

AN INFLUENCE OF PARTICIPATIVE LEADERSHIP, ORGANIZATIONAL CULTURE, AND TRAINING ON EMPLOYEE PERFORMANCE WITH EMPLOYEE JOB SATISFACTION AS A MODERATING VARIABLE

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ABSTRACT

Employee performance in the last 3 years has fluctuated so there must be a solution to deal with this. This study aims to further analyze Participative Leadership, Organizational Culture and Training on Employee Performance with Employee Job Satisfaction as a moderating variable. The sample in this study used the Slovin method and obtained a sample size of 100. From the results of the hypothesis test, it was obtained that Participative Leadership, Organizational Culture and Employee Job Satisfaction had a significant positive effect on Employee Performance. While Training had a negative and insignificant effect on Employee Performance. From the results of the moderation test, it was obtained that Employee Job Satisfaction could only moderate the relationship between Organizational Culture and Employee Performance.

Keywords: *Participative Leadership, Organizational Culture, Employee Job Satisfaction, Employee Performance*

INTRODUCTION

In an increasingly competitive and dynamic business era, it is important for every organization to ensure that their employees' performance remains optimal. Human Resource Management (HRM) is a very important aspect in achieving organizational goals and maintaining competitive advantage in an ever-evolving market. Human resources are the main asset for a company or organization in achieving its goals and business success. Employees who have good performance will be able to make a positive contribution to productivity and the achievement of company goals. Therefore, it is important for companies to pay attention to factors that can affect employee performance (Agustian, Pohan, Zen, Wiwin, & Malik, 2023). Hasibuan (2021) stated that management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve certain goals. Human resource management is also a field of general management which includes aspects of planning, organizing, implementing and controlling (Hasanudin, Nurwulandari, & Safitri, 2021). In an organization or company, employee performance is very important because it affects various aspects, such as service quality, satisfaction, and also the success of the company's business. Good employee performance can increase company revenue, while poor employee performance can have a negative impact on company revenue. Therefore, companies must

prioritize employee performance development as part of a broader business strategy.

In Indonesia, a multifinance company has been formed, namely PT Equity Finance Indonesia, which is engaged in Corporate and Retail financing. This company offers various financing products, including heavy equipment, agricultural equipment, PEKAT, vehicles, and other goods and services. In the era of globalization and increasingly tight competition, PT Equity Finance Indonesia plays a crucial role in optimizing employee performance. By managing and developing existing human resources, the company can achieve its business goals and provide added value to stakeholders. The problem faced by PT Equity Finance Indonesia is how to optimize the results of employee performance, because in the last 3 years from 2021 to 2023 employee achievements have fluctuated. As in the table below, the results of the last three years' performance assessment targets for the marketing division at PT Equity Finance Indonesia in the Jabodetabek area:

Table 1 Employee Performance Assessment (Marketing Division)

Years	Target (in percentage)	Categorized
2023	28,80	Satisfactory
2022	20	Satisfactory
2021	30	Satisfactory

Source: Results in (2024)

The yields of employee performance assessment have fluctuated from 2021 to 2023. The fluctuations that occur can be caused by problems in human resource management, namely employee performance, so there are many factors that can improve employee performance, including participative leadership, organizational culture and training. Effective leaders must be able to apply the right leadership style in working and be fair in making decisions. This kind of leadership is called participatory leadership. Where the leader always openly invites members or subordinates to participate or take part actively, either widely or within certain limits in decision making, announcing policies and operational methods (Wang, Hou, & Li, 2022). According to Sutoro and Pasla (2020), participative leadership style has a significant effect on employee performance and also helps leaders inspire average employees to expand their capabilities. So this can improve employee performance. The results of this study were also strengthened by previous studies conducted by Purwanto *et al.* (2020); Darmadi and Setiawan (2019) on transformational leadership and on charismatic leadership in the study of Iskhak *et al.* (2022). And more specifically by research Wirakusuma (2023), However, further research differs from the findings confirming as negative participative is not significant on Employee Performance (Jiputra, 2019).

