity tests which show consistency, where all indicators are declared valid. Therefore, it can be concluded that the measurement model used in this study has good suitability and is able to effectively differentiate between different constructs. Overall, the measurement instrument used has been proven to meet the criteria and is suitable for use in subsequent analyses.

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Table 4. Latent Variable Correlation Values, AVE and Square Root of AVE

VARIABLES	GKP	KSDM	KTI	MK	KP	AVE	√AVE	KET
GKP	1	0.583	0.480	0.522	0.655	0.608	**0.780**	Valid
KSDM	0.583	1	0.661	0.531	0.704	0.702	**0.838**	Valid
KTI	0.480	0.661	1	0.736	0.701	0.579	**0.761**	Valid
MK	0.522	0.531	0.736	1	0.742	0.682	**0.826**	Valid
KP	0.655	0.704	0.701	0.742	1	0.641	**0.800**	Valid

Evaluation of the latent variable correlation value is carried out by comparing the square root of the AVE value of each construct to the correlation between the corresponding constructs in the same row and column. A construct is declared to meet discriminant validity if the square root of the AVE value is higher when compared to all correlation values between other constructs. Therefore, from the table above, it can be seen that the latent variable correlation values are all declared valid.

Table 5.
Fornell-Larcker

VARIABLES	GKP	KP	KSDM	KTI	MK	KET
GKP	**0.780**					Valid
KP	0.583	**0.838**				Valid
KSDM	0.480	0.661	**0.761**			Valid
KTI	0.522	0.531	0.736	**0.826**		Valid
MK	0.655	0.704	0.701	0.742	**0.800**	Valid

Based on table 4.5 above, it can be seen that each AVE square root value is greater when compared with the correlation value between one construct and another construct in the model, so that all of them are declared to meet the criteria.

Reliability Test

Table 6.
Cronbach's Alpha and Composite Reliability (rho_c) Values

Variables	Cronbach's Alpha	Composite Reliability	Criteria (Rule of Thumb)	Note
PARTICIPATORY DECREE	0.891	0.915	0.70	Reliable
AVAILABILITY OF HUMAN RESOURCES	0.878	0.905	0.70	Reliable
IT CAPABILITIES	0.922	0.937	0.70	Reliable
MOTIVATION	0.907	0.926	0.70	Reliable
PERFORMANCE	0.915	0.934	0.70	Reliable

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Based on the analysis results in the table above, it is known that the Cronbach's Alpha value for each construct is as follows: Participative Leadership Style of 0.891; Availability of Human Resources of 0.878; Information Technology Capability of 0.922; Work Motivation of 0.907; and Performance of 0.915. All of these values are at ≥ 0.70, which indicates that each construct in the model has a high level of reliability and can be relied upon in measuring the intended variables. Likewise, the Composite Reliability value is all at a value above 0.70 so it is declared reliable.

Table 7.
Model Fit Test Results

Parameter	Saturated model	Estimated model
SRMR	0.091	0.091

Based on the results shown in the table above, the SRMR value is 0.091, which shows that the model is within the acceptance limit or criteria for an SRMR value <0.10 and can be said to have adequate fit.

Table 8.
R-Square Value

VARIABLES	R-Square	R-Square Adjusted
Employee	0.587	0.563
Work motivation	0.681	0.667

The constructed research model showed an R-Square value of 0.681 for the Work Motivation variable and 0.587 for the Employee Performance variable. These values indicate that 68.1% of the variation in work motivation can be explained by the three exogenous variables (Participative Leadership Style, Human Resource Availability, and Information Technology Capabilities), while 58.7% of the variation in employee performance can be explained by the four variables (including Work Motivation). According to (Hair et al., 2022), these figures fall within the strong to moderate criteria, indicating that the model has good explanatory power regarding the relationships between latent constructs.

