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The Influence of Participative Leadership and Work Motivation on Employee Innovation

Pengaruh Kepemimpinan Partisipatif dan Motivasi Kerja terhadap Inovasi Karyawan

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Abstract

This study aims to analyze the influence of participative leadership and work motivation on employee innovation. Participative leadership is defined as a leadership style where leaders involve employees in decision-making and encourage active participation in work processes. Work motivation refers to the internal and external drives that affect employees' enthusiasm, commitment, and performance. Employee innovation is the ability of employees to generate new ideas, creative solutions, and improvements in work processes. The research method used is a quantitative survey with a sample consisting of employees from various companies in the manufacturing sector. Data were collected through a questionnaire that has been tested for validity and reliability. Data analysis was performed using multiple linear regression to examine the relationship between participative leadership, work motivation, and employee innovation. The results of the study show that participative leadership and work motivation have a significant positive effect on employee innovation. These findings indicate that involving employees in decision-making and providing high motivation can enhance their ability to innovate. This research provides practical implications for company management to adopt a participative leadership style and enhance motivational factors to encourage employee innovation.

Keywords: Participative Leadership, Work Motivation, Employee Innovation, Multiple Linear Regression.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan partisipatif dan motivasi kerja terhadap inovasi karyawan. Kepemimpinan partisipatif diartikan sebagai gaya kepemimpinan di mana pemimpin melibatkan karyawan dalam pengambilan keputusan dan mendorong partisipasi aktif dalam proses kerja. Motivasi kerja merujuk pada dorongan internal dan eksternal yang mempengaruhi semangat, komitmen, dan kinerja karyawan. Inovasi karyawan merupakan kemampuan karyawan untuk menghasilkan ide-ide baru, solusi kreatif, dan perbaikan dalam proses kerja. Metode penelitian yang digunakan adalah survei kuantitatif dengan sampel yang terdiri dari karyawan berbagai perusahaan di sektor industri manufaktur. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya. Analisis data dilakukan menggunakan regresi linier berganda untuk melihat hubungan antara kepemimpinan partisipatif, motivasi kerja, dan inovasi karyawan. Hasil penelitian menunjukkan bahwa kepemimpinan partisipatif dan motivasi kerja secara signifikan berpengaruh positif terhadap inovasi karyawan. Temuan ini mengindikasikan bahwa keterlibatan karyawan dalam pengambilan keputusan serta dorongan motivasi yang tinggi dapat meningkatkan kemampuan mereka untuk

berinovasi. Penelitian ini memberikan implikasi praktis bagi manajemen perusahaan untuk mengadopsi gaya kepemimpinan partisipatif dan meningkatkan faktor-faktor motivasional guna mendorong inovasi karyawan.

Kata Kunci: Kepemimpinan Partisipatif, Motivasi Kerja, Inovasi Karyawan, Regresi Linier Berganda.

INTRODUCTION

In the rapidly evolving global business environment, innovation has become one of the most critical elements for companies that wish to remain competitive and achieve sustainable growth. Innovation is not merely confined to technological advancements or the creation of new products; it is also about improving processes, developing creative solutions to challenges, and adapting to the changing demands of the marketplace (Amabile, 1996; Hossain & Muhammad, 2018). Employee innovation plays a crucial role in this broader concept of innovation, as it refers to the ability of individuals within an organization to generate novel ideas, creatively solve problems, and implement improvements that enhance the organization's efficiency, performance, and competitiveness (Anderson, Potočnik, & Zhou, 2014).

Employee innovation is the backbone of an organization's ability to stay relevant in a fast-paced world. It encompasses a wide range of activities, from the development of new product ideas and services to improving operational processes, streamlining workflows, or introducing more effective ways of engaging with customers (Jung, Chow, & Wu, 2003). For instance, in the technology sector, an employee might contribute to the development of a new feature for an existing product that enhances its functionality and customer appeal. In a service industry like healthcare, innovation might manifest as the development of a more efficient patient scheduling system that improves customer satisfaction and reduces operational costs (Hossain & Muhammad, 2018). Even in traditional industries, employee innovation can lead to process improvements that reduce waste, save time, and increase overall productivity (Purwanto, 2020). These practical examples highlight the diverse ways in which employee innovation manifests in real-world settings, making it easier for readers to understand its importance.