In addition to leadership style, organizational culture also has a significant influence on employee performance. According to J. Wood, *et al.* (2001), organizational culture is a system of beliefs and values developed by an organization that guides the behavior of the members of the organization itself. The results of this study were also strengthened by previous research conducted by Purwanto *et al.* (2020); Arika and Sudiro (2020), Sarumaha (2022) which states that Organizational Culture has a positive and significant influence on Employee Performance. In addition to participative leadership and organizational culture, training can affect Employee Performance. Rivai (2018, hal. 87), stated that training is simply defined as an activity to improve current performance and future performance. Meanwhile, according to Mangkunegara (2017, hal. 44), training is a short-

term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes. Training is closely related to employee performance, this is supported by previous research conducted by (Cay, Gandung, Ilham, Teriyan, & Haryadi, 2022) which states that training has a positive effect on performance. So through training, employees can improve their skills, knowledge, and competence. However, further research differs from the findings confirming as negative training is not significant on Employee Performance (Arika & Sudiro, 2020). Several previous studies have investigated other factors. However, the results of these studies are not always consistent. Based on these findings, the author decided to add the Employee Job Satisfaction variable as a moderating variable to fill the Gap. This is because from several references it is proven that Employee Job Satisfaction is able to be a moderating variable in the relationship between the independent and dependent variables used in this study. Job satisfaction can mediate the relationship between participative leadership in the study of (Haryadi & Wahyudi, 2020) while in the study of (Hasibuan H. A., 2023), indirectly work stress is unable to mediate participative leadership style.

This study becomes relevant and important by understanding the importance of employee performance and job satisfaction in achieving company success. Through this study, PT Equity Finance Indonesia can identify factors influencing employee performance and job satisfaction as a moderating function in the framework. The results of this study will provide valuable insights for company management in developing more effective strategies and policies to improve employee performance and achieve overall company goals. Thus, this study has direct relevance to the context of PT Equity Finance Indonesia and will provide significant benefits in efforts to achieve company success in facing existing challenges and competition.

LITERATURE REVIEW

Human Resource Management

According to the Mathis and Jackson (2010, hal. 3), the definition of Human Resources

is the integrated ability of the mind and physical power possessed by an individual. The perpetrator and its nature are carried out by heredity and environment, while its work performance is motivated by the desire to fulfill its satisfaction. Human resource management or what is often called Human Resource Management is the process of acquiring, training, assessing, and compensating employees and of managing labor relations, health and safety, and matters relating to fairness (Dessler, 2015, hal. 3). Human resource management is the art and science of regulating the relationships and roles of the workforce to effectively and efficiently help achieve the goals of the company, employees and society (Hasibuan M. S., 2021). The objectives of Human Resource Management (HRM) are as follows: (1) Provide advice to management on HR policies to ensure that the organization/company has highly motivated and high-performing HR, equipped with facilities and infrastructure to deal with change. (2) Maintain and implement HR policies and procedures to achieve the goals of the agency, institution/company. (3) Overcome crises and difficult situations in employee relations so that there is no disruption in achieving agency goals. (4) Provide communication facilities and infrastructure between employees and organizational management. (5) Assist in the development or progress of the direction and strategy of the agency/company as a whole by paying attention to HR aspects (Sedarmayanti, 2018, hal. 9).

Maslow's Hierarchy of Needs Theory

A Theory of Human Motivation, put forward by Abraham Maslow in 1943, states that a person's needs and satisfaction are multiple, namely biological and psychological needs in the form of material and non-material. In Maslow's theory of needs, when basic needs are met, the next need becomes dominant. From a motivational perspective, the theory says that even if no need is completely met, a need that has been essentially met is no longer motivating (Robbins & Judge, 2019, hal. 224).

Employee Performance

According to Tannady (2017, hal. 154), performance is the work results in terms of quality and quantity achieved by an employee or a department or an organization in carrying out its duties and targets according to the responsibilities given to it in a certain assessment period. Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara,

2017). According to the Sedarmayanti (2018, hal. 263), a performance measurement instrument is a tool used to measure the individual performance of an employee which includes, namely: (1) Work performance, employee work results in carrying out tasks, both in terms of quality and quantity of work. (2) Expertise, the level of technical ability possessed by employees in carrying out the tasks assigned to them. This expertise can be in the form of cooperation, communication, initiative, and others. (3) Employee behavior, attitudes and behavior that are inherent in themselves and brought in carrying out their duties. The definition of behavior here also includes honesty, responsibility, and discipline. (4) Leadership, is an aspect of managerial ability and the art of influencing others to coordinate work appropriately and quickly, including responsibility for decision making, and determining priorities (Fachreza, Musnadi, & Abd Majid, 2018).

