
THE INFLUENCE OF PARTICIPATORY LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT, INTERNAL COMMUNICATION AND JOB SATISFACTION IN GOWA DISTRICT ENVIRONMENTAL SERVICE

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Abstract

This study aims to (1) analyze the effect of participatory leadership style on organizational commitment, internal communication, and job satisfaction partially (1) determine organizational commitment, internal communication, job satisfaction, and participatory leadership style on employee performance partially (2) determine the effect of organizational commitment, internal communication, and job satisfaction as mediating the relationship between participatory leadership style on employee performance. The entire population was determined to be a sample (total sampling), namely 45 respondents. The instrument of this research used a questionnaire that was distributed to the respondents. The research method applies a quantitative approach by testing hypotheses using a path analysis model. The results show that participatory leadership style partially significant effect on organizational commitment. Participatory leadership style partially significant effect on internal communication. Participatory leadership style partially significant effect on job satisfaction. Organizational commitment partially significant on performance. Organizational commitment, internal communication and job satisfaction has a significant effect as mediating the relationship between participatory leadership style on employee performance.

Keywords: *participatory leadership style, organizational commitment, internal communication, job satisfaction, employee performance*

INTRODUCTION

In an effort to realize the vision and mission of the organization, the 2016 – 2021 Gowa Regency Environmental Service has strengths and weaknesses that can influence and even determine the success of achieving organizational goals. Some of the strengths it has are the availability of competent Human Resources (HR) in the environmental field, sufficient supporting capacity of facilities and infrastructure, the authority it has in administering services in the environmental sector and budget allocations in the form of Special Allocation Funds (DAK) or General Allocation Fund (DAU) Gowa Regency Government. Leadership style is a way used by a leader in influencing the behavior of others. Leadership style is a norm of behavior that is used by someone when that person tries to influence the behavior of others. Each of these styles has advantages and disadvantages. A leader will use a leadership style according to his abilities and personality (Sukarno Marzuki, 2002 in Darwito, 2008). One leadership style that is considered effective in improving company performance is a participatory leadership style. Participative leadership style is a style that actively involves subordinates in setting goals by using participatory management techniques and focusing both on employees and tasks. Leader behavior places a lot of emphasis on enhancing relationships and support, less on providing direction. This leader tends to be willing to exchange thoughts and ideas with his subordinates for the same decisions and support the efforts of his subordinates in completing their tasks.

One of the keys to the success of a leader in carrying out his duties is how a leader

establishes communication with his subordinates internally in the office as well as with people outside his office. Good communication between superiors and subordinates will have a positive impact on organizational development. Communication is a contact relationship between humans, both individuals and groups. The public shelters and rewards a good performance in effective communication activities and at the same time the good performance is to attract public attention and other important objectives of the function *public relations* (Ahmad Wahyuddin Habibie, et al, 2017).