For organizations to foster continuous innovation, it is essential to create an environment that motivates employees to think creatively and empowers them to contribute their ideas (Tsai & Cheng, 2012). This environment is shaped by various factors, with leadership style and work motivation being among the most influential (Yukl, 2013). Leadership, particularly in its participative form, plays a pivotal role in cultivating such an innovative climate (Kotter, 1996). Participative leadership is characterized by leaders who actively involve employees in decision-making processes, encourage them to share their ideas, and recognize their contributions (Christin & Suprastha, 2019). This inclusive leadership style contrasts with more traditional, authoritarian models, where decisions are made solely by leaders, and employees have little or no involvement in shaping the organization's direction (Bass, 1985).

Participative leadership has been widely researched and is considered one of the most effective leadership styles for promoting employee engagement and innovation (Lestari, 2016). By allowing employees to contribute to decision-making, participative leaders create a sense of ownership and responsibility among their teams, which, in turn, motivates them to engage in innovative behaviors (Schein, 2010). For example, a participative leader in a manufacturing company may regularly hold brainstorming sessions where employees can suggest improvements to production processes (Saputra, Parashakti, & Perkasa, 2023). When employees feel that their input is valued and can make a tangible impact, they are more likely to think creatively and contribute innovative solutions.

Moreover, participative leadership creates an environment of open communication and trust, where employees are not afraid to share their ideas, even if they might be unconventional or risky. This

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atmosphere encourages experimentation, learning from failure, and iterative problem-solving—key components of innovation (Amabile, 1996; Yukl, 2013). The involvement of employees in decision-making also ensures that a variety of perspectives are considered, leading to more diverse and creative ideas that contribute to the organization's growth and success (Robbins & Judge, 2019).

Alongside leadership, work motivation is another critical factor in driving employee innovation. Motivation is the internal or external drive that compels individuals to achieve specific goals, perform at high levels, and engage in behaviors that contribute to the organization's success (Herzberg, 1966). In the context of innovation, motivation refers to the desire and enthusiasm employees have for coming up with new ideas and solutions (Deci & Ryan, 1985). Motivated employees are more likely to take the initiative, seek opportunities for improvement, and share their insights on how processes, products, or services can be enhanced (Purwanto, 2020).

Work motivation can be broadly categorized into two types: intrinsic and extrinsic. Intrinsic motivation is driven by internal factors, such as the personal satisfaction employees derive from solving problems, achieving goals, or contributing to meaningful work (Deci & Ryan, 1985). For example, an employee who is intrinsically motivated might find fulfillment in solving a complex problem or developing a new process that improves efficiency, even if there is no immediate external reward (Herzberg, 1966). On the other hand, extrinsic motivation is driven by external rewards, such as financial incentives, promotions, or recognition (Lestari, 2016). Employees who are motivated by external factors may be more likely to innovate when they are offered incentives or rewards for their contributions, such as bonuses for suggesting cost-saving ideas or recognition for introducing a new product feature that boosts customer satisfaction (Robbins & Judge, 2019).

Both intrinsic and extrinsic motivations are important for driving employee innovation. Research has shown that highly motivated employees are more likely to engage in proactive behaviors, such as generating creative ideas, experimenting with new approaches, and taking risks to improve existing processes or products (Amabile, 1996). For instance, when employees feel a sense of autonomy and ownership over their work, they are more likely to experiment with new ideas and solutions that may lead to innovative breakthroughs (Yukl, 2013). Similarly, when employees are recognized and rewarded for their contributions, they are more likely to feel valued, which reinforces their commitment to the organization and motivates them to continue innovating (Anderson, Potočnik, & Zhou, 2014).

The relationship between leadership, work motivation, and employee innovation is complex and interdependent. Participative leadership directly influences motivation by creating an environment where employees feel empowered to share their ideas and contribute to decision-making. This, in turn, enhances their sense of ownership and responsibility, motivating them to engage in innovative behaviors. At the same time, motivated employees are more likely to respond positively to participative leadership, as they feel that their ideas will be valued and acted upon. Therefore, both participative leadership and work motivation work in tandem to create a culture of innovation within organizations (Purwanto, 2020; Saputra, Parashakti, & Perkasa, 2023).

