



THE INFLUENCE OF PARTICIPATORY LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A VARIABLE INTERVENING AT PT RAHAYU PERDANA TRANS

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Abstract: This study aims to identify and analyze the effect of participatory leadership style and organizational commitment on employee performance with job satisfaction as an intervention variable at PT Rahayu Perdana Trans. The instrument used in this research is a questionnaire to 150 respondents which is then analyzed descriptively and quantitatively. Descriptive analysis in this study is used to provide an overview of the characteristics of respondents and an overview of research variables, while quantitative analysis conducted by SEM-PLS (Partial Least Square) will be used to test the hypothesis in this study. Based on the results of the analysis in this study, it can be seen that participatory leadership style has a positive and significant effect on job satisfaction, organizational commitment has a positive and significant effect on job satisfaction, participatory leadership style has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on performance. employees, job satisfaction has a positive and significant effect on employee performance, participatory leadership style and organizational commitment have a positive and significant effect on job satisfaction, and participatory leadership style and organizational commitment have a positive and significant effect on employee performance.

Keywords: Participatory Leadership Style, Organizational Commitment, Job Satisfaction, Employee Performance

INTRODUCTION

In creating an organization that is responsive to environmental changes that continue to experience changes, human resource management needs to be built with effective and directed leadership to increase job satisfaction which will have an impact on employee performance and organizational commitment. One leadership style that is considered effective in improving company performance is a participatory leadership style. PT Rahayu Perdana Trans which is engaged in Forwarding really needs a leader who has a good leadership style and is able to manage a company or organization well. Based on the results

of data searches, there are often several problems that sometimes occur in human resources within the company. One example is the decline in productivity or employee performance. The decline in employee performance can be caused by employee dissatisfaction, this is supported by the opinion expressed by (Mangkunegara, 2007). Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization (Sasongko, 2018). The following are the results of the Participatory Leadership Style pre survey at PT Rahayu Perdana Trans in 2022:

Table 1. The Results of the Participatory Leadership Style pre-survey

No	Question	YES	NO	Respondent
1	My leader can solve problems that exist within the company	13 (65%)	7 (35%)	20
2	My leader is responsible for the company	15 (75%)	5 (25%)	20
3	My leader is optimistic in achieving the company's vision and mission	13 (65%)	7 (35%)	20
4	My leader encourages creative and innovative thinking	12 (60%)	8 (40%)	20
5	My leader gives attention and interaction or communication to employees	8 (40%)	12 (60%)	20

Source: processed pre-survey data, 2022

Based on the results of the participatory leadership style pre survey conducted on 20 employees of PT. Rahayu Perdana Trans explained about employee responses to the participatory Leadership Style applied to the company, there is still a lack of attention from leaders (branch heads) to employee needs and lack of interaction or reciprocal communication between leaders and employees with the answer YES with a total of 8 (40%) and 12 (60%) said NO. From the results obtained according to (Soekarso & Putong, 2015) & (Badeni, 2013) a leader must be able to meet the needs of employees and maintain good communication in order to run the company's performance well which can result in customer satisfaction from the results of the good company performance. Based on data from the Operational Sector of PT Rahayu Perdana Trans in 2022, it can be concluded that productivity in the company's activities is still lacking because it has up and down results. In terms of organizational commitment, the Company still has many shortcomings in terms of providing services which are also caused by a lack of employee discipline at work which has an impact on service to customers. In addition, based on the Operational data of PT Rahayu Perdana Trans in 2022, it states that the productivity of the company's activities is still lacking because the results are still going up and down due to the decrease in productivity of employees' performance towards the company. The following are the results of the pre-job satisfaction survey at PT Rahayu Perdana Trans in 2022:

Table 2. Job Satisfaction Pre-survey Results

Number	Question	YES	NO
1	Have Clarity About Duties and Responsibilities	80%	20%
2	I am satisfied with the work that is being done now	75%	25%
3	I am satisfied with the salary I receive now	90%	10%
4	I am satisfied with the career opportunities provided by the company	30%	70%
5	There is a condition of healthy competition within the company	80%	20%
6	My leader treats all employees fairly	30%	70%

Source: processed pre-survey data, 2022

The results of the pre-job satisfaction survey show that as many as 20% of employees do not have clarity about their duties and responsibilities. And as many as 25% stated that they were not satisfied with the work they were engaged in at this time. As many as 73% are not satisfied with the career opportunities provided by the organization. As many as 20% of respondents stated that there is an unhealthy competition condition in the organization where they work. And as many as 70% of employees feel that there is a lack of fairness in the assessment of work performance by superiors where work performance is assessed. Based on the description above, this research will discuss the Participatory Leadership Style in an Organizational Commitment to Employee Performance with Job Satisfaction as a liaison at PT Rahayu Perdana Trans.