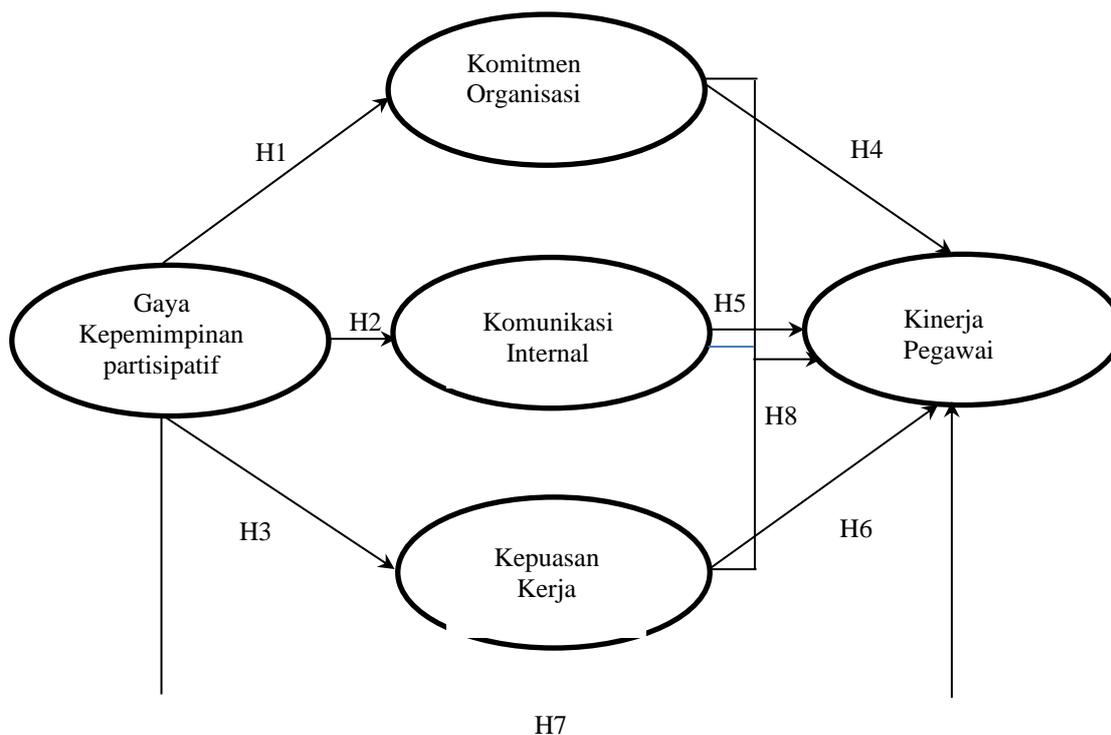
Suud (2000) in Tobigo (2016) stated that leaders have a very large influence on organizational success, leaders play a key role in formulating and implementing organizational strategy and will make workers give their best to the organization where they work. Van Scooter (2000) in Tobigo (2016) states that workers with high commitment will be more work oriented. It was even stated that workers who have a high commitment to the organization will tend to be happy to help and be able to work together. Organizational commitment is a personal value, which often refers to loyalty to the company or commitment to the company.

Brown and Gaylor (2002) in Hidayat, (2013) state that organizational commitment is not only loyalty to the organization, but is a process that goes on with employees who express their concern for the organization in the form of success and high achievement. Having employees who are strongly committed to the organization provides many advantages for the organization, including *growth extra role behavior (ERB)*, namely innovative and spontaneous behavior that is positive for the organization, outside of normal behavior which is only based on encouragement to get rewards (Scholl, 2002).

Good and effective leadership is expected to be able to trigger a sense of satisfaction for employees in carrying out their work. Vecchio (1995) states job satisfaction as one's thoughts, feelings, and action tendencies, which are one's attitude towards work. Gibson (2000) clearly illustrates the existence of a reciprocal relationship between performance and job satisfaction. On the one hand it is said that job satisfaction leads to increased performance so that satisfied workers will be more productive. Husen Umar (1999) explained that employee performance can be seen from two sides, namely internal, (through the study of the employee's own work motivation) and external (by reviewing the employee's work environment). According to Ostroff (1992) in Darwito (2008), leadership style and attitude is one that influences job satisfaction, can also affect organizational commitment (Kent and Chelladural, 2001; Brown, 2003), and employee performance (Adams, 1965; Bass and Avolio, 1997). The level of satisfaction, commitment and performance depends on whether the style and attitude of the superiors are good or not. Employee job satisfaction relates to employee expectations of superiors, co-workers and the work itself and organizational commitment is a measure of the strength of employee identification with organizational goals and values and being involved in them. While performance is the strength and ability of employees to perform tasks. So if the superior's leadership style is good in carrying out the task, employees will have satisfaction, commitment and good performance as well, and vice versa.

Based on the description above, this research is structured through a conceptual framework that can be described as follows:

Figure 1 Research Framework



RESEARCH METHODS

The research approach in this study used quantitative research with a total of 45 respondents. Quantitative data analysis techniques obtained from the results of the questionnaire using path analysis (*path analysis*). The data analysis method used is in the form of quantitative analysis by showing the analytical tool used, namely SPSS-25.