Participative Leadership

Based on the Drucker (1973/1974), participative leadership is a style that allows subordinates to actively participate in the decision-making process and management of the organization, thereby increasing the involvement and motivation of subordinates. Participative leadership is a leadership style in which the leader involves team members in the decision-making process, values their contributions, and gives them the freedom to participate in determining the direction, goals, and policies of the organization. Leaders who practice participative leadership strive for collaboration, transparency, and active participation from all team members (Yukl, 2016). Companies can grow large without any reason for basic management systems, investors and customers may assume that the company can be run effectively based on the charisma and vision of its "unique" leadership team (Sadun, 2022). Participative leadership also allows subordinates to actively participate in the decision-making process and management of the organization, thereby increasing the involvement and motivation of subordinates. Thus, participative leadership can improve the quality of decisions, increase the involvement and motivation of subordinates, and increase the efficiency and productivity of the organization.

The dimensions of participative leadership style consist of several indicators according to Yukl (2016), is Consultation, joint decision making, sharing power, decentralization and democratic management, ability to Motivate, communication skills, and ability to control subordinates. While, the indicators of participatory

leadership are (1) Leadership authority is not absolute. (2) There is a balance of supervision between leaders and subordinates. (3) Many opportunities for subordinates to convey suggestions and opinions. (4) There is an intensive increase in leaders to listen to subordinates (Hasibuan M. S., 2021).

Organizational Culture

According to the Robbins and Judge (2019), organizational culture is a system of shared meaning held by each member that distinguishes one organization from another. Organizational culture is a pattern of shared beliefs, behaviors, assumptions, and values. Organizational culture shapes the way members of an organization behave and interact and influences the way they work. Ultimately, organizational culture is expected to create an environment conducive to improving individual and organizational performance (Edison, Anwar, & Imas, 2016). Organizational culture consists of shared patterns of beliefs, behaviors, assumptions, and values that shape the way members of an organization behave and interact and influence the way they work. With a good organizational culture, it is hoped that it can create an environment that is conducive to improving individual and organizational performance as a whole.

The indicators of organizational culture are as follows: (1) Innovative in taking risks, such as: creating new ideas for the success of the company and dare to take risks in developing new ideas. (2) Results-oriented, such as: setting targets to be achieved by the company and evaluation of the results of work that has been carried out. (3) Oriented to all employee interests, such as: meeting the needs to carry out and do work and supporting employee achievement. (4) Detail-oriented in tasks, such as: careful in doing tasks and accuracy of work results (Hari, 2015, hal. 14).

Training

Training term for implementing (technical) and supervisory employees. While the term development is intended for management level employees. Wexley and Yulk's state explain that training and development refer to things related to planned efforts carried out to achieve mastery of skills, knowledge, and attitudes of employees or members of the organization. Development is more focused on improving skills in decision-making and human relations (Mangkunegara, 2017, hal. 43). Training is a process designed to maintain or improve current job performance, and to enhance employee qualifications and competencies, both in terms of current performance and preparation for future tasks and responsibilities.

There are five indicators in training, namely: (1) Training Objectives; must be realistic and can be delivered in such a way that training is carried out to develop work skills so that participants can increase awareness of the work that must be done by the participants. (2) Materials; in the form of work management, essays, work correspondence, work psychology, work discipline and ethics, and work reporting, teaching materials can be used. (3) Methods used; in training, the method used is a teaching method with a participatory approach such as group discussions, seminars, exercises, practice (demonstrations) and games, educational events, tests, group work visits and studies (comparative studies). (4) Participant Qualifications are employees who have passed the qualification requirements, such as permanent employees and employees with recommendations from leaders. (5) Trainer Qualifications; trainers / training providers to participants must meet qualification requirements such as: having skills related to training materials, being able to generate inspiration and motivation in participants and using participatory methods (Wahyuningsih, 2019, hal. 6).

Job Satisfaction

According to the Sinambela (2019), job satisfaction functions as a variable between something that supports or something that can hinder performance. Job satisfaction is a general attitude towards one's work; the difference between the amount of reward a worker receives and the amount of reward they believe they should receive (Robbins & Judge, 2019). Job satisfaction has an indication that someone enjoys their work, and when someone feels satisfied with their work, they usually have high motivation, commitment, and performance participation. This has an impact on increasing individual work performance and contributes to the overall work performance of the company. In addition, job satisfaction also functions as an intermediary variable that can support or hinder a person's performance. Thus, a deep understanding of job satisfaction is essential to optimize individual and organizational performance.