LITERATURE REVIEW

Participatory Leadership Style

Participatory leadership style or commonly interpreted as democratic leadership style is leadership where the leader involves making company decisions that allow other people or employees to influence the leader's decisions, this is by way of employees or subordinates participating in decision making in problem solving. According to (Badeni, 2013) democratic or participatory leaders decentralize authority to employees. The decisions made are not unilateral but participatory, the decisions are the result of the leader's consultation with the subordinates. According to (Soekarso & Putong, 2015) states that there are three indicators of Participatory Leadership, namely:

- 1) Influence
 - Good relationship between superiors and subordinates.
 - Leaders set a good example in complying with company regulations.
- 2) Legitimacy
 - Leaders can delegate authority well.
- 3) Purpose
 - Responsibility for tasks
 - Providing guidance, direction, and encouragement to employees.
 - Giving employees the freedom to give their opinion

Organizational Commitment

According to (Busro, 2018) organizational commitment is a form that arises from the willingness, sincerity and awareness of individuals who are always in the organization which is manifested by how much effort, motivation and belief in realizing a shared vision, mission and goals. Organizational commitment is a level of loyalty of members or employees or employees in organizations or companies who want to be a permanent part of the organization, give their best and always maintain a good name in the organization According to (Triatna, 2016). According to (Luthans, 2011) defines each of the dimensions of organizational commitment as follows:

- 1) Affective commitment is a feeling of love for the organization that raises the will to stay and foster social relationships and appreciate the value of relationships with the organization because they have become members of the organization.
- 2) Continuance commitment is a heavy feeling to leave the organization due to the need to survive with consideration of the costs when leaving the organization and the rewards associated with participation in the organization.
- 3) Normative commitment (normative commitment) is a feeling that requires to stay in the organization due to obligations and responsibilities to the organization based on considerations of employee norms, values and beliefs

Employee performance

The performance is defined as the result of an evaluation of the work carried out by individuals compared to the criteria that have been set together (S. Robbins & Coulter, 2012). According to (S. P. Robbins & Judge, 2015) the factors commonly used to measure job satisfaction are as follows:

- 1) Work itself (work it self), is the main source of satisfaction where workers provide interesting tasks, opportunities for learning, advancement for employees, and opportunities to accept responsibility.
- 2) Promotion, which means that employees get the opportunity to develop intellectually and expand their basic skills, which are important concerns to move forward in the organization so as to create satisfaction.
- 3) Salary or wages (pay), is the amount of wages / money received by employees which is an assessment for satisfaction, where this is seen as appropriate and considered worthy.
- 4) Supervision, is the leader's ability to provide technical assistance and behavioral support. Employee-centred, measured by the degree to which the leader exerts personal interest and care for employees. Next is the climate of participation or influence in decision-making that can affect the work of employees.
- 5) Co-workers (workers), which means co-operative co-workers who are the simplest source of job satisfaction. Work groups, especially cohesive teams, act as a source of support, comfort, advice, and assistance to individual members.

Model Framework.

Based on the explanation of the previous theory, the following framework (construct) can be formed.

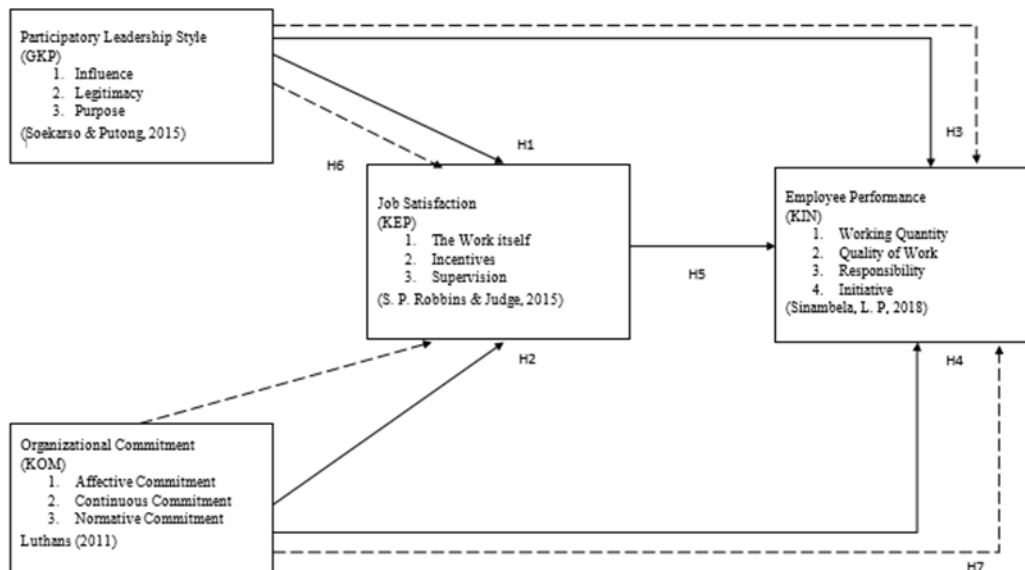


Table 3. Model Framework

Source: Processed Products (2022)

Hypothesis.