RESEARCH RESULTS AND DISCUSSION RESULTS

1. Multiple Linear Regression Test

Based on the path analysis model image above, it can be seen that the relationship between variables is linear, that is, the one-way flow system does not replay (*looping*) can be made structural equation path analysis which includes X_1, X_2, X_3 as the independent variable (exogenous variable) and Y as the dependent variable (endogenous variable) and $E = \text{Error}$ as follows:

- The first substructural equation

$$X_2 = b_1 X_1 X_2 + E_1$$

Table 1 Regression Calculation Results

Model	Unstandardized Coefficients	
	B	Std. Error
1 With so much X_1	18.992 0.592	10.277 0.120

Source: Results of Processed Primary Data, 2021

Based on the results above, the regression equation is obtained as follows:

$$X_2 = 0.592X_1X_2 + E_1$$

2. The second substructure equation

$$X_3 = b_1X_1X_2 + b_2X_1X_3 + E_2$$

Table 2
Regression Calculation Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	With so much	16.042	4.940
	X ₁	0.389	0.058

Source: Results of Processed Primary Data, 2021

Based on the results above, the regression equation is obtained as follows:

$$X_3 = 0.592X_1X_2 + 0.389X_1X_3 + E_2$$

3. The third substructural equation

$$X_4 = b_1X_1X_2 + b_2X_1X_3 + + \text{And}_3$$

Table 3
Regression Calculation Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	With so much	21.589	8.174
	X ₁	0.374	0.096

Source: Results of Processed Primary Data, 2021

Based on the results above, the regression equation is obtained as follows:

$$X_3 = 0.592X_1X_2 + 0.389X_1X_3 + 0.374X_1X_4 + E_3$$

4. The fourth substructure equation

$$Y = b_4X_2\text{and} + b_5X_3\text{AND} + b_6X_4Y + b_7 X_2 X_3 X_4Y + b_8X_1Y + E_4$$

Table 4
Regression Calculation Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	With so much	6.238	5.289
	X ₁	0.194	0.082
	X ₂	0.588	0.085
	X ₃	1.165	0.241
	X ₄	0.837	0.136
	AND	0.433	0.097

Source: Results of Processed Primary Data, 2021

Based on the results above, the regression equation is obtained as follows:

$$Y = 0.588X_2\text{and} + 1.165X_3\text{AND} + 0.837X_4Y + 0.433X_2 X_3 X_4Y + 0.194X_1Y + E_4$$

2. The Direct Effect of the T Test

a. The Effect of Participatory Leadership Style (X_1) on Organizational Commitment (X_2)

The calculation results obtained that the value of $t_{\text{count}} X_1$ of 4.929 > t_{table} of 2.019 with a significance of $0.000 < 0.05$, it can be said that the participative leadership style variable (X_1) partially affects organizational commitment (X_2) at the District Office of the Environment. Gowa. This means H_0 rejected and H_1 accepted.

b. The Effect of Participatory Leadership Style (X_1) on Internal Communication (X_3)

The calculation results obtained that the value of $t_{\text{count}} X_1$ of 6.739 > t_{table} of 2.019 with a significance of $0.000 < 0.05$, it can be said that the participative leadership style variable (X_1) partially influence internal communication (X_3) at the District Office of the Environment. Gowa. This means H_0 rejected and H_2 accepted.

c. The Effect of Participatory Leadership Style (X_1) to Job Satisfaction (X_4)

The calculation results obtained that the value of $t_{\text{count}} X_1$ of 3.913 > t_{table} of 2.019 with a significance of $0.000 < 0.05$, it can be said that the participative leadership style variable (X_1) partially affect job satisfaction (X_4) at the District Office of the Environment. Gowa. This means H_0 rejected and H_3 accepted.

d. The Effect of Participatory Leadership Style (X_1) on Employee Performance (Y)

The calculation results obtained that the value of $t_{\text{count}} X_1$ of 6.421 > t_{table} of 2.019 with a significance of $0.000 < 0.05$, it can be said that the participative leadership style variable (X_1) partially affects the performance of employees (Y) at the District Office of the Environment. Gowa. This means H_0 rejected and H_7 accepted.

It is. The Effect of Organizational Commitment (X_2) on Employee Performance (Y)

Results calculations obtained that the value of $t_{\text{count}} X_2$ of 7.528 > t_{table} of 2.019 with a significance of $0.000 < 0.05$, it can be said that the organizational commitment variable (X_2) partially affects the performance of employees (Y) at the District Office of the Environment. Gowa. This means H_0 rejected and H_4 accepted.

f. The Influence of Internal Communications (X_3) on Employee Performance (Y)

The calculation results obtained that the value of $t_{\text{count}} X_3$ of 9.516 > t_{table} of 2.019 with a significance of $0.000 < 0.05$, it can be said that the internal communication variable (X_3) partially affects the performance of employees (Y) at the District Office of the Environment. Gowa. This means H_0 rejected and H_5 accepted.