According to Yuwono, quoted by Spector identifying job satisfaction indicators includes several aspects, namely as follows: (1) Wages; employees who are able to complete their tasks and responsibilities well will be rewarded with wages received and a salary increase in accordance with their performance. (2) Promotion; this aspect measures the extent to which employees are satisfied with promotion policies, opportunities to

get promotions. Promotion policies must be carried out fairly, namely every employee who does a good job has the same opportunity for promotion. (3) Supervision; this aspect measures a person's job satisfaction with their superiors. Employees prefer to work with superiors who are supportive, understanding, warm and friendly, give praise for good performance from subordinates, and focus on employees rather than working for superiors who are indifferent, rude, and focus on work. (4) Benefits; this aspect measures the extent to which individuals feel satisfied with additional benefits received from the company. (5) Contingent rewards; this aspect measures the extent to which individuals feel satisfied with awards given based on work results. (6) Operating Procedures; an aspect that measures satisfaction with procedures

and regulations in the workplace. (7) Co-workers; this aspect measures satisfaction with relationships with co-workers. (8) Communication; related to communication that takes place in the company. With smooth communication in a company, employees become more aware of their duties (Badriyah, 2015, hal. 214).

Proposed Model Framework and Alternative Hypothesis

The framework of thought requires research model parameters, which are constructed in a structure, form, meaning, and content with certain boundaries (Husain, 2019). The framework of thought is poured into the model which is then formulated into an alternative hypothesis statement to answer the research objectives empirically.

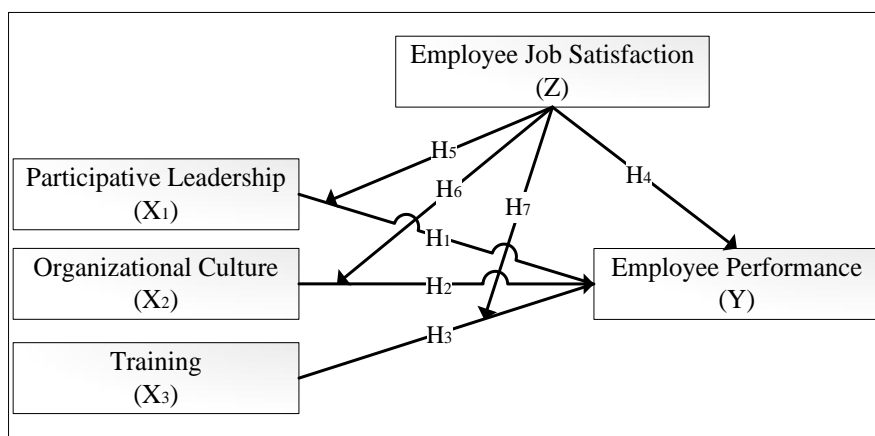


Figure 1. Research Proposed (2024)

A hypothesis is a temporary answer to the formulation of a research problem (Sugiyono, 2021, hal. 63). The alternative hypothesis in this study is stated as follows:

H₁: Participative Leadership has a positive influence on Employee Performance; which participative leadership is when a leader carries out his leadership in a persuasive manner, creates harmonious cooperation, fosters loyalty and participation of his subordinates. Research states that better leadership for employees will have an impact on improving performance of HAS 23000 Halal Assurance System (HAS) in the Packaged Food Industry through a participative style (Purwanto, et al., 2020), and through transformational style at PT. Tirta Varia Intipratama Daan Mogot (Darmadi & Setiawan, 2019), while in research (Jiputra, 2019) states that negative participative leadership is not significant towards employee performance.

H₂: Organization Culture has a positive influence on Employee Performance; which based on the results of research that has been previously

conducted by (Hendra, 2020) that organizational culture has a significant positive influence on employee performance. The results of this study were also strengthened by previous research conducted by Arika and Sudiro (2020) at PT BPR Insumo Sumberarto Kota Kediri, Sarumaha (2022) at the Telukdalam District Office, Nias Regency which states that organizational culture has a positive and significant influence on Employee Performance.

H₃: Training has a positive influence on Employee Performance; which based on the results of research that has been previously conducted by (Cay, Gandung, Ilham, Teriyan, & Haryadi, 2022) that stated that training has a positive effect on performance. The results of this study were also strengthened by previous research conducted by (Sarmigi, Angela, & Tiara, 2022) at pawnshop employees in Sungai Penuh City, But, different from the research results which state that training does not have a negative effect on employee performance (Arika & Sudiro, 2020).

H₄: Employee Job Satisfaction has a positive influence on Employee Performance; which based on the results of research that has been previously conducted by (Haryadi & Wahyudi, 2020) that job satisfaction has a positive effect on performance at PT. BPRS Cilegon Mandiri, by (Setiani & Febrian, 2023) at PT Indomarco Pristama Jakarta, and also in research (Ishkak, 2022).