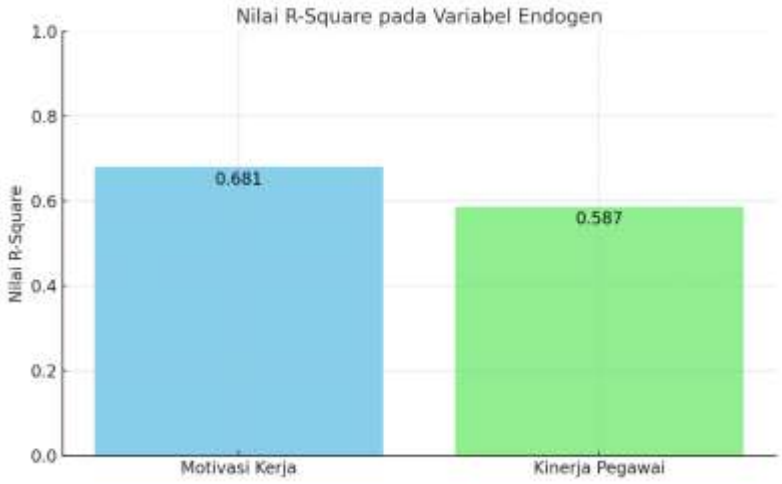

Figure 3.2
R-Square Value on Endogenous Variables

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The graph above shows that Work Motivation has an R^2 value of 0.681, meaning that 68.1% of the variation in work motivation can be explained by participatory leadership style, human resource availability, and IT capabilities. Meanwhile, Employee Performance has an R^2 value of 0.587, indicating that 58.7% of the variation in employee performance can be explained by the four constructs (including work motivation).(Hair et al., 2022), this value is in the moderate to strong category, indicating that the structural model has good explanatory power for the variables studied.

Structural Model Testing (Inner Model)