g. Effect of Job Satisfaction (X_4) on Employee Performance (Y)

The calculation results obtained that the value of $t_{\text{count}} X_4$ of 8.592 > t_{table} of 2.019 with a significance of $0.000 < 0.05$, it can be said that the variable job satisfaction (X_4) partially affects the performance of employees (Y) at the District Office of the Environment. Gowa. This means H_0 rejected and H_6 accepted.

h. The Effect of Participatory Leadership Style (X_1), Organizational Commitment (X_2), Internal Communications (X_3) and Job Satisfaction (X_4) on Employee Performance (Y)

The calculation results obtained that the value of $t_{\text{count}} X_1$ of 2.367 > t_{table} of 2.019 with a significance of $0.023 < 0.05$, it can be said that the participative leadership style

variable (X_1) partially affects employee performance (Y), the value of $t_{count} X_2$ of 2.439 $> t_{table}$ of 2.019 with a significance of $0.019 < 0.05$, it can be said that the organizational commitment variable (X_2) partially affects employee performance (Y), the value of $t_{count} X_3$ of 0.626 $> t_{table}$ of 2.019 with a significance of $0.535 < 0.05$, it can be said that the internal communication variable (X_3) partially affects employee performance (Y), the value of $t_{count} X_4$ of 3.183 $> t_{table}$ of 2.019 with a significance of $0.003 < 0.05$, it can be said that the variable job satisfaction (X_4) partially affects the performance of employees (Y) at the District Office of the Environment. Gowa. This means H_0 rejected and H_8 accepted.

3. Direct Effect Test F

a. The Effect of Participatory Leadership Style (X_1) on Organizational Commitment (X_2)

Table 5

The results of the F test between the variables of participatory leadership style (X_1) to organizational commitment (X_2)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1241.480	1	1241.480	24.297	.000 ^b
	Residual	2197.097	43	51.095		
	Total	3438.578	44			

a. Dependent Variable: Organizational Commitment (X_2)

b. Predictors: (Constant), Participatory Leadership Style (X_1)

In table 5 above it can be seen that the value of $F_{count} X_1$ of 24.297 $> F_{table}$ of 4.07 with a significance value below 0.05, it can be said that the participative leadership style variable (X_1) partially has a significant effect on Organizational Commitment (X_2). Thus the hypothesis H_1 accepted and H_0 rejected.

b. The Effect of Participatory Leadership Style (X_1) on Internal Communication (X_3)

Table 6

The results of the F test between the variables of participatory leadership style (X_1) to internal communication (X_3)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	536.211	1	536.211	45.415	.000 ^b
	Residual	507.700	43	11.807		
	Total	1043.911	44			

a. Dependent Variable: Internal Communication (X_3)

b. Predictors: (Constant), Participatory Leadership Style (X_1)

In table 6 above it can be seen that the value of $F_{count} X_1$ of 45.415 $> F_{table}$ of 4.07 with a significance value below 0.05, it can be said that the participatory leadership style variable (X_1) partially has a significant effect on internal communication (X_3). Thus the hypothesis H_2 accepted and H_0 rejected.

c. The Effect of Participatory Leadership Style (X_1) to Job Satisfaction (X_4)

Table 7

The results of the F test between the variables of participatory leadership style (X_1) to job satisfaction (X_4)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	494.849	1	494.849	15.309	.000 ^b

Residual	1389.951	43	32.324		
Total	1884.800	44			

- a. Dependent Variable: Job Satisfaction (X_4)
 b. Predictors: (Constant), Participatory Leadership Style (X_1)

In table 7 above it can be seen that the value of $F_{count} X_1$ of 15.309 > F_{table} of 4.07 with a significance value below 0.05, it can be said that the participatory leadership style variable (X_1) partially has a significant effect on job satisfaction (X_3). Thus the hypothesis H_3 accepted and H_0 rejected.

d. The Effect of Organizational Commitment (X_2) on Employee Performance (Y)

Table 8

F test results between organizational commitment variables (X_2) on employee performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1188.168	1	1188.168	56.675	.000 ^b
	Residual	901.476	43	20.965		
	Total	2089.644	44			

- a. Dependent Variable: Employee Performance (Y)
 b. Predictors: (Constant), Organizational Commitment (X_2)

In table 8 above it can be seen that the value of $F_{count} X_2$ of 56.675 > F_{table} of 4.07 with a significance value below 0.05, it can be said that the organizational commitment variable (X_2) partially has a significant effect on employee performance (Y). Thus the hypothesis H_4 accepted and H_0 rejected.