Based on the framework of thinking, temporary conclusions can be drawn as hypotheses, namely:

H1: Participatory leadership style has a positive and significant effect on employee job satisfaction at PT Rahayu Perdana Trans

H2 : Organizational commitment has a positive and significant effect on employee job

satisfaction at PT Rahayu Perdana Trans

H3 : Participative leadership style has a positive and significant effect on the performance of PT Rahayu Perdana Trans

H4 : Organizational commitment has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees.

H5 : Job satisfaction has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees.

H6 : Participative leadership style and organizational commitment have a positive effect on job satisfaction of PT Rahayu Perdana Trans . employees

H7 : Participative leadership style and organizational commitment have a positive effect on employee performance at PT Rahayu Perdana Trans

REREARCH METHOD

Types of research.

This study uses a quantitative approach, namely data collection using research instruments, statistical data analysis with the aim of testing the established hypothesis. The type of research used is experimental research in which the method has the aim of explaining the cause and effect relationship (causality) between one variable and another. The research design used is a causal research design that aims to test the hypothesis about the effect of one or several variables (independent variable) on other variables (dependent variable) (Soekarso & Putong, 2015).

Population and sample.

Arikunto in (Siyoto & Sodik, 2015) the sample is part or representative of the population that is thorough. If we will only examine a part of the population, then the study is called a sample study. The technique used in sampling in this study is the saturated sample. By taking the population as a sample in the study, namely collecting 150 people.

Method of collecting data.

In this study, the data collection methods used were as follows: (1) Literature study, (2) Documentation, (3) Interviews, (4) Questionnaires, and (5) Observation.

Descriptive data analysis.

According to (Sugiyono, 2017) data analysis is an activity to recapitulate after data from all respondents has been collected.

Data analysis using smartPLS.

This study uses an analytical method with Structural Equation Modeling (SEM) with instrument testing using smartPLS. SEM is an analytical technique in testing and estimating causal relationships by integrating path analysis and factor analysis. According to (Ghozali & Latan, 2015) PLS is a method of Structural Equation Modeling (SEM) analysis with variance-based multivariate statistical techniques. The following are the steps in data analysis using smartPLS: (1) Convergent Validity Testing, (2) Discriminant Validity Testing, (3) Composite Reability Testing, (4) Cronbach's Coefficient Alpha Testing, (5) Evaluating Path Coefficient Values, (6) Evaluating the R2 and F values, (7) Validating the overall structural model with the Goodness of Fit Index (GoF), (8) Testing Hypotheses, and (9) Inter-Dimensional Correlation Matrix.

Table 4. Variable Operations

Variable	Dimension	Indicator	Items	
Employee performance (Sinambela, 2018)	Working Quantity (KIN1)	Employees are able to complete work on time	KIN1.1	
		Employees are able to work with quality and optimal results	KIN1.2	
	Quality of work (KIN2)	Employees can complete work in an organized manner	KIN2.1	
		Employees are able to complete work in detail by minimizing errors that occur	KIN2.2	
		Employees are able to work together with various kinds of differences to create good relationships in the company	KIN2.3	
	Responsibility (KIN3)	Employees are able to work according to the standards & targets that have been set	KIN3.1	
		Employees are responsible for making decisions independently of the work pattern	KIN3.2	
	Initiative (KIN4)	Employees try to find the best alternative in providing an idea	KIN4.1	
	Organizational Commitment (Luthans, 2011)	Affective Commitment (KOM1)	Employees make work in the company a necessity as well as a desire which is considered to have many benefits to continue to be developed	KOM1.1
		Continuous Commitment (KOM2)	Employees make work in the company a necessity as well as a desire which is considered to have many benefits to continue to be developed	KOM2.1
Normative Commitment (KOM3)		Employees put all their efforts beyond the target to achieve company goals	KOM3.1	
	Employees have a structured strategic plan to participate in developing and advancing the company	KOM3.2		
Participative leadership style (Soekarso & Putong, 2015)	Influence (GKP1)	Leaders can build good relationships with employees through equal and fair treatment in adapting to the work environment consistently	GKP1.1	
		Leaders can be good role models for employees and discipline in working time	GKP1.2	
	Legitimacy (GKP2)	Leaders provide appropriate work and assign workloads according to employees' abilities	GKP2.1	
	Objective GKP3	Leaders supervise the implementation of employee work	GKP3.1	
		Leaders can create a comfortable and open work environment in providing direction and guidance to employees	GKP3.2	
		Leaders can receive suggestions or opinions from each employee to determine the sound of joint decisions to achieve a goal	GKP3.3	
	Job satisfaction (S. P. Robbins & Judge, 2015)	The work itself (KEP1)	Employees feel comfortable at work without being burdened in every job	KEP1.1
Employees feel they can develop themselves in every job they do			KEP1.2	
Incentive (KEP2)		Employees receive salaries on time and are given bonuses / rewards that are in accordance with the work without any deductions	KEP2.1	
Supervision (KEP3)		Employees feel confident to keep learning new things in every job	KEP3.1	
		Employees can minimize miss communication in every job	KEP3.2	