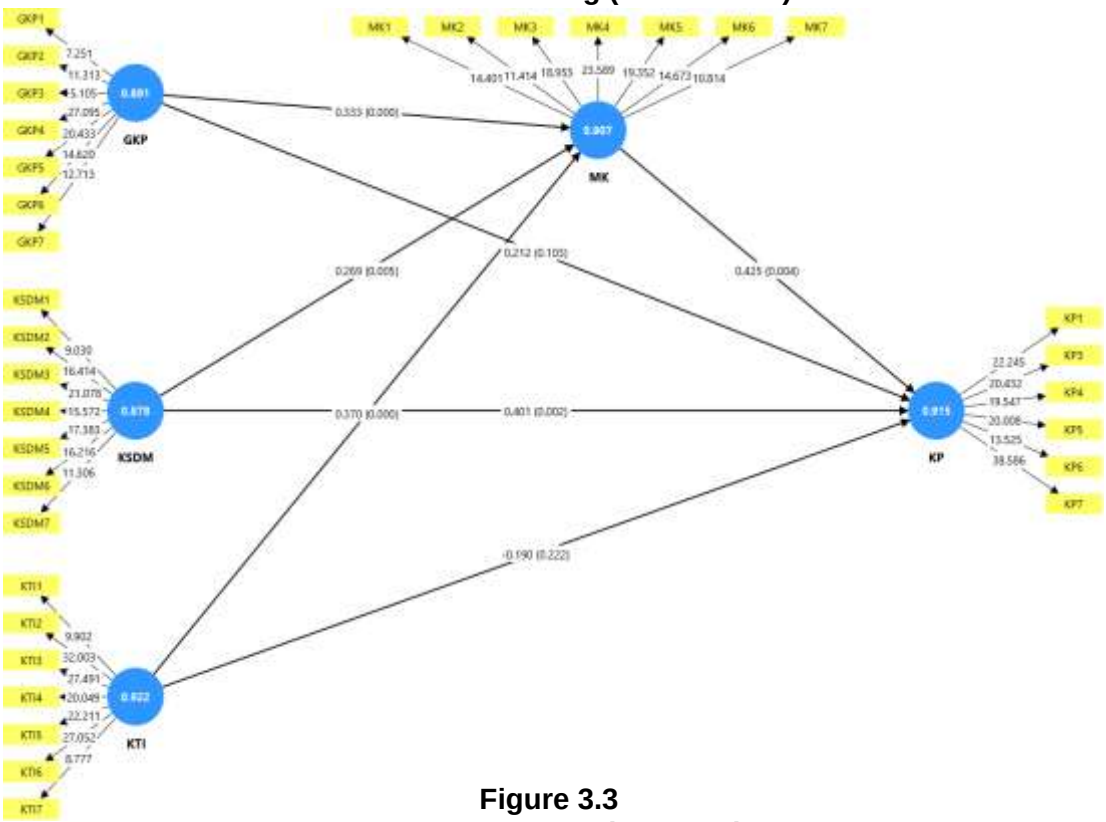

Figure 3.3
PLS-SEM Bootstraping Results

To decide whether a hypothesis can be accepted or not, analysis is carried out by considering the significance value of the relationship between constructs, t-statistics, and p-values obtained from the bootstrapping process.

Direct influence testing shows that participative leadership style has a significant influence on work motivation (β = 0.333; t = 3.527; p < 0.05), but does not directly influence employee performance (β = 0.212; t = 1.629; p = 0.103). Meanwhile, the availability of human resources has a significant direct influence on both work motivation (β = 0.269; t = 2.822) and employee performance (β = 0.401; t = 3.062). Information technology capability has a significant influence on work motivation (β = 0.370; t = 4.170), but is not directly significant on performance (β = -0.190; t = 1.221).

The results of the specific indirect effects test indicate that there is a significant indirect influence of the three exogenous variables on performance through work motivation as a mediating variable. Participative leadership style on performance through motivation was recorded at β = 0.142 (t = 2.224), human resource availability on performance through motivation at β = 0.114 (t = 2.016), and information technology capabilities on performance through motivation at β = 0.157 (t = 2.236), all with p-value <0.05.

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Table 9.
Summary of Direct and Indirect Effect Test Results

Variable Relationship	Coefficient	T-statistic	P-value	Information
Participative Leadership Style → Work Motivation	0.333	3,527	0.000	Significant
Human Resources Availability → Work Motivation	0.269	2,822	0.005	Significant
IT Skills → Work Motivation	0.370	4,170	0.000	Significant
Participative Leadership Style → Employee Performance	0.212	1,629	0.103	Not Significant
Human Resources Availability → Employee Performance	0.401	3,062	0.002	Significant
IT Skills → Employee Performance	-0.190	1,221	0.222	Not Significant
Work Motivation → Employee Performance	0.425	2,912	0.004	Significant
GKP → MK → KP (Indirect)	0.142	2,224	0.026	Significant (Mediation)
KSDM → MK → KP (Indirect)	0.114	2,016	0.044	Significant (Mediation)
KTI → MK → KP (Indirect)	0.157	2,236	0.025	Significant (Mediation)

The analysis of the effect size also revealed that the influence of participative leadership style on motivation has an f^2 value of 0.246 (medium effect), while the influence on performance is relatively small (f^2 = 0.061). The influence of human resource availability on performance is relatively medium (f^2 = 0.158), but its influence on motivation is small (f^2 = 0.101). Meanwhile, information technology capabilities show a moderate influence on motivation (f^2 = 0.181), but very small on performance (f^2 = 0.031). These findings reinforce that work motivation variables are key variables in bridging the influence of other variables on performance.