It is. The Influence of Internal Communications (X_3) on Employee Performance (Y)

Table 9

F test results between internal communication variables (X_3) on employee performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1416.872	1	1416.872	90.559	.000 ^b
	Residual	672.772	43	15.646		
	Total	2089.644	44			

- a. Dependent Variable: Employee Performance (Y)
 b. Predictors: (Constant), Internal Communications (X_3)

In table 9 above it can be seen that the value of $F_{count} X_3$ of 90.559 > F_{table} of 4.07 with a significance value below 0.05, it can be said that the internal communication variable (X_3) partially has a significant effect on employee performance (Y). Thus the hypothesis H_5 accepted and H_0 rejected.

f. Effect of Job Satisfaction (X_4) on Employee Performance (Y)

Table 10

F test results between job satisfaction variables (X_4) on employee performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1320.470	1	1320.470	73.820	.000 ^b
	Residual	769.174	43	17.888		
	Total	2089.644	44			

- a. Dependent Variable: Employee Performance (Y)
 b. Predictors: (Constant), Job Satisfaction (X_4)

In table 10 above it can be seen that the value of $F_{\text{count}} X_4$ of 73.820 > F_{table} of 4.07 with a significance value below 0.05, it can be said that the job satisfaction variable (X_4) partially has a significant effect on employee performance (Y). Thus the hypothesis H_6 accepted and H_0 rejected.

g. The Effect of Participatory Leadership Style (X_1) on Employee Performance (Y)

Table 11

The results of the F test between the variables of participatory leadership style (X_1) on employee performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1022.888	1	1022.888	41.232	.000 ^b
	Residual	1066.756	43	24.808		
	Total	2089.644	44			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Participatory Leadership Style (X_1)

In table 11 above it can be seen that the value of $F_{\text{count}} X_1$ of 90.559 > F_{table} of 4.07 with a significance value below 0.05, it can be said that the participatory leadership style variable (X_1) partially has a significant effect on employee performance (Y). Thus the hypothesis H_7 accepted and H_0 rejected.

h. The Effect of Participatory Leadership Style (X_1), Organizational Commitment (X_2), Internal Communications (X_3) and Job Satisfaction (X_4) on Employee Performance (Y)

Table 12

The results of the F test between the variables of participatory leadership style (X_1), organizational commitment (X_2), internal communication (X_3) and job satisfaction (X_4) on employee performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1655.463	4	413.866	38.128	.000 ^b
	Residual	434.182	40	10.855		
	Total	2089.644	44			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Job Satisfaction (X_4), Participative Leadership Style (X_1), Organizational Commitment (X_2), Internal Communications (X_3)

In table 12 above it can be seen that the value of $F_{\text{count}} X_1, X_2, X_3,$ and X_4 of 38.128 > F_{table} of 4.07 with a significance value below 0.05, it can be said that the participatory leadership style variable (X_1), organizational commitment (X_2), internal communication (X_3), and job satisfaction (X_4) simultaneously has a significant effect on employee performance (Y). Thus the hypothesis H_8 accepted and H_0 rejected.

4. Indirect Influence

Table 13

The results of the indirect influence test between the variables of participatory leadership style (X₁), organizational commitment (X₂), internal communication (X₃) and job satisfaction (X₄) on employee performance (Y)

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*****
                BOOTSTRAP RESULTS FOR INDIRECT EFFECTS
Indirect Effects of IV on DV through Proposed Mediators (ab paths)
      Data      boot      Bias      SE
TOTAL      .3434      .3301      -.0133      .0941
TOTAL_X2    .1227      .1188      -.0039      .0512
TOTAL_X3    .0587      .0560      -.0027      .0982
TOTAL_X4    .1620      .1554      -.0067      .0668

Bias Corrected and Accelerated Confidence Intervals
      Lower      Upper
TOTAL      .1716      .5407
TOTAL_X2    .0265      .2204
TOTAL_X3    -.1542      .2403
TOTAL_X4    .0600      .3454
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Based on table 13 above, we can see the indirect effect of the participatory leadership style variable (X₁) on employee performance (Y) at the Gowa Regency Environmental Service through mediating variables as follows:

- a. The influence of participatory leadership style (X₁) on employee performance (Y) with organizational commitment (X₂), internal communication (X₃), and job satisfaction as a mediating variable.**

Based on table 13 it can be seen that the t value is 3.653 > t table is 2.021, it can be said that there is a significant influence on organizational commitment (X₂), internal communication (X₃), and job satisfaction (X₄) as mediating the relationship between participatory leadership styles (X₁) on employee performance (Y) at the Gowa Regency Environmental Service. Thus the hypothesis H₈ accepted and H₀.