FINDINGS AND DISCUSSION

Findings

Characteristics of respondents.

(1) Gender of respondents 55% were male and 45% were female. (2) Age of respondents was 8% aged <20 years, 67% aged 20-25 years, 15% aged 26-30 years, and 10 % are >30 years old. (3) Working duration was 34% worked <5 years, 21% worked 5-9 years, 22% worked 10-15 years, and 23% worked >15 years.

Description Data Analysis

Participatory Leadership Style.

The average result in this statement is 3,563 which means that the average statement on the participatory leadership style variable falls into the "Agree" category in the interval interpretation. These results indicate that the participatory leadership style variable in the scope of the sample can be categorized as Good.

Organizational Commitment.

The average result in this statement is 3.61 which means that the average statement on the Organizational Commitment variable falls into the "Agree" category in the interval interpretation. These results indicate that the participatory leadership style variable in the scope of the sample can be categorized as Good.

Job satisfaction.

The average result in this statement is 3.60 which means that the average statement on the Organizational Commitment variable falls into the "Agree" category in the interval interpretation. These results indicate that the participatory leadership style variable in the scope of the sample can be categorized as Good.

Employee performance.

The average result in this statement is 3.57 which means that the average statement on the Organizational Commitment variable falls into the "Agree" category in the interval interpretation. These results indicate that the participatory leadership style variable in the scope of the sample can be categorized as Good.

Analysis Using smartPLS

Convergent Validity Testing.

Participatory Leadership Style.

The outer loadings values of each indicator on the Participatory Leadership Style variable have a value above 0.7. This can state that all indicators used to measure the Participatory Leadership Style variable are valid.

Organizational Commitment.

The outer loadings values of each indicator on the Organizational Commitment variable have a value above 0.7. This can state that all indicators used to measure the Organizational Commitment variable are valid.

Job satisfaction.

The outer loadings values of each indicator on the Job Satisfaction variable have a value above 0.7. This can state that all indicators used to measure the Job Satisfaction variable are valid.

Employee performance.

The outer loadings of each indicator on the Employee Performance variable has a value above 0.7. This can state that all indicators used to measure Employee Performance variables are valid.

Discriminant Validity Testing.

Based on calculations using smartPLS, the following cross loading values from this study are in table 5 below.

Table 5. Cross Loading Value of Each Variable and Research Model Construct

	GKP	KEP	KIN	KOM
GKP1.1	0,779	0,668	0,774	0,539
GKP1.2	0,775	0,772	0,743	0,621
GKP2.1	0,766	0,762	0,764	0,607
GKP3.1	0,792	0,773	0,790	0,631
GKP3.2	0,795	0,789	0,779	0,606
GKP3.3	0,732	0,608	0,729	0,573
KEP1.1	0,771	0,782	0,738	0,616
KEP1.2	0,717	0,764	0,726	0,607
KEP2.1	0,777	0,803	0,761	0,608
KEP3.1	0,648	0,780	0,731	0,627
KEP3.2	0,761	0,762	0,762	0,607
KIN1.1	0,769	0,668	0,774	0,539
KIN1.2	0,735	0,732	0,743	0,621
KIN2.1	0,761	0,762	0,764	0,607
KIN2.2	0,790	0,773	0,790	0,631
KIN2.3	0,775	0,759	0,779	0,606
KIN3.1	0,712	0,608	0,729	0,573
KIN3.2	0,645	0,716	0,729	0,624
KIN4.1	0,636	0,586	0,717	0,610
KOM1.1	0,657	0,667	0,683	0,809
KOM2.1	0,604	0,632	0,638	0,785
KOM3.1	0,491	0,495	0,504	0,705
KOM3.2	0,594	0,597	0,597	0,758

Based on table 5, it can be seen that the correlation between the constructs and their indicators in each variable has a greater value than the correlation values with other constructs.

Average Variance Extracted (AVE).

The AVE value is good if it has a value greater than 0.50 (Ghozali & Latan, 2015). The following is the result of processing the AVE value.