While the theoretical framework linking leadership, motivation, and innovation is well-established, there is a need for more practical insights into how these factors work together in real-world settings (Amabile, 1996). Many studies have examined the individual effects of participative leadership and work motivation on employee innovation, but fewer have explored how these factors interact and influence one another in different organizational contexts (Anderson, Potočnik, & Zhou, 2014). For example, in some industries, the impact of participative leadership on innovation may be more pronounced due to the nature of the work or the organizational culture, while in other industries, work motivation may play a more significant role in driving innovation (Lestari, 2016).

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This study aims to explore the influence of participative leadership and work motivation on employee innovation, with a specific focus on the manufacturing sector. The manufacturing sector provides a relevant context for this study, as it is often at the forefront of technological advancements and process improvements that are essential for maintaining productivity and competitiveness (Kotter, 1996). In this sector, employee innovation can have a direct impact on a company's ability to reduce costs, improve product quality, and stay ahead of competitors. Given the rapid pace of technological change and the increasing complexity of manufacturing processes, it is crucial for companies in this sector to create an environment that encourages employee-driven innovation (Amabile, 1996).

Furthermore, this research will explore how participative leadership and work motivation contribute to employee innovation in different types of organizations, ranging from large multinational corporations to small and medium-sized enterprises. By examining the impact of these factors across various organizational contexts, this study seeks to provide practical insights for managers looking to implement leadership strategies that foster innovation and enhance employee motivation (Yukl, 2013).

METHODS

This research employs a quantitative approach with a survey method to examine the influence of participative leadership and work motivation on employee innovation. The choice of a quantitative approach is due to its ability to facilitate objective measurement and statistical analysis, which is essential for understanding the relationships between the variables in this study. The survey method is ideal as it allows for the collection of data from a large sample of employees, providing a broad understanding of how participative leadership and motivation influence innovation in the workplace.

The population of this study consists of employees from various manufacturing companies. The manufacturing sector is chosen because of its dynamic and competitive nature, where innovation is a key driver for maintaining productivity and operational efficiency. Manufacturing companies must continuously improve their processes, adopt new technologies, and respond to market demands, making employee-driven innovation crucial for their success. A total of 220 employees form the target population, and a random sampling technique is used to ensure the sample is representative of the broader employee population in the industry. According to Slovin's formula, which is commonly used in survey research to determine an appropriate sample size, the study uses 22 employees as the sample size. This ensures that the sample is sufficiently large to draw valid conclusions while being manageable for data collection purposes.

Data collection is conducted using a structured questionnaire designed to measure the key variables: participative leadership, work motivation, and employee innovation. The questionnaire is based on established scales from previous studies to ensure reliability and validity. Participative leadership is assessed using a set of questions designed to measure the extent to which employees are involved in decision-making processes and how much they perceive their leaders as encouraging collaboration and input from employees (Christin & Suprastha, 2019). Work motivation is measured using items that assess both intrinsic and extrinsic motivational factors, drawing on theories such as Herzberg's Two-Factor Theory and Deci and Ryan's Self-Determination Theory (Purwanto, 2020). Employee innovation is evaluated through questions regarding the employees' ability to generate new ideas, propose creative solutions, and implement changes in their work processes (Lestari, 2016).

Before the survey is distributed, the validity and reliability of the questionnaire are tested. Validity ensures that the questions accurately measure the constructs they are intended to assess, while reliability ensures that the responses are consistent across time and different participants. A pilot test is conducted with a small group of employees to evaluate these aspects. Cronbach's alpha is used to assess the internal

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consistency of the scales. A value of 0.70 or higher indicates acceptable reliability, with a higher value indicating better consistency (Supriatna, 2016).

Once the data is collected, multiple linear regression analysis is employed to examine the relationships between the independent variables—participative leadership and work motivation—and the dependent variable—employee innovation. Regression analysis is chosen because it allows for the examination of how multiple independent variables simultaneously affect a dependent variable, providing a more comprehensive understanding of the factors influencing innovation in the workplace (Saputra, Parashakti, & Perkasa, 2023). The assumptions of linear regression, such as normality, linearity, and homoscedasticity, are tested to ensure the validity of the results. In case of non-normal distribution, the data will be transformed or non-parametric tests will be considered.