Employee Job Satisfaction can moderate the effect toward Employee Performance, through previous research conducted, it was proven that there was a direct influence of each participative leadership, organizational culture, and training on employee performance, so that this study tested the moderation of job satisfaction on the above variables. The next alternative hypothesis in this study is stated as follows:

H₅: Employee Job Satisfaction can moderate the influence of Participative Leadership on Employee Performance.

H₆: Employee Job Satisfaction can moderate the influence of Organization Culture on Employee Performance.

H₇: Employee Job Satisfaction can moderate the influence of Training on Employee Performance.

RESEARCH METHODS

This type of study is a explanation based on causal-and-effect linkage and measurement of the influence relationship among variables as the basis for elaborating some of these variables (Supranto & Limakrisna, 2019). The population in this study was the Marketing of PT Equity Finance Indonesia in the Jakarta area, totaling 133 people. It is called a sample if the researcher intends to generalize the results of the sample research, the determining the number of samples can be done by calculation. There are 133 people in the target population using the *Slovin*' formula method with a margin of error set in determining the sample of 5% or 0.5 with calculation as follows:

$$n = \frac{133}{1 + 133(5)\%^2}$$

$$n = \frac{133}{1 + 133.0.05^2}$$

$$n = 99,81$$

From the calculation results above, the sample obtained in this study based on Slovin was 99.81 which was then rounded up to 100 samples. In this study, the Likert scale technique was used to measure the attitudes, opinions, and perceptions of individuals or groups towards the social phenomena studied.

In this research, the data analysis method used is Structural Equation Modeling-Partial Least Squares (SEM-PLS) using WarpPLS software *version 7.0*. The choice of this software is based on its advantages in testing the relationship of moderating variables directly, in accordance with the research model developed (Sholihin & Ratmono, 2013). The stages of construct testing or research instruments require the validity or validity of the statement items (validity test), this test uses (1) Convergent Validity, said to be convergently valid if the AVE value is greater than 0.5, indicating that more than 50% of the indicator variance can be explained by the measured construct. (2) Discriminant Validity, by examining the cross loading value of the reflective indicator. Discriminant validity is considered adequate if the indicator's cross loading value for each variable is greater than 0.70, indicating that the indicator is more correlated with the measured construct than other constructs. The reliability test stage can be carried out using two methods: Cronbach's Alpha and Composite Reliability. Cronbach's Alpha is used to measure the lower limit of a construct's reliability value.

A construct is considered reliable if the Cronbach's Alpha value is > 0.7. While Composite Reliability measures the actual reliability of a construct by estimating its internal consistency. A construct is considered reliable if the Composite Reliability value is > 0.7 (Hair, Black, Babin, & Anderson, 2019). Inner model testing is a structural model to estimate the causal relationship between latent variables. The calculation stage of the structural model in WarpPLS consists of two, namely (1) Assessing the Significance of Relationships Between Constructs and (2) Evaluating the R² Value (Coefficient of Determination), with a score of 0.75 considered substantial, 0.50 moderate, and 0.25 weak (Hardisman, 2020, hal. 11). This evaluation helps researchers assess the significance of the proposed hypothesis. Then, the Effect Size (F²) test is used to assess the magnitude of the influence of exogenous variables on endogenous variables. This effect size helps in understanding the relative contribution of each exogenous variable to the endogenous variable in the model and the Model Predictive Relevance (Q²) test is used to assess the predictive ability of the model to the observed data. A positive Q² value indicates that the model has good predictive relevance, while a negative value indicates that the model has no predictive relevance.

RESULTS AND DISCUSSION

Results

Respondents Researchers obtained primary data in the form of questionnaires from 100 respondents distributed via *Google Form*. The results show that the respondents who participated the most in filling out the questionnaire were female, at 57%. Most respondents were aged

between 25-30 years with a percentage of 54%, with a S1/D4 education level of 83 people or 83% of the total sample. The majority of 45% of the total sample has a working period of 1-5 years. Followed by respondents who have a working period of 6-10 years, namely 36%. Convergent validity testing on research variables from data processing results, namely:

Table 2 Convergent Validity Test Results

Research Instruments	Average Variance Extracted (AVE)	Terms/Conditions
Participative Leadership (X ₁)	0.668	minimum 0.5
Organization Culture (X ₂)	0.645	
Training (X ₃)	0.726	
Employee Job Satisfaction (Z)	0.667	
Employee Performance (Y)	0.679	

Source: Data was processed using WarpPLS 7.0, 2024

It is known that the AVE value for all variables used in this study is above 0.5. So it can

be concluded that all indicators in this research questionnaire are valid.