Table 6. Average Variance Extracted for each Variable

Variabel	AVE
Participatory Leadership Style	0,599
Job satisfaction	0,606
Employee performance	0,568
Organizational Commitment	0,586

Based on Table 6 above, it can be seen that the resulting Average Variance Extracted (AVE) value is > 0.5 from each variable. This shows that the AVE value in each variable for testing convergent validity has met for the next test.

Composite Reliability and Cronbach's Alpha testing.

Based on calculations using smartPLS, the following are the Composite Reliability and Cronbach's Alpha values from this study in table 7 below.

Table 7. Composite Reliability dan Cronbach's Alpha for each Variable

Variabel	Composite Reliability	Cronbach's Alpha	Syarat	Keterangan
Participatory Leadership Style	0,899	0,866	>0.7	Reliabel
Job satisfaction	0,885	0,837	>0.7	Reliabel
Employee performance	0,913	0,891	>0.7	Reliabel
Organizational Commitment	0,849	0,764	>0.7	Reliabel

Based on Table 7 above, it can be seen that the results of processing the composite reliability and cronbach alpha values can show the composite reliability and cronbach alpha values 0.70. This shows that all latent variables are reliable and the questionnaire used as a research tool is reliable or consistent (Ghozali & Latan, 2015).

Evaluate the value of R^2 and F Count.

To evaluating the value of R^2 based on the results of calculations using the calculate SmartPLS algorithm which produces an R^2 value of 0,906 for the job satisfaction variable, and 0,979 for the Employee performance. The value of R^2 indicates that the level of determination of the exogenous variable to the endogenous variable is quite high.

Table 8. R Square Value

	R Square	R Square Adjusted
Job Satisfaction	0,906	0,904
Employee Performance	0,979	0,979

The simultaneous effect of the variables of Job Satisfaction and Employee Performance on Organizational Commitment, Participatory Leadership Style can be done by calculating f arithmetic / f statistics using the following formula.

F Count (Job Satisfaction)

$$\begin{aligned}
 \text{F Count} &= \frac{\frac{R^2}{(K-1)}}{\frac{1-R^2}{(n-k)}} \\
 &= \frac{\frac{0,906}{(4-1)}}{\frac{1-0,906}{(150-4)}} \\
 &= \frac{0,302}{0,0006} \\
 &= 503,33
 \end{aligned}$$

Simultaneous significant test results show the calculated F value in this study is 503,33 the F table value at alpha 0.05 is 2.43. It can be concluded that the results of f arithmetic > f table (2.43), so that together the variables of Participatory Leadership Style, Organizational Commitment, and Employee Performance have an effect on Job Satisfaction.

F Count (Employee Performance)

$$\begin{aligned}
 \text{F Count} &= \frac{\frac{R^2}{(K-1)}}{\frac{1-R^2}{(n-k)}} \\
 &= \frac{\frac{0,979}{(4-1)}}{\frac{1-0,979}{(150-4)}} \\
 &= \frac{0,326}{0,0001} \\
 &= 3.260
 \end{aligned}$$

Simultaneous significant test results show the calculated F value in this study is 3.260, the F table value at alpha 0.05 is 2.43. It can be concluded that the results of f arithmetic > f table (2.43), so that together the variables of Participatory Leadership Style, Organizational Commitment, and Employee Satisfaction have an effect on Employee Performance.

Validate the overall structural model with the Goodness of Fit Index (GoF).

The purpose of testing the Goodness of Fit Index (GoF) is to validate the combined performance of the measurement model (outer model) and structural model (inner model) which can be obtained through the following calculations:

$$\begin{aligned}
 \text{GoF} &= \sqrt{AVE \times R^2} \\
 &= \sqrt{0,589 \times 0,943} \\
 &= 0,745
 \end{aligned}$$

Based on these results, it can be concluded that the overall performance of the measurement model (outer model) and structural model (inner model) is good because the Goodness of Fit Index (GoF) value is more than 0.36 (large category GoF scale).

HYPOTHESIS TESTING

Evaluating the Value of the Path Coefficient (Path Coefficient).

To evaluate the value of the path coefficient, based on the results of calculations using calculate SmartPLS bootstrapping, the path coefficient results that describe the strength of the relationship between constructs/variables as shown in table 8 below.

Table 9. Path Coefficient values, t-statistics, and P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
PARTICIPATORY LEADERSHIP STYLE -> JOB SATISFACTION	0,841	0,838	0,048	17,384	0,000
ORGANIZATIONAL COMMITMENT -> JOB SATISFACTION	0,138	0,142	0,051	2,728	0,007
PARTICIPATORY LEADERSHIP STYLE -> EMPLOYEE PERFORMANCE	0,770	0,764	0,049	15,653	0,000
ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	0,064	0,065	0,023	2,828	0,005

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	0,176	0,181	0,052	3,396	0,001
PARTICIPATORY LEADERSHIP STYLE -> ORGANIZATIONAL COMMITMENT -> JOB SATISFACTION	0,106	0,105	0,040	2,665	0,008
PARTICIPATORY LEADERSHIP -> ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	0,049	0,048	0,017	2,882	0,004

The following is an image of the calculation results of the inner bootstrapping model which is presented in the image below.