The analysis also includes tests for multicollinearity, ensuring that the independent variables do not highly correlate with each other, which could distort the results. Additionally, hypothesis testing is conducted using t-tests to examine whether the coefficients of participative leadership and work motivation are statistically significant predictors of employee innovation. A significance level of 0.05 is used for all hypothesis tests.

The results of the multiple linear regression analysis are interpreted to determine the influence of the independent variables on employee innovation. The analysis includes an examination of the strength and direction of the relationships between the variables, as well as the proportion of variance in employee innovation that is explained by the predictors. The findings are compared with previous studies to contextualize the results and to discuss the practical implications for organizations.

In conclusion, this research utilizes a quantitative approach with a survey method to investigate the role of participative leadership and work motivation in fostering employee innovation. The use of a structured questionnaire and multiple linear regression analysis provides a rigorous framework for testing the hypotheses and understanding the factors that contribute to innovation in the manufacturing sector. The results of this study can offer valuable insights for managers looking to implement leadership strategies that encourage innovation and enhance employee motivation in their organizations.

RESULTS AND DISCUSSION

Results

The results of this study are based on data collected from 22 respondents working in various manufacturing companies. The data collected pertains to three primary variables: participative leadership, work motivation, and employee innovation. The following presents the descriptive statistics and regression analysis results of these variables, highlighting the key findings.

Descriptive Statistics

Descriptive statistics were calculated for all three variables: participative leadership, work motivation, and employee innovation. These statistics provide a summary of the central tendency, variability, and distribution of the variables.

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Table 1. Analysis of Descriptive Statistics for Participative Leadership, Work Motivation, And Employee Innovation.

Variable	Mean	Median	Mode	Std. Deviation	Minimum	Maximum
Participative Leadership	2.94	3.00	2	1.159	1	5
Work Motivation	3.19	3.00	3	1.130	1	5
Employee Innovation	3.12	3.00	4	1.218	1	5

Source: Research Results, 2024.

From Table 1, it is evident that work motivation had the highest mean (3.19), followed by employee innovation (3.12), and participative leadership (2.94). These mean values indicate that employees, on average, perceive moderate to slightly high levels of motivation and innovation, while participative leadership is seen as moderately present. The median values for all variables were 3.00, showing that half of the respondents rated these variables above and below this value, which suggests that there was a balance in how respondents perceived the variables.

The mode values indicate that the most frequent responses for each variable were:

1. Participative leadership: Mode = 2 (moderate participation),
2. Work motivation: Mode = 3 (moderate motivation),
3. Employee innovation: Mode = 4 (higher innovation).

The standard deviations for all three variables were relatively high (ranging from 1.130 to 1.218), which suggests considerable variability in how employees rated these factors. The minimum and maximum values for all three variables were 1 and 5, respectively, indicating a full range of responses across the scale. This variability underscores the differences in how employees perceive leadership styles, motivation, and innovation within their companies.

Regression Analysis

Multiple linear regression analysis was conducted to assess the relationship between the independent variables—participative leadership and work motivation—and the dependent variable, employee innovation. The primary objective of this analysis was to determine whether participative leadership and work motivation significantly influence employee innovation.

The model was tested for goodness-of-fit using the R-square change value, which indicates how well the independent variables explain the variation in the dependent variable. The R-square change for the model was 0.115, which means that 11.5% of the variance in employee innovation can be explained by participative leadership and work motivation. This suggests that while these factors contribute to employee innovation, there are other factors outside of the model that also play a role in influencing innovation.

The F-change statistic was 5.334, with a significance level of 0.007. This indicates that the regression model is statistically significant, meaning that the relationship between participative leadership, work motivation, and employee innovation is unlikely to have occurred by chance. The results of the regression analysis provide evidence that both participative leadership and work motivation positively influence employee innovation.