Table 3 Discriminant Validity

	X1	X2	X3	Z	Y
X1.1	0.872				
X1.2	0.729				
X1.3	0.810				
X1.4	0.802				
X1.5	0.800				
X1.6	0.824				
X1.7	0.875				
X2.1		0.811			
X2.2		0.822			
X2.3		0.730			
X2.4		0.844			
X3.1			0.854		
X3.2			0.863		
X3.3			0.883		
X3.4			0.820		
X3.5			0.840		
Z.1				0.739	
Z.2				0.860	
Z.3				0.928	
Z.4				0.821	
Z.5				0.845	
Z.6				0.826	
Z.7				0.747	
Z.8				0.748	
Y.1					0.847
Y.2					0.899
Y.3					0.731
Y.4					0.809

Source: Data was processed using WarpPLS 7.0, 2024

It is known that the cross loadings value for all indicators in the questionnaire distributed to respondents all have values above 0.70. This can

be said that all statement items in the questionnaire are valid.

Table 4 Reliability Test Results

Research Instruments	Cronbach's Alpha	Composite Reliability
Participative Leadership (X ₁)	0.916	0.933
Organization Culture (X ₂)	0.815	0.879
Training (X ₃)	0.906	0.930
Employee Job Satisfaction (Z)	0.927	0.941
Employee Performance (Y)	0.840	0.894

Source: Data was processed using WarpPLS 7.0, 2024

It is known that the Cronbach's Alpha and Composite Reliability values for all have values above 0.70. The AFVIF value is a measure of multicollinearity, where there is no multicollinearity problem if the AFVIF value is

below 3.3 and is still acceptable if the AFVIF value is below score of 5. The results of the AFVIF value show a score of 4.991, meaning there are no symptoms of multicollinearity.

Table 5 Summary of Model Fit and Quality Index

Fix Indices	Results	Conclusion
Average Path Coefficient (APC)	APC = 0.240, P = 0.003	Fit
Average R-Squared (ARS)	ARS = 0.955, P < 0.001	Fit
Average Adjusted R-Squared (AARS)	AARS = 0.952, P < 0.001	Fit
Average Block VIF (AVIF)	AVIF = 4.992	Acceptable
Average Full Collinearity VIF (AFVIF)	AFVIF = 4.991	Acceptable
Tenenhaus GoF (GoF)	GoF = 0.873	Strong

Source: Data was processed using WarpPLS 7.0, 2024

Table 6 Summary of Inner Model Test

Testing of	Score Acquisition	Test Results and Conclusions
Coefficient of Determination Test	Adj. = 0.996	The ability of the research variables used is very good in explaining the dependent variable at 95.2%
<i>Effect Size (F2):</i>		
Participative Leadership (X ₁) → Employee Performance (Y)	0.040	Strong
Organizational Culture (X ₂) → Employee Performance (Y)	0.095	Strong
Training (X ₃) → Employee Performance (Y)	0.023	Moderate
<i>Q Squared (Q2)</i>	0.799	A model can be said to be predictive if it has a value > 0

Source: Data was processed using WarpPLS 7.0, 2024

Table 7 Hypothesis Testing

Path	Regression Coefficient	Probability of Significance	Illation Hypothesis Testing
X ₁ → Y	0.198	0.02	H ₁ Accept
X ₂ → Y	0.507	0.001	H ₂ Accept
X ₃ → Y	-0.143	0.7	H ₃ Reject
Z → Y	0.462	0.001	H ₄ Accept
X ₁ → Z → Y	-0.108	0.134	H ₅ Reject
X ₂ → Z → Y	-0.195	0.021	H ₆ Accept
X ₃ → Z → Y	0.066	0.25	H ₇ Reject

Source: Data was processed using WarpPLS 7.0, 2024

From the results of the data processing above, the following regression equation can be formed:

$$Y = \beta_0 + 0.198X_1 + 0.507X_2 - 0.143X_3 + 0.462Z - 0.108(Z.X_1) - 0.195(Z.X_2) + 0.066(Z.X_3)$$

Discussion

The regression coefficient value for Participative Leadership (X_1) was 0.198 with a significance of 0.020, which means that Participative Leadership has a positive and significant influence on Employee Performance. Thus, H_1 is Accepted. Maslow's Theory explains that at least humans or individuals have 5 basic needs that are met, namely physiological, security, social, esteem and self-actualization needs. Participatory leadership generally involves all members of the organization in decision making. In relation to physiological needs, leaders who have a participatory nature tend to be more sensitive and responsive to the basic needs of their employees. Participative leadership makes it possible to provide opportunities for employees to innovate, be creative and develop their abilities for the advancement of the organization. This supports the need for self-actualization, where employees can reach their full potential and feel satisfied with their work. From these results, this study is in line with previous research conducted by (Purwanto, et al., 2020) which have an impact on improving employee performance, (Darmadi & Setiawan, 2019) research, but contrast with (Jiputra, 2019) states that negative participative leadership is not significant towards employee performance.