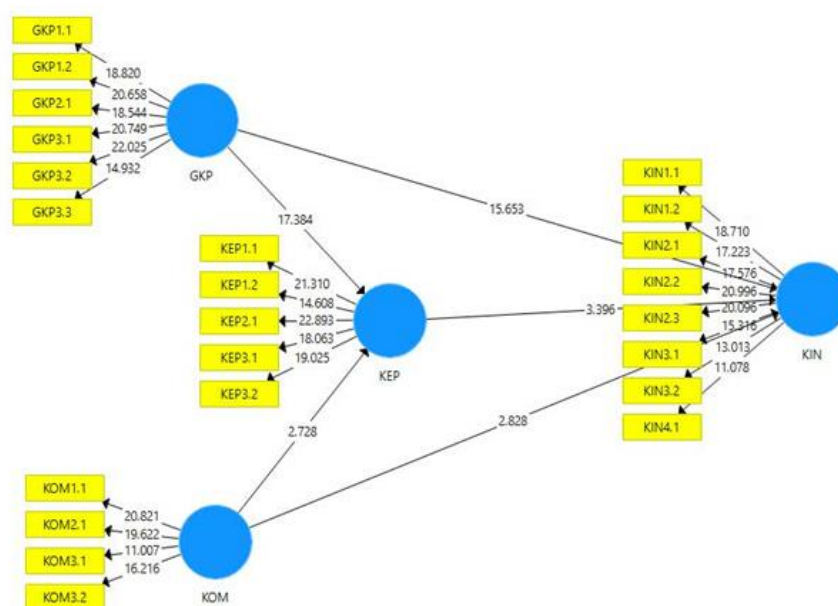


Figure 1. Structural Model Testing (T-Values)

Based on table 9 above, it can be concluded that:

- 1) **H1** : Based on Table 9, it is known that the t statistics value is 17,384 > t table = 1.976, and the P-Values = 0.000 <= 0.05. The coefficient value is positive, which is 0.841, which means that 84.1% can illustrate that Participatory Leadership Style has a positive influence on Job Satisfaction with a path coefficient of 0,838. Based on the results of the processing of the hypothesis test, it can be concluded that the H1 hypothesis in this study which states that "Participatory leadership style has a positive and significant effect on job satisfaction of PT Rahayu Perdana Trans employees" is accepted.
- 2) **H2** : Based on Table 9, it is known that the t statistics value is 2,728 > t table = 1.976, and the P-Values = 0.007 <= 0.05. The coefficient value is positive, which is 0.138, which means 13.8% can illustrate that Organizational Commitment has a positive

influence on Job Satisfaction with a path coefficient of 0.142. Based on the results of the processing of the hypothesis test, it can be concluded that the H2 hypothesis in this study which states that "Organizational commitment has a positive and significant effect on job satisfaction of PT Rahayu Perdana Trans employees" is accepted.

- 3) **H3** : Based on Table 9, it is known that the t statistics value is $15,653 > t \text{ table} = 1.976$, and the P-Values = $0.000 < = 0.05$. The coefficient value is positive, which is 0.770, which means that 77.0% can illustrate that Participatory Leadership Style has a positive influence on employee performance with a path coefficient of 0,764. Based on the results of the processing of hypothesis testing, it can be concluded that the H3 hypothesis in this study which states that "Participatory leadership style has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees" is accepted.
- 4) **H4** : Based on Table 9, it is known that the t statistics value is $2,828 > t \text{ table} = 1.976$, and the P-Values = $0.005 < = 0.05$. The coefficient value is positive, which is 0.064, which means 6.4% can illustrate that Organizational Commitment has a positive influence on Employee Performance with a path coefficient of 0.065. Based on the results of the processing of the hypothesis test, it can be concluded that the H4 hypothesis in this study which states that "Organizational commitment has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees" is accepted.
- 5) **H5** : Based on Table 9, it is known that the t statistics value is $3,396 > t \text{ table} = 1.976$, and the P-Values = 0.001 which indicates $< = 0.05$. The coefficient value is positive, which is 0.176, which means 17.6% can illustrate that job satisfaction has a positive influence on employee performance with a path coefficient of 0.181. Based on the results of processing the hypothesis test, it can be concluded that the hypothesis H5 in this study which states that "Job satisfaction has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees" is accepted.
- 6) **H6** : Based on Table 9, it is known that the t statistics value is $2,665 > t \text{ table} = 1.976$, and the P-Values = $0.008 < = 0.05$. The coefficient value is positive, which is 0.106, which means 10.6% can illustrate that Participatory Leadership Style and Organizational Commitment have a positive influence on Job Satisfaction with a path coefficient of 0.105. Based on the results of the processing of the hypothesis test, it can be concluded that the H6 hypothesis in this study which states that "Participatory leadership style and organizational commitment have a positive effect on job satisfaction of PT Rahayu Perdana Trans employees" is accepted.
- 7) **H7** : Based on Table 9, it is known that the t statistics value is $2,882 > t \text{ table} = 1.976$, and the P-Values = $0.004 < = 0.05$. The coefficient value is positive, which is 0.049, which means 4.9% can illustrate that Participatory Leadership Style and Organizational Commitment have a positive influence on Employee Performance with a path coefficient of 0.048. Based on the results of the processing of the hypothesis test, it can be concluded that the hypothesis H7 in this study which states that "Participatory leadership style and organizational commitment has a positive effect on employee performance at PT Rahayu Perdana Trans" is accepted.