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Hypothesis Testing

Hypothesis testing was performed to evaluate the significance of the relationships between the independent variables and employee innovation. The hypotheses tested were as follows:

1. H0 (Null Hypothesis): No significant effect of participative leadership on employee innovation.
2. H1 (Alternative Hypothesis): There is a significant effect of participative leadership on employee innovation.
3. H0 (Null Hypothesis): No significant effect of work motivation on employee innovation.
4. H1 (Alternative Hypothesis): There is a significant effect of work motivation on employee innovation.

Results from the regression analysis show that both participative leadership and work motivation have significant effects on employee innovation, as both p-values were less than the significance level of 0.05. Therefore, both null hypotheses were rejected, and the alternative hypotheses were accepted.

Correlation Analysis

A Pearson correlation analysis was conducted to examine the strength and direction of the relationships between the variables. The following correlations were found:

1. Participative Leadership and Work Motivation: There was a strong positive correlation ($r = 0.673$, $p = 0.000$). This indicates that the more participative the leadership style, the higher the work motivation among employees.
2. Work Motivation and Employee Innovation: There was a moderate positive correlation ($r = 0.336$, $p = 0.002$). This suggests that higher levels of work motivation are associated with higher levels of innovation among employees.
3. Participative Leadership and Employee Innovation: A lower, but still positive correlation was found ($r = 0.260$, $p = 0.016$). This indicates that although participative leadership influences innovation, the relationship is weaker than that of work motivation.

These correlations provide further evidence that both participative leadership and work motivation are important predictors of employee innovation, though work motivation has a stronger impact.

Normality and Reliability Tests

The assumption of normality for the data was tested using the Kolmogorov-Smirnov and Shapiro-Wilk tests. The results from both tests showed that the data did not follow a normal distribution (p-values = 0.000), indicating that the data was significantly different from a normal distribution. This is important to consider when performing statistical analysis, as normality is one of the assumptions of regression analysis. In this case, the non-normality of the data does not invalidate the regression results, but future research may explore alternative statistical methods to handle non-normal data distributions.

The reliability of the data was tested using Cronbach's alpha. The Cronbach's alpha for the scales measuring participative leadership, work motivation, and employee innovation was found to be 0.773, indicating acceptable internal consistency and reliability. A Cronbach's alpha value greater than 0.70 is considered acceptable, suggesting that the scales used to measure the variables in this study are reliable.

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Summary of Results

To summarize, the results of the research indicate that both participative leadership and work motivation positively influence employee innovation. The regression analysis demonstrated that 11.5% of the variance in employee innovation can be explained by these two independent variables. Hypothesis testing confirmed that both participative leadership and work motivation have a statistically significant effect on employee innovation. Correlation analysis further supported these findings, showing that work motivation has a stronger relationship with innovation compared to participative leadership.

The data also showed considerable variability in employee perceptions, with the highest mean value recorded for work motivation. This highlights the importance of motivating employees to encourage innovation. While participative leadership also plays a role, it appears that its impact is somewhat weaker than that of work motivation.

The reliability of the data was confirmed with a satisfactory Cronbach's alpha value, and the data was found to be non-normally distributed, which is an important consideration for further research.

The findings provide clear evidence that fostering an environment where employees feel motivated and engaged, coupled with participative leadership, can significantly contribute to innovation within organizations.

Discussion

The findings of this study provide valuable insights into the relationship between participative leadership, work motivation, and employee innovation. The results confirm that both participative leadership and work motivation significantly influence employee innovation. This section discusses the implications of these findings, compares them with existing literature, and explores their practical applications in organizational settings.

Impact of Participative Leadership on Employee Innovation

The study found a positive relationship between participative leadership and employee innovation ($r = 0.260$, $p = 0.016$). This suggests that when leaders involve employees in decision-making and encourage active participation, employees are more likely to exhibit innovative behaviors. The results align with previous research that emphasizes the role of participative leadership in fostering an environment conducive to innovation. According to Lestari (2016), participative leadership promotes a sense of ownership and responsibility among employees, which can lead to increased creativity and a higher willingness to take risks in suggesting innovative solutions. When employees feel their input is valued, they are more motivated to contribute novel ideas, improving their overall ability to innovate.