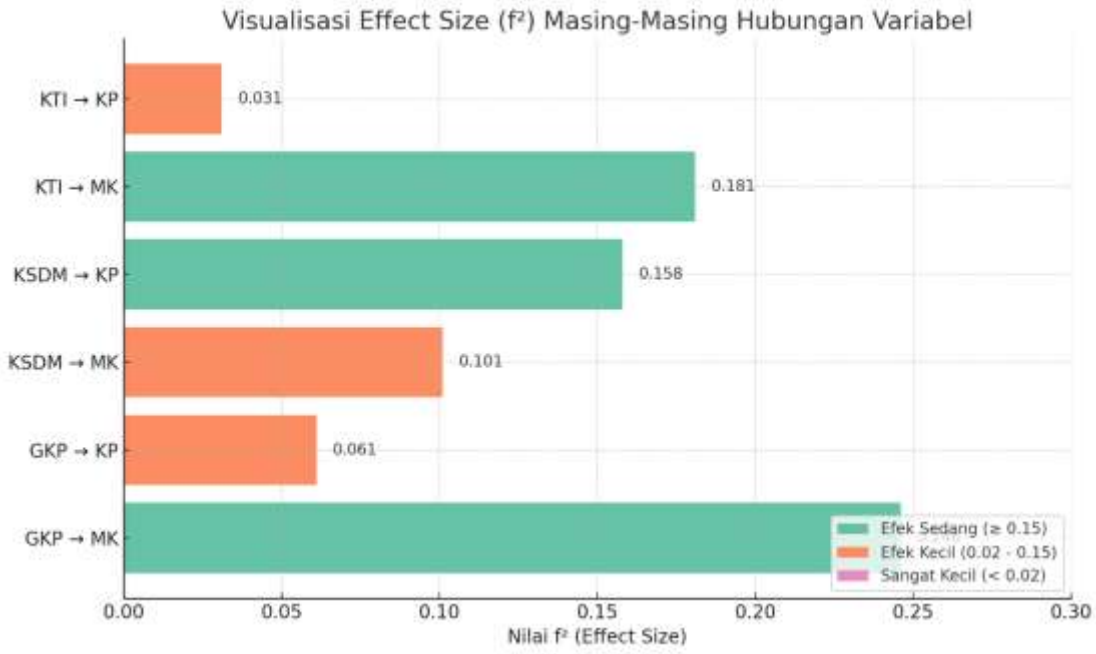

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Figure 3.4
Effect Size (f^2) Relationship between Variables

This graph confirms that the strongest influence occurs in the relationship between Participative Leadership Style and Information Technology Capabilities on Work Motivation, as well as Human Resource Availability on Employee Performance.

Overall, the research findings confirm the important role of work motivation in improving employee performance. This finding aligns with Herzberg's two-factor theory and various previous studies that position motivation as a strategic intermediary between human resource management and employee performance. In the context of local government, developing a participatory leadership style, providing an adequate workforce, and optimizing information technology need to be accompanied by strategies to strengthen work motivation to achieve optimal public service performance.

Participative Leadership Style

Participatory leadership is an approach that emphasizes the active involvement of employees in the decision-making process and organizational policy formulation. According to (Northouse, 2021), this style encourages collaboration, autonomy, and open consultation between leaders and team members. Participatory leadership not only aims to optimize organizational effectiveness but also creates an inclusive work environment and fosters a sense of belonging. (Dubrin, 2022) explains that subordinate participation in the managerial process will increase commitment and work motivation. (Robbins & Judge, 2024) add that participatory management involves the distribution of power between leaders and staff, which has a positive psychological impact on employees because they feel valued within the organizational structure. The implementation of this style has been shown to increase job satisfaction, organizational trust, and individual performance. A study conducted by (Alfons Wodi et al., 2022) shows that participatory leadership can boost employee motivation and job satisfaction, ultimately contributing to improved performance. This is supported by (Arief, 2021), who found that participative leadership, when combined with a supportive organizational culture, can create a more productive and innovative work ecosystem.

Availability of Human Resources

Human resource availability refers to the quantity and quality of an organization's workforce, encompassing skills, knowledge, and readiness to face job challenges. (Irawan et al., 2024) define human resource availability as a systematic effort to provide relevant human resources, both in terms of quantity and competence, to achieve the organization's strategic goals. Meanwhile, (Armstrong & Taylor, 2023) emphasize that this concept relates not only to meeting the number of employees, but also to their readiness and skills to meet organizational demands. Optimal human resource availability plays a crucial role in operational efficiency and increasing employee work motivation. A study conducted by (Wulele et al., 2024) shows that competence and human resource development have significant implications for employee performance. This is in line with a study conducted by (Putri, 2022), which emphasized the importance of appropriate recruitment and job placement in boosting employee effectiveness in government organizations. Therefore, good human resource management, from selection to competency development, can play a role in increasing employee work motivation.