Discussion

Participatory Leadership Style (GKP) Variable on Employee Job Satisfaction (KEP)

The results of this hypothesis support research (Djoko & Rokib, 2014) which finds that the leadership style of Prasetyo & Partners is accepted as positive and significant. This is also shown in research (Jiputra, 2019) which shows that participatory leadership style has a significant positive effect on job satisfaction at PT Rembaka. Based on the correlation value,

the largest dimension between the Participatory Leadership Style (GKP) variable and the Employee Job Satisfaction (KEP) variable is the Legitimacy dimension with the Supervision dimension. Based on company conditions, this is in line with leaders who can delegate authority properly to their employees, which will increase employee satisfaction because employees can feel the support and guidance that can be developed by employees to continue to learn new things in their work.

The Effect of Organizational Commitment on Employee Job Satisfaction

Job satisfaction which is influenced by organizational commitment is in line with research (Pranita, 2017) which shows that organizational commitment has a significant positive effect on employee job satisfaction. However, the test results in this study contradict research (Kose & Kose, 2017) which states that there is no statistically significant effect of intrinsic satisfaction on organizational commitment. Testing this hypothesis is also strengthened by research (Ismail, 2016) which states that organizational commitment can affect job satisfaction because it shows a significant positive effect. Based on the correlation value, the largest dimension between the Organizational Commitment (KOM) variable and the Employee Job Satisfaction (KEP) variable is the Affective Commitment dimension with the Supervision dimension. Based on the condition of the company, this is in line with employees who can have a very strong emotional attachment, loyalty, and defense which will increase employee satisfaction because they can increase self-development and career in companies with high comfort conditions in the work they do.

The Influence of Participatory Leadership Style on Employee Performance

These results support research (Setiawan, 2017) which explains that participatory leadership style has a significant effect on employee performance at PT. Asri Motor. In addition, research (Arif & Saluy, 2020) also proves that the overall influence of leadership is positive on employee performance which explains leadership as an informative role in carrying out the supervisory function, communication function, and public relations that are carried out properly and can support the improvement of the performance of their subordinates. However, the test results in this study contradict (Jiputra, 2019) which states that the participatory leadership style has no effect on employee performance at PT Rembaka. This shows that the participatory leadership style applied by the SPG supervisor has not improved employee performance at PT Rembaka. This result is also in line with previous (Djoko & Rokib, 2014) on the Effect of Participatory Leadership Style on Employee Performance which states that participatory leadership style is a very important variable to improve employee performance in solving various problems. Based on the correlation value, the largest dimension between the Participatory Leadership Style (GKP) variable and the Employee Performance variable (KIN) is the Influence dimension with the Quantity of Work dimension. Based on company conditions, this is in line with leaders who can create good relationships or communication between superiors and subordinates and provide examples of good performance to employees who are able to make employees complete work with quality and optimal results based on the duration of working time in accordance with the set targets. . This is also reinforced by research conducted by (Saluy & Gustiah, 2018) which proves that good communication can improve employee morale and increase employee efficiency so that employee performance also increases.