However, the relationship between participative leadership and employee innovation in this study was found to be weaker than expected, as indicated by the moderate correlation ($r = 0.260$). This finding suggests that while participative leadership has a positive effect on innovation, its impact is not as strong as other factors, such as work motivation. This may be due to the presence of other organizational factors that also influence innovation, such as the availability of resources, organizational culture, and support for innovation. These factors may amplify or diminish the effectiveness of participative leadership in fostering innovation (Christin & Suprastha, 2019). Additionally, some employees may not feel comfortable voicing their ideas in a participative environment, or they may face barriers to implementing their innovative ideas, reducing the overall impact of participative leadership.

Despite these limitations, the findings underline the importance of participative leadership in fostering innovation. Companies should consider adopting a leadership style that involves employees in decision-making processes and encourages collaboration across all levels of the organization. This

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approach not only enhances innovation but also improves employee engagement, as employees feel more valued and involved in the organization's strategic direction (Supriatna, 2016).

Role of Work Motivation in Employee Innovation

The study found a strong positive relationship between work motivation and employee innovation ($r = 0.336$, $p = 0.002$). This finding is consistent with previous research, which has shown that motivated employees are more likely to engage in innovative behaviors (Purwanto, 2020). The results suggest that when employees are highly motivated, they are more likely to contribute creative ideas, solve problems effectively, and implement new strategies that enhance innovation within the organization.

Motivation is a key driver of creativity and innovation. According to Deci and Ryan's Self-Determination Theory, intrinsic motivation—driven by a sense of personal satisfaction, achievement, and autonomy—is a critical factor in encouraging employees to engage in innovative behaviors (Supriatna, 2016). In contrast, extrinsic motivation—driven by external rewards such as bonuses, promotions, or recognition—can also play a significant role in motivating employees to innovate. The results of this study indicate that work motivation, both intrinsic and extrinsic, plays a crucial role in driving employees to innovate, which supports the findings of Lestari (2016) and other studies that emphasize the importance of motivating employees to foster innovation.

The positive correlation between work motivation and innovation also suggests that companies should focus on strategies that enhance employee motivation. This includes offering professional development opportunities, recognizing achievements, and creating a work environment where employees feel empowered to take risks and explore new ideas. Motivated employees are more likely to view challenges as opportunities for innovation rather than obstacles, which can lead to continuous improvements in products, processes, and services (Saputra, Parashakti, & Perkasa, 2023). Furthermore, when employees are motivated, they are more likely to seek solutions to problems and are willing to go beyond the standard procedures to find creative alternatives, which is a key characteristic of an innovative workforce.

Comparing the Influence of Participative Leadership and Work Motivation

The findings indicate that work motivation has a stronger influence on employee innovation than participative leadership. This is supported by the higher correlation coefficient between work motivation and innovation ($r = 0.336$) compared to the correlation between participative leadership and innovation ($r = 0.260$). These results highlight that while participative leadership is important for creating a collaborative and inclusive work environment, employee motivation plays a more direct and substantial role in driving innovation.

This finding aligns with the work of Purwanto (2020), who found that motivation is a primary factor that enables employees to generate innovative ideas. Motivated employees are not only more engaged in their work but are also more likely to invest time and energy into thinking creatively, experimenting with new solutions, and sharing ideas with colleagues. In contrast, participative leadership, while fostering a positive environment, may not always lead to innovation unless employees are motivated to act on the ideas and feedback they contribute. Thus, the effectiveness of participative leadership in promoting innovation is likely to be enhanced when employees are already motivated and committed to the organization's goals.

Practical Implications for Organizations

The findings from this study offer several practical implications for organizations seeking to enhance employee innovation. First, organizations should consider adopting **participative leadership**

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styles, where leaders actively involve employees in decision-making and encourage open communication. This can foster a culture of trust and collaboration, which is essential for innovation. As Christin & Suprastha (2019) noted, participative leadership helps to create an inclusive environment where employees feel valued, which can motivate them to contribute innovative ideas.

Second, organizations should focus on **motivating employees** to engage in innovative activities. This involves both intrinsic and extrinsic motivational strategies. Intrinsic motivation can be fostered by providing employees with opportunities for professional development, allowing them to take ownership of projects, and offering autonomy in decision-making. On the other hand, extrinsic motivation can be achieved through recognition programs, performance-based rewards, and career advancement opportunities (Lestari, 2016).

