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**THE INFLUENCE OF DIMENSION PARTICIPATORY LEADERSHIP ON JOB
SATISFACTION AND EMPLOYEE PERFORMANCE**

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Abstract: This study aims to analyze the influence of dimension of participatory leadership on job satisfaction and employee performance in the economic section of the Regional Secretariat of the East Seram Regency. The design of this study is descriptive and causal. The population of this study consisted of all employees of the Regional Secretariat of the East Seram Regency, namely 98 people. The sampling technique in this study was a saturated sample. Analysis of the data used is path analysis (path analysis) with the help of SPSS software. The results of the study show that (1) democratic leadership, consultative leadership and delegative leadership directly influence employee job satisfaction; (2) job satisfaction has a direct effect on employee performance; (3) democratic leadership, consultative leadership and delegative leadership indirectly influence performance through job satisfaction.

Keywords: democratic leadership, consultative leadership, delegative leadership, job satisfaction, performance

BACKGROUND

An organization is a coordinated unit consisting of at least two people functioning to achieve a specific goal or set of goals. So according to Gibson, et al (1996:9), what is meant by the organization is a forum that allows the community to achieve results that previously could not be achieved by individuals individually.

Human resources as assets or organizational partners have a significant role in achieving organizational goals. Management of human resource management in organizations needs to be done to create human resources who have broad insight, so that they have quality as organizational partners to achieve organizational goals. Claman in Dwijanto (2002: 75) states that one of the main principles of a knowledge-based economy is that employees are no longer seen as a component that can be simply replaced with other components. Employees as organizational human resources must have a commitment that is in line with organizational goals and are

required to behave professionally in their fields and be able to observe events and events that occur around them.

In general it can be said that any organization will not be able to achieve its goals without leadership. Leadership is the key to all organizational activities. Leadership is a complex phenomenon so that leadership effectiveness requires a planned, orderly, sustainable and continuous process that must be instilled and fostered over time.

Kartasasmita (1994: 3) suggests that in order to achieve organizational goals, it is necessary to improve human resources through four channels, namely: (1) improving the quality of life, both the quality of human life and the quality of life, (2) improving the quality of productive human resources and efforts to disseminate it, (3) improve the quality of human resources capable of utilizing, developing, and mastering science and technology (IPTEK), (4) developing institutions that support the improvement of human resources.

The interaction between various human resources requires management management. Management is a process that contains various implications of the process of planning, organizing, leading and controlling activities (Stoner et al., 2003: 10). Leadership is intended as an effort to influence and direct the course of interaction between resources towards the goals to be achieved by the organization together.

According to Hasibuan (2003:69), someone who occupies a position as a leader in an organization carries out the task of carrying out leadership. Meanwhile, from an organizational perspective, leadership can be defined as the ability or intelligence to encourage, motivate, lead, direct, supervise a number of people or two or more people to work together in terms of fostering, directing and moving the implementation of activities that are directed at a common goal.

Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others. According to Rivai (2004: 64), leadership style is behavior and strategy as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence his subordinates.

Based on temporary observations, the leadership style in the Regional Secretariat of East Seram Regency tends to adopt a participatory leadership style, where the leader consults with subordinates and asks and uses subordinates' suggestions. According to Lako (2004: 379), participatory leadership style consists of 3 (three), namely: democratic leadership style, consultative leadership style, and delegative leadership style.

According to Lako (2004:379) that participatory leadership style is divided into three parts, namely: democratic, consultative and delegative. The participatory leadership style is the focus of this research because the leadership element in The Economic Section of the Regional Secretariat of East Seram Regency is more dominant in adopting the participatory leadership style. The three participatory leadership styles will be described as follows.

According to Siagian (2003:125) that democratic leaders are not always the most effective leaders in organizational life because sometimes, in terms of acting and making decisions, there

can be limitations as a consequence of the involvement of subordinates in the decision-making process. According to Moekijat (2000:88) that a democratic leader is fully aware that there will be a tendency among lower leadership officials and among members of the organization to see the most important role. Strategic most determines the success of the organization in achieving various organizational goals.

Consultative leadership style is a leadership style that is characterized by the group's need for the presence of a leader in their midst to solve problems by exchanging ideas and encouraging group members to get the right perfection (Lako, 2004: 382). According to Murai (2004: 431), the consultative leadership style is an exchange of ideas between superiors and subordinates to get the best possible conclusions in order to obtain a decision that is wise, fair and mutually acceptable.