Information Technology Capabilities

Information technology capability is defined as the capacity of an individual or organization to manage and utilize hardware, software, and computer-based information systems to support work efficiency and decision-making. (Pearlson et al., 2016) state that information technology capability encompasses technical, managerial, and work relationship

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skills, both internal and external to the organization. According to (Laudon & Laudon, 2021), mastery of information technology enables organizations to increase productivity and provide strategic added value. Dimensions of IT capability include infrastructure maturity, speed of technology adoption, and data management efficiency. A study conducted by (Maryadi et al., 2024) confirmed that the use of information technology has a significant influence on employee work effectiveness, especially in public services. This is reinforced by research by (Muntu et al., 2023), which states that information technology skills and knowledge transfer can improve human resource performance through work innovation. Therefore, organizations that optimize information technology not only improve operational efficiency but also encourage employee motivation in carrying out their duties.

Work motivation

Work motivation refers to the psychological drive that controls the intensity, direction, and personal determination in completing work tasks. According to (Robbins & Judge, 2024), motivation reflects a conscious effort to achieve specific goals in the work environment. (Luthans et al., 2021) through Herzberg's Two Factor Theory explains that motivation is caused by two components: motivator factors (achievement, appreciation, obligation) and hygiene factors (salary, organizational policies, working conditions). Motivator factors increase job satisfaction and productivity, while hygiene factors function to prevent job dissatisfaction. High work motivation contributes to increased employee engagement and the quality of public services. Work motivation functions as a mediating variable linking the influence of leadership, human resources, and information technology on employee performance. A study by (Suarni & Sudiyani, 2020) shows that high work motivation can encourage employee engagement in the organization and encourage them to achieve maximum work output. Other research also shows that job satisfaction, work motivation, and career development significantly influence employee performance (Sugianto, Muhammad Nur, et al., 2024). This confirms that work motivation is also a key factor in ensuring that various organizational elements work synergistically to achieve common goals.

Employee Performance

Performance is the output of a person's activities that can be evaluated according to benchmarks or parameters set by the organization. Performance reflects a person's effectiveness and efficiency in carrying out their assigned tasks (Robbins & Judge, 2024). Furthermore, Luthans et al., 2021, defines performance as the level of individual success in carrying out tasks and achieving organizational goals, as evidenced by work results, attitudes, and contributions to achieving organizational targets.

Employee performance reflects the work results achieved by employees based on established criteria. Performance is assessed based on quantity, quality, timeliness, and effectiveness in carrying out tasks. In the context of public sector organizations, employee performance is a benchmark for success in carrying out the mission of serving the public. Studies (Suarni & Sudiyani, 2020) and (Sugianto, 2024) reveal that performance is significantly influenced by motivation, managerial support, and mastery of information technology. Therefore, strengthening motivation and investing in technology and human resources are strategic steps to optimize employee performance.

4. Conclusions and Suggestions

Conclusion

Based on the results of data analysis and discussion, it can be concluded that participatory leadership style, availability of human resources, and information technology capabilities have been proven to have a significant influence on the work motivation of sub-district level employees in Pangkal Pinang City. However, participatory leadership style and information technology capabilities do not show a direct influence on employee performance, while the availability of human resources has been proven to have a significant influence on performance. Work motivation itself has a direct influence on employee performance, as well as being a mediating variable that bridges the influence of participatory leadership style,

availability of human resources, and information technology capabilities on employee performance. This finding confirms that work motivation plays an important role in optimizing the performance of apparatus at the sub-district level, so that managerial and technological factors must be managed well in order to produce more effective public service performance.

Suggestion

This study recommends that government administrators at the sub-district level, particularly in Pangkal Pinang City, strengthen participatory leadership approaches, optimize planning and fulfillment of human resource needs, and improve information technology capacity through training and equitable provision of facilities. Future researchers can develop this study by expanding the population to other sub-districts, adding other variables such as organizational culture or job satisfaction, and using a mixed methods approach to gain a more holistic understanding of the factors influencing civil servant performance.

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