Additionally, organizations must ensure that there are sufficient resources, support, and recognition available for employees to implement their innovative ideas. Innovation requires a conducive environment that supports risk-taking, experimentation, and the freedom to explore new possibilities. Organizations should create structures that allow for the sharing of ideas and the collaborative development of new solutions, whether through formal innovation programs, cross-functional teams, or open brainstorming sessions.

Limitations and Future Research Directions

While this study provides valuable insights into the relationship between leadership, motivation, and innovation, there are several limitations that should be considered. First, the sample size of 22 respondents may limit the generalizability of the findings. Future research should aim to include a larger sample size to provide more robust results and to confirm the relationships identified in this study. Second, the study relied on self-reported data, which may be subject to response bias. Future studies could incorporate objective measures of innovation, such as the number of new ideas or patents generated, to complement self-reported data.

Additionally, future research could explore other factors that may influence employee innovation, such as organizational culture, the role of leadership styles beyond participative leadership, and the availability of resources and training programs. Exploring the interaction between different leadership styles, motivation types, and organizational factors would provide a more comprehensive understanding of how to foster innovation in the workplace.

CONCLUSION

Conclusion

This study provides valuable insights into the influence of participative leadership and work motivation on employee innovation. The findings indicate that while participative leadership positively impacts innovation, work motivation has a stronger effect. These results suggest that motivated employees are more likely to engage in innovative behaviors and contribute creative solutions to organizational challenges. However, it is essential to recognize that other factors, such as organizational culture, resource constraints, and employee autonomy, also play a crucial role in fostering innovation.

The study's limitations, particularly the small sample size and the non-normal distribution of data, highlight the need for further research with a larger and more diverse sample. Future studies could also explore alternative analytical methods to verify the robustness of the findings. Additionally, the research should consider a more in-depth exploration of factors like organizational culture and resource availability, which could significantly affect the relationship between leadership, motivation, and innovation.

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A critical aspect that warrants further attention is the global relevance of these findings. While this study focused on the manufacturing sector, the influence of participative leadership and work motivation on innovation may vary across different cultural contexts. Cultural differences can shape how leadership styles are perceived and how motivation is manifested in employees. For instance, in collectivist cultures, participative leadership may have a more profound impact on innovation due to the emphasis on collaboration and group harmony. On the other hand, in individualistic cultures, work motivation driven by personal achievement and recognition may have a stronger influence on innovation. Therefore, future research should explore how cultural factors shape the dynamics of participative leadership and innovation across different countries, providing a broader understanding of the global applicability of these findings.

In conclusion, this research contributes to the understanding of the factors that influence employee innovation, highlighting the importance of both leadership style and motivation. While participative leadership plays a significant role in fostering an innovative environment, it is work motivation that serves as the primary driver of employee innovation. Further research in diverse cultural and organizational contexts will provide more comprehensive insights and strengthen the generalizability of these findings.

Recommendations

Based on these findings, it is recommended that organizations adopt a participative leadership style that encourages employee involvement in decision-making processes. This leadership approach can enhance employee engagement and create an environment where individuals feel their ideas are valued, thus fostering innovation. Moreover, organizations should implement strategies to increase work motivation, both intrinsically and extrinsically. Intrinsic motivation can be enhanced by offering professional development opportunities, creating a sense of ownership over projects, and providing employees with autonomy. Extrinsic motivation can be bolstered by offering recognition, performance-based rewards, and career advancement opportunities. Additionally, organizations must ensure that the necessary resources and support are available to help employees transform their ideas into actionable innovations. Providing training programs, encouraging collaboration, and removing barriers to idea implementation can significantly boost innovation outcomes.

In essence, organizations should focus on combining participative leadership with motivation-enhancing strategies to build a culture that nurtures and supports continuous innovation. By doing so, they will be better equipped to navigate the complexities of today's competitive and rapidly evolving business environment. Future research could explore additional variables, such as organizational culture and external market factors, to further understand how to maximize employee innovation within different organizational contexts.

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