According to Murai (2004:478), the free-rein leadership style (delegation) is the transfer of authority (responsibility) from the leadership to subordinates within an organization with the hope that the task can be accounted for, and completed on time, and does not conflict with the stated goals. want to achieve.

Salusu (2006:195) argues that the delegative leadership style is a style that encourages the ability of staff to take initiative. Lack of interaction and control by the leader so that this style can only work if the staff shows a level of competence and confidence in pursuing organizational goals and objectives. Meanwhile, Permadi (2006: 97) states that in the delegative type of leadership style, it is found that the values of the delegation of power or the value of trust are very high from a superior to a subordinate.

Mangkunegara (2000), defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Another opinion on performance according to Hasibuan, (2003) says that performance is the result of work that can be achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time.

This opinion is in line with Siswanto (2007) who says that the performance of a workforce is influenced by the skills, skills, experience and sincerity of the workforce concerned. Employee performance is considered very important, not only for the benefit of the employee concerned, but also needed in the assessment process to determine the position of each employee.

Job satisfaction is one of the important aspects in the practice of human resource management and organizational behavior. This is because job satisfaction can affect the level of absenteeism, labor turnover, morale, complaints and other vital personnel problems (Handoko, 2000). High job satisfaction is desirable because it is associated with positive outcomes and is a sign of a well-managed organization. Job satisfaction is also a measure of a sustainable human development process.

Wexley and Yukl (1998) define job satisfaction as the way an employee feels about his job. Job satisfaction is a generalization of individual attitudes towards their work based on the factors

of their work. As'ad (2005) cites the opinion of Tiffin which states that job satisfaction is closely related to the attitude of employees towards their own work, work situations and cooperation between leaders and fellow employees.

Basically job satisfaction is a form of employee attitude towards his work in the organization where he works, which is obtained based on his perception. Job satisfaction is intended as an emotional state of employees where there is or is not a meeting point between the value of employee remuneration from the organization or organization and the level of remuneration value that is desired by the employee concerned, both financial and non-financial.

METHODE

This research was conducted to test certain hypotheses and find a relationship or influence between the variables studied. Similar research designs are conclusive research (Maholtra, 1998:91), which includes descriptive and causal research designs. This research was conducted at the Regional Secretariat of East Seram Regency. The data needed in this research activity is divided into 2 (two) types, namely: primary data, and secondary data. Primary data sourced directly from research respondents collected through a questionnaire instrument. Meanwhile, secondary data was obtained from the Economic Section of the Regional Secretariat of East Seram Regency in the form of a Strategic Plan and various other documents. The population of this study consisted of all employees of the Regional Secretariat of East Seram Regency, namely 98 people. The sampling technique in this study was a saturated sample (Zacharias and Rahawarin, 2015). Analysis of the data used is path analysis with the help of SPSS software. Path analysis is used to test hypotheses in order to answer the research problem which is a network of various variables that have a causal relationship.

RESULT AND DISCUSSION

Result

This study seeks to examine the extent of the influence of democratic, consultative and delegative leadership variables on job satisfaction and performance. For this reason, path analysis statistical tests were carried out which were stated by the following equation:

$$Y = p_{x4.x1} X1 + p_{x4.x2} X2 + p_{x4.x3} X3 + p_{y.x4} X4 + p_{y.U} U$$

Where :

Y = Performance

X1 = democratic leadership

X2 = consultative leadership

X3 = delegate leadership

X4 = job satisfaction

pX4. X1 = Path coefficient from democratic leadership to job satisfaction

pX4. X2 = Path coefficient from consultative leadership to job satisfaction

pX4. X3 = Path coefficient from delegative leadership to job satisfaction

pY. X4 = Path coefficient from job satisfaction to performance
 pX1U1 = path coefficient of residual

To prove the hypothesis above, an analysis was carried out on the research data, as shown in the following table.