Organization Culture (X_2) was 0.507 with a significance of 0.001, which means that Organization Culture has a positive and significant influence on Employee Performance. Thus, H_2 is Accepted. The importance of fairness in an organization will encourage employees and motivate them to work well. However, if employees are treated unfairly, it is likely that employees will experience a decrease in motivation and performance. For example, if an organization implements a culture of nepotism and discrimination, this will certainly have an impact on employee motivation in working. A culture of nepotism and discrimination can cause feelings of injustice among employees which will have an impact on motivation and decreased performance. If there is no improvement, the organization's goals will be difficult to achieve. By creating a sense of justice and creating an inclusive work environment, it can increase employee job satisfaction, motivation, commitment, and productivity. Therefore, it is important for

organizations to develop and maintain a positive culture to achieve optimal employee performance and long-term success. If this can be maintained, it will help the company to achieve the results and goals that have been previously set. From these results, this study is in line with previous research conducted by (Hendra, 2020); Arika and Sudiro (2020); and Sarumaha (2022) who states that organizational culture has a positive and significant influence on Employee Performance.

Training (X_3) was a minus of 0.143 with a significance of 0.7, which means that Training has a negative and insignificant influence on Employee Performance. Thus, H_3 is Rejected. Training will improve employee competency which will lead to increased productivity and efficiency, which can increase employee income and financial stability. With increased competency and productivity, employees have the opportunity to get better compensation so that this will help meet employee physiological needs. Training will generally aim to provide new skills and update employee knowledge. This is expected to make employees more valuable to the organization. This can increase their sense of job security because they become more competent and reliable. Training programs held by companies often involve teamwork, interaction and collaboration. This will contribute to increasing social relationships and a sense of belonging among employees within a company. Training can also create an environment where employees support each other and work together to achieve common goals. However, these results indicate that there is a fundamental problem in the way training is designed, delivered, or followed by all employees who participate in the training program. To ensure that training is effective, the training material and content must be relevant to the employee's work and must be delivered using effective methods. Another thing that must be considered is that the training held must provide real and relevant benefits for employees. From these results, this study is in line with previous research conducted by (Arika & Sudiro, 2020) who state that training does not have a negative effect on employee performance, while in contrast to research conducted by (Cay, Gandung, Ilham, Teriyan, & Haryadi, 2022; Sarmigi, Angela, & Tiara, 2022).

Employee Job Satisfaction (Z) was 0.462 with a significance of 0.001, which means that Employee Job Satisfaction has a positive and significant influence on Employee Performance. Thus, H_4 is Accepted. High employee job satisfaction tends to improve employee performance. When employees feel satisfied with

achievement, recognition, responsibility, the work itself and the opportunities for development, they will be more motivated to perform well. Conversely, dissatisfaction caused by deficiencies in hygiene factors can hinder employee performance. There are several things that companies must pay attention to in order to improve employee performance, namely companies must be able to pay attention to motivator factors such as being able to provide challenges, provide recognition, responsibility, and appropriate development opportunities for employees. Then the company must also be able to manage hygiene factors such as ensuring fair policies, good supervision, positive interpersonal relationships, safe and comfortable working conditions, appropriate and fair compensation and aspects of job security. These results show that employees who are satisfied with what they do tend to be more motivated, more productive, and more committed to their work and to the company. This means that when employees feel happy and satisfied with various aspects of their work, such as recognition, responsibility, and development opportunities, they tend to work harder, show greater dedication and can produce better results. Companies that want to improve employee performance must be able to pay attention to the factors that influence job satisfaction and strive to create a supportive and motivating work environment. This is a basic ability for companies to improve employee performance which will then improve the performance of the company itself. From these results, this study is in line with previous research conducted by conducted by (Haryadi & Wahyudi, 2020; Setiani & Febrian, 2023) that job satisfaction has a positive effect on performance.