- b. The influence of participatory leadership style (X₁) on employee performance (Y) by mediating organizational commitment variables (X₂).**

Based on table 13, it can be seen that the t value is 2.405 > t table is 2.021, so it can be said that there is a significant influence between participatory leadership styles (X₁) on employee performance (Y) at the Gowa Regency Environmental Service by mediating organizational commitment variables (X₂).

- c. The influence of participatory leadership style (X₁) on employee performance (Y) by mediating internal communication variables (X₃).**

Based on table 13, it can be seen that the t value is 0.598 < t table is 2.021, so it can be said that there is an insignificant influence between participatory leadership styles (X₁) on employee performance (Y) at the Gowa Regency Environmental Service by mediating internal communication variables (X₃).

- d. The influence of participatory leadership style (X₁) on employee performance (Y) by mediating job satisfaction variables (X₄).**

Based on table 13, it can be seen that the t value is 2.405 > t table is 2.021, so it can be said that there is a significant influence between participatory leadership styles (X₁) on employee performance (Y) at the Gowa Regency Environmental Service by mediating job satisfaction variables (X₃).

5. Determination Coefficient Test

The coefficient of determination (R^2) is used to determine how much influence the independent variables have on the dependent variable. The value of the coefficient of determination is determined by the value of *Rsquare*

Table 14

The results of the calculation of the coefficient of determination (R^2)

Model	R	R Square	Adjusted R Square
1	.890 ^a	.792	.771

Based on the results of the analysis in table 14 above, it appears that the calculation results obtained the coefficient of determination (R^2) at 0.792. This means that the coefficient of determination of the influence of participatory leadership style (X_1), organizational commitment (X_2), internal communication (X_3), and job satisfaction (X_4), while the remaining 62.6% is influenced by other factors outside this model.

DISCUSSION

The results of this study indicate that participatory leadership style has a partially significant effect on organizational commitment. Participatory leadership style partially significant effect on internal communication. Participatory leadership style partially significant effect on job satisfaction. Organizational commitment has a partially significant effect on performance. Organizational commitment, internal communication and job satisfaction have a significant effect as mediating the relationship between participatory leadership style on employee performance.

Testing the indirect effect in this study used the SPSS macro script in multiple mediation testing. The results of testing the indirect effect of participatory leadership style on employee performance through organizational commitment obtained a t-value of 2.405 greater than a t-table value of 2.018. These results indicate that the participatory leadership style has a significant effect on the performance of employees of the Gowa Regency Environmental Service by mediating organizational commitment. The test results on the simultaneous indirect effect of participatory leadership style on employee performance by mediating organizational commitment, internal communication and employee job satisfaction is greater than the indirect effect mediating each variable of organizational commitment, internal communication, and satisfaction Work. These results indicate that participatory leadership style has a higher effect on employee performance when mediated by organizational commitment, internal communication, and job satisfaction together. The results of this study support the results of Darwito's research (2008) which states that the simultaneous indirect effect of leadership style on employee performance through employee job satisfaction and organizational commitment is 0.535. These results indicate that the indirect effect on the two intervening variables is greater than the direct effect. This shows that leadership style has a higher effect on employee performance when mediated by job satisfaction and organizational commitment together.

CONCLUSION

The conclusion of this study shows that there is a significant and positive influence between participatory leadership style on organizational commitment, participative leadership style on internal communication, participatory leadership style on job satisfaction, organizational commitment on employee performance, internal communication on employee performance, job satisfaction on performance, participative leadership style on performance and organizational commitment, internal communication, job satisfaction as mediating the relationship between participatory leadership style on the performance of Gowa District Environmental Service Employees.

SUGGESTION

Research on participatory leadership style, organizational commitment, internal communication and job satisfaction on employee performance can be continued in other agencies as a form of comparison with this research.

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