Table 1.
Correlation Analysis Between Variables

Variable	X1	X2	X3
X1	1,000	0,115	0,159
X2	0,115	1,000	0,163
X3	0,159	0,163	1,000

Source: Analysis Results, 2022

The table above shows that there is a significant correlation between variables, where the correlation between the democratic leadership variable and the consultative leadership variable is 0.115. The correlation between democratic leadership variables and delegative leadership variables is 0.159. The correlation between the consultative leadership variable and the delegative leadership variable is 0.163. Structurally, it can be seen in the following figure:

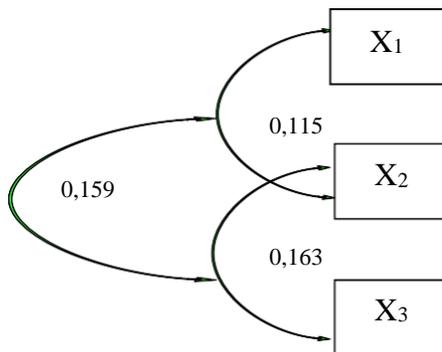


Figure 1. The Relationship Between Variables X1,X2,X3

Furthermore, to determine the magnitude of the path coefficient between variables X1, X2 and x3 to X4, as well as the path coefficient from X4 to Y can be seen in the following table:

Table 2
Path Analysis Statistical Test Results

Struktur paramater	Path coefficient (beta)	t. count.	t. table	Sig.	Decision
X1 to X4 (pX4. X1)	0,235	2,288	1,658	0,000	Accepted Ha
X2 to X4 (pX4. X2)	0,226	2,105	1,658	0,004	Accepted Ha
X3 to X4 (pX4. X3)	0,365	3,192	1,658	0,000	Accepted Ha
X4 to Y (pX4. Y)	0,833	13,297	1,658	0,000	Accepted Ha
R ² (X1,X2,X3 to X4)		0,499			
Path coefficient outside the model (px4ε)					
R ² (X4 to Y)		0,694			
Path coefficient outside the model (pYε)					

Source: Analysis Results, 2022

The results of the analysis in the table show that the path coefficients from the simultaneous test results are significant, so a decision can be made to reject H0 and accept H1 which means that it can be forwarded to individual tests. From the results of individual tests, it turns out that the path coefficients of the variables X1, X2 and X3 to X4 are statistically significant, so H0 is rejected and H1 is accepted.

Furthermore, the results of the analysis in the table above are translated into a path diagram as shown in the following diagram:

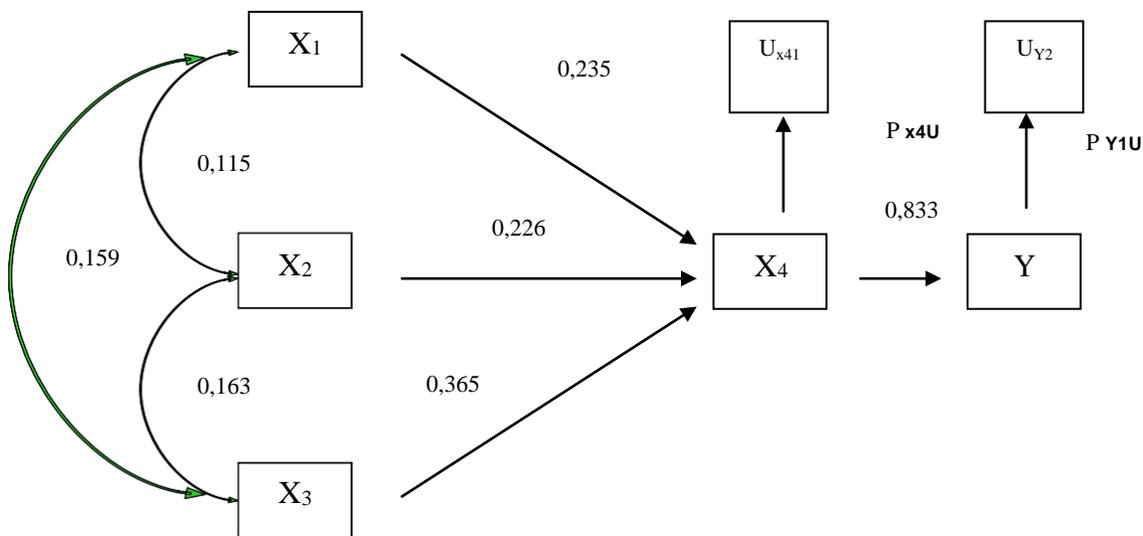


Figure 2. The Relationship Between Variables X1,X2,X3 with Variable Y through intervening variable X4