The indirect effect of participative leadership towards employee performance through employee job satisfaction will be very effective in improving employee performance if all basic employee needs can be met. This will make employees more responsive to participatory and collaborative efforts within the company. The importance of collaboration elements between employees in the company to ensure that all employees can well understand the direction and goals of the company. These results indicate that job satisfaction does not strengthen or weaken the relationship between participative leadership and employee performance in this study. Management needs to evaluate other factors that may be more effective as moderating factors that can strengthen the relationship between participatory leadership to improve employee performance such as employee

commitment, management support, compensation, or work environment. This is done so management can formulate a more effective performance improvement strategy.

The indirect effect of organizational culture on employee performance through employee job satisfaction, which includes values, beliefs, norms, and practices that influence how work is done by employees in a company. A positive organizational culture can create a pleasant work environment for employees and can increase employee motivation and performance. If employees are satisfied with their jobs, they will be more responsive to positive elements of organizational culture which will improve employee performance. Associated with the theory of justice, if a company has an organizational culture where the distribution of rewards and recognition is felt to be fair by employees, this will increase job satisfaction. Employees who feel treated fairly will be more satisfied and more motivated to perform well. These results indicate that in this study, Employee Job Satisfaction weakens the relationship between Organizational Culture and Employee Performance. According to Abraham Maslow's hierarchy of needs theory, individuals, or in the context of this study are employees, they have needs that must be met starting from basic needs to the highest needs such as self-actualization. When employees are satisfied with their jobs, their basic needs and psychological needs have been met. Thus, this causes them to be less affected by changes or initiatives in Organizational Culture.

The indirect effect of training on employee performance is through employee job satisfaction, On-the-job training is aimed at improving the skills and knowledge of company employees so that they can do their jobs more effectively. Good training can provide employees with the skills they need to develop, fulfilling several needs in Maslow's hierarchy such as the need for appreciation and self-actualization. Employee performance refers to how well employees in the company can carry out their job duties and responsibilities, including productivity, work quality, and contribution to organizational goals. This can be maximized by the company to provide effective training programs so that employee skills develop which will create job satisfaction among company employees. The training provided by the company is generally designed to provide knowledge and skills that are highly relevant to employees. Employees who take part in the training will certainly get direct benefits from the training held and be able to apply these new skills to improve their performance in

carrying out their daily work. Whether or not employees are satisfied with their jobs, the training will still improve their performance because the need for these new skills is very clear from its function and purpose.

CONCLUSION

In accordance with the results of the research discussion above, the conclusion of this research is: (1) Participative Leadership has a positive and significant influence on Employee Performance, the better the Participative Leadership, the better the employee performance. (2) Organizational Culture has a positive and significant influence on Employee Performance, the better the organizational culture that is formed, the better the employee performance. (3) Training has a negative and insignificant influence on Employee Performance, it means that even though training was provided, there was no significant improvement in employee performance. (4) Employee Job Satisfaction has a positive and significant influence on Employee Performance, it means that employees who are satisfied with their jobs tend to perform well. (5) Employee Job Satisfaction cannot moderate the relationship between Participative Leadership and Employee Performance, it means that the influence of participative leadership on employee performance is not influenced by the level of employee job satisfaction. (6) Employee Job Satisfaction can moderate the relationship between Organizational Culture and Employee Performance, it means that increasing employee job satisfaction will weaken the relationship between organizational culture and employee performance. (7) Employee Job Satisfaction cannot moderate the relationship between Training and Employee Performance, it means that even though employees are satisfied with their jobs, this does not affect the effectiveness of training in improving performance.

Companies should implement a leadership style that involves active participation from employees and all members of the organization in decision-making and organizational activities, implement a positive organizational culture to create a sense of justice and create an inclusive work environment, which can increase employee job satisfaction, motivation, commitment, and productivity. Companies must also ensure that training is effective and that training materials and content must be relevant to employee work and must be delivered using effective methods, another thing that must be considered is that the training held must provide real and relevant benefits to

employees. Companies must be able to pay attention to factors that influence job satisfaction and strive to create a supportive and motivating work environment, this is a basic ability for companies to improve employee performance which will then improve the performance of the company itself.

Companies need to evaluate other factors that may be more effective as moderating factors that can strengthen participatory leadership relationships in order to improve employee performance such as employee commitment, management support, compensation or work environment. Then, also pay attention to job satisfaction factors such as achievement, recognition, and the work itself. If employees are satisfied and the motivating factors have been met, then the role of organizational culture as an additional motivator can be reduced because employees already have sufficient intrinsic motivation. Training programs must be effective and targeted with the aim of providing highly relevant knowledge and skills to employees. Whether or not employees are satisfied with their jobs, the training will still improve their performance because the need for these new skills is very clear from its function and purpose.

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