Based on the table and figure above, the direct and indirect effects of each variable can be explained as follows:

The Influence of Democratic Leadership Variables

1. Direct Effect

$$= (\rho_{X4.X1}) \times (\rho_{X4.X1})$$

$$= 0,235 \times 0,235$$

$$= 0,055$$
2. Effect through the correlation with X2

$$= (\rho_{X4.X1}) \times (r_{X1.X2}) \times (\rho_{X4.X2})$$

$$= 0,235 \times 0,115 \times 0,226$$

$$= 0,006$$
3. Effect through the correlation with X3

$$= (\rho_{X4.X1}) \times (r_{X1.X3}) \times (\rho_{X4.X3})$$

$$= 0,235 \times 0,159 \times 0,365$$

$$= 0,013$$
4. Total effect from X1 to X4 through X2 and X3

$$= 0,055 + 0,006 + 0,013$$

$$= 0,074$$

Influence of Consultative Leadership Variables

1. Direct Effect

$$= (\rho_{X4.X2}) \times (\rho_{X4.X2})$$

$$= 0,226 \times 0,226$$

$$= 0,051$$
2. Effect through the correlation with X1

$$= (\rho_{X4.X2}) \times (r_{X1.X2}) \times (\rho_{X4.X1})$$

$$= 0,226 \times 0,115 \times 0,235$$

$$= 0,006$$
3. Effect through the correlation with X3

$$= (\rho_{X4.X2}) \times (r_{X2.X3}) \times (\rho_{X4.X3})$$

$$= 0,226 \times 0,163 \times 0,365$$

$$= 0,013$$
4. Total effect from X2 ke X4 through X1 and X3

$$= 0,051 + 0,006 + 0,013$$

$$= 0,070$$

The Influence of Delegative Leadership Variables

1. Direct Effect

$$= (\rho_{X4.X3}) \times (\rho_{X4.X3})$$

$$= 0,365 \times 0,365$$

$$= 0,133$$
2. Effect through the correlation with X1

$$= (\rho_{X4.X3}) \times (r_{X1.X3}) \times (\rho_{X4.X1})$$

$$= 0,365 \times 0,159 \times 0,235$$

$$= 0,013$$

3. Effect through the correlation with X2

$$= (\rho_{X4.X3}) \times (r_{X2.X3}) \times (\rho_{X4.X2})$$

$$= 0,365 \times 0,163 \times 0,226$$

$$= 0,013$$

4. Total effect from X2 ke X4 through X1 and X3

$$= 0,133 + 0,013 + 0,013$$

$$= 0,159$$

The Influence of Democratic, Consultative and Delegative Leadership Variables on Job Satisfaction and Performance

1. The direct effect of job satisfaction on performance

$$= (\rho_{Y.X4}) \times (\rho_{Y.X4})$$

$$= 0,833 \times 0,833$$

$$= 0,694$$

2. The effect of X1, X2, X3 on Y through the X4 . variable

$$= 0,074 + 0,070 + 0,159 + 0,694$$

$$= 0,997$$

Based on the above calculations, it can be summarized in the following table:

Table 3.
Direct and Indirect Effects of Leadership Variables on Employee Job Satisfaction

Pengaruh	Democratic Leadership (X₁)	Consultative Leadership (X₂)	Delegative Leadership (X₃)
Direct	0,055	0,051	0,133
Indirect through X₁	-	0,006	0,013
Indirect through X₂	0,006	-	0,013
Indirect through X₃	0,013	0,013	-
Total Effect	0,074	0,070	0,159

Source: Analysis Results, 2022

The table above shows that the biggest direct effect is the influence of the variable of delegative leadership on job satisfaction of 0.133, which shows that every 1 percent increase in delegative leadership will increase 13.3% v employees. While the smallest effect is the consultative leadership variable on employee job satisfaction of 0.051 which indicates that every 1 percent increase in consultative leadership will increase employee job satisfaction by 5.1%; assuming other variables are constant or not changing.

The biggest total influence on employee job satisfaction is the variable of delegative leadership of 15.9% which indicates that delegative leadership is the most dominant variable that has an effect on increasing job satisfaction, assuming that this delegative leadership is supported by consultative leadership and democratic leadership. This means that a leader at the Regional Secretariat of East Seram Regency must be able to place the type of leadership according to the situation and conditions faced, because of the differences in the characteristics of employees or subordinates between one another.

2. Conclusion

Based on the above calculation, it is known that the direct influence of democratic leadership on job satisfaction of the employees of the Regional Secretariat of East Seram Regency is 0.055 or 5.5% with a t-count value > t-table value which is $2.288 > 1.658$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the first hypothesis is accepted.

The direct influence of delegative leadership on employee job satisfaction in the Economic Section of the Regional Secretariat of East Seram Regency is 0.051 or 5.1% with a t value > t table value which is $2.105 > 1.658$. This is also reinforced by a significance value of 0.004 which is smaller than the 0.05 level of confidence. So the second hypothesis is accepted.

The direct influence of consultative leadership on job satisfaction of the employees of the Regional Secretariat of East Seram Regency is 0.133 or 13.3% with a t value > t table value, which is $3.192 > 1.658$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the third hypothesis is accepted.

The direct effect of job satisfaction on the performance of the employees of the Regional Secretariat of East Seram Regency is 0.694 or 69.4% with a t value > t table value, which is $13.297 > 1.658$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the fourth hypothesis is accepted.

The indirect effect of democratic, consultative and delegative leadership on the performance of the employees of the Regional Secretariat of East Seram Regency through job satisfaction is 0.997 or 99.7% with a t count > t table value which is $13.297 > 1.658$. This is also reinforced by a significance value of 0.000 which is smaller than the 0.05 confidence level. So the fifth hypothesis is accepted.

The influence of democratic leadership on job satisfaction and performance indicates that the leadership at the Regional Secretariat of East Seram Regency has succeeded in increasing employee satisfaction through giving gifts, giving confidence in carrying out tasks, involving

employees in problem solving and making policies and decisions, paying attention to the interests of the organization and employees.

The influence of consultative leadership on job satisfaction and performance indicates that consultative leaders will utilize the ability of staff or subordinates to serve as thinking partners by consulting to obtain a decision. Indicators of this leadership style include: appreciating employee performance, involving group members in the formulation of goals, establishing good relations between members of the organization, and communicating directly between all employee components.

The influence of delegative leadership on job satisfaction and performance indicates that the leader has given tasks to subordinates with few orders, assigned tasks based on subordinates' abilities, established relationships with outsiders, delegated tasks to subordinates to find ways to achieve goals.

Based on research studies, it is known that the magnitude of the effect of job satisfaction on performance is due to the fact that in an effort to fulfill needs, most employees are at the level of fulfilling physiological needs, where indicators of salary aspects have a close relationship with the fulfillment of physical needs itself. One example is salary security, salary compatibility with employee rights, and the ability of salaries to meet minimum physical needs. This is in line with research conducted by Ruspudji Harnanto (2007) which concluded that job satisfaction variables consisting of salary, job description and supervision have a significant effect, either partially or simultaneously on employee performance, with a large effect of 76%. While the variable that has the most dominant influence on employee performance is the salary of 56%. This is in line with the opinion of Robbins (1996: 181) which states that job satisfaction factors are divided into five parts, namely: the work itself is mentally challenging, appropriate rewards or rewards, open promotion opportunities, work environment conditions and support. co-workers and superiors.

CONCLUSION

Based on the results of the analysis and discussion, the conclusions drawn are:

1. Democratic leadership has a direct effect on job satisfaction of the employees of the Regional Secretariat of East Seram Regency by 5.5% with a t-value > t-table value which is $2.288 > 1.658$.
2. Delegative leadership has a direct effect on job satisfaction of the employees of the Regional Secretariat of East Seram Regency by 5.1% with a t count > t table value which is $2.105 > 1.658$.
3. Consultative leadership has a direct effect on job satisfaction of the employees of the Regional Secretariat of East Seram Regency by 13.3% with a t value > t table value, which is $3.192 > 1.658$.
4. Job satisfaction has a direct effect on the performance of the employees of the Regional Secretariat of East Seram Regency by 69.4% with the t value > t table value, which is $13.297 > 1.658$.

5. Democratic, consultative and delegative leadership have an indirect effect on the performance of the employees of the Regional Secretariat of East Seram Regency through job satisfaction of 99.7% with a t count > t table value which is 13,297 > 1,658.

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