The Effect of Organizational Commitment on Employee Performance

These results are in line with research conducted by (Ramli, 2017) & (Nurzaman, 2020) which proves that organizational commitment has a positive and significant effect on employee performance. Research (Irdaningsih et al., 2020) also proves that commitment has

an effect on employee performance at the Kemayoran Car Market Management. In addition, (Hidayah & Tobing, 2018) also states that employees who have a high commitment to the organization will give maximum efforts to achieve organizational goals, are willing to sacrifice for the organization and have a strong desire to remain in the organization. Meanwhile, research (Rakhmanto et al., 2021) also proves that in his research at the KPK, organizational commitment at the KPK has a significant effect on organizational performance. Based on the correlation value, the largest dimension between the Organizational Commitment (KOM) variable and the Employee Performance (KIN) variable is the Affective Commitment dimension with the Initiative dimension. Based on the condition of the company, this is in line with employees who can have very strong emotional attachments, loyalty, and defenses who are able to improve good performance independently by actively providing the latest ideas in alternative solutions to problems in the work at hand.

The Effect of Job Satisfaction on Employee Performance

These results are in line with research conducted by (Nuryanti & Ketut, 2020) which in their research states that job satisfaction has a positive and significant effect on employee performance. In addition, (Susanto et al., 2020) also proves that job satisfaction has a significant effect on employee performance. Research (Cedaryana et al., 2018) confirms that job satisfaction is a component that can determine the main requirements for the success of a company. These results are also in line with research (Saluy & Wibowo, 2018) which proves that the variable job satisfaction has a positive and significant effect on employee performance. Based on the correlation value, the largest dimension between the Job Satisfaction (KEP) variable and the Employee Performance (KIN) variable is the dimension of work quality with the Incentive dimension. Based on the condition of the company, this is in line with employees who receive incentives on time and in accordance with the workload they do, which can improve the quality of employee work by minimizing errors that occur and carrying out work in an organized manner. The strong influence between incentives and employee performance is in line with research conducted by (Saluy & Treshia, 2018) and (Irdaningsih et al., 2020) which proves that compensation has a positive and significant effect on employee performance. This means that if the provision of compensation or incentives increases, the performance of employees will also increase. This is also evidenced in research (Saluy & Sulistyawati, 2017) which states that the Compensation variable has a significant influence on the performance of CV Sumber Baru Niaga employees which based on the correlation between the dimensions of the compensation variable is considered to have an influence on employee performance, where companies need to consider increasing employee compensation so as to improve their performance, this compensation can be in the form of direct or indirect compensation. In addition, research (Saluy & Raharjo, 2021) and (Dharmiaro et al., 2021) also proves that the determination of compensation or incentives is good and appropriate, then job satisfaction also increases so that employees feel safe and calm in meeting their needs.

The Effect of Participatory Leadership Style and Organizational Commitment on Job Satisfaction

According to (Bagus & Supartha, 2015) The Effect of Participative Leadership Style and Organizational Commitment on Job Satisfaction Referring to the results of data analysis which answered that participatory leadership and organizational commitment on employee job satisfaction have a positive effect. This evidence is based on the results of the statement (Voon et al., 2011) that leadership has a positive influence on employee satisfaction at work and has similarities to the statement (Baltaci et al., 2012) in his research finding that leadership style has a positive influence on employee job satisfaction. . Research conducted

by (Ramli, 2017) states that organizational commitment is able to positively generate employee job satisfaction. Based on the results of the simultaneous significant test, the calculated F value in this study is 503,33 with the F table value at alpha of 0.05, which is 2.43. This means that $f_{count} > f_{table}$ (2.43), meaning that the Participatory Leadership Style (GKP) and Organizational Commitment (KOM) variables simultaneously have a positive effect on the job satisfaction variable (KEP). Based on the condition of the company, this is in line with leaders who foster good relations with employees through equal and fair treatment of employees in the company and can be a good role model for employees and employee commitment is strengthened by the dimensions of emotional attachment, loyalty, and high defense. will affect job satisfaction.

The Influence of Participatory Leadership Style and Organizational Commitment on Employee Performance

The results of this hypothesis are in line with research conducted by (Sunarsih, 2016) which in his research states that leadership style and organizational commitment have a positive effect on employee performance. In addition, research (Rakhmanto et al., 2021) also proves that Organizational Commitment as a mediator of the influence between Leadership on Organizational Performance at the KPK has a positive effect. Based on the results of the simultaneous significant test, the calculated F value in this study is 3.260 with the F table value at alpha 0.05, which is 2.43. This means that $f_{count} > f_{Table}$ (2.43), meaning that the Participative Leadership Style (GKP) and Organizational Commitment (KOM) variables simultaneously have a positive effect on the employee performance variable (KIN). Based on the condition of the company, this is in line with leaders who foster good relations with employees through equal and fair treatment of employees in the company and can be a good role model for employees and employee commitment is strengthened by the dimensions of emotional attachment, loyalty, and high defense. will affect employee performance.

CONCLUSION AND RECOMENDATION

Conclusion

Participatory leadership style has a positive and significant effect on job satisfaction of PT Rahayu Perdana Trans employees. Organizational commitment has a positive and significant effect on job satisfaction of PT Rahayu Perdana Trans employees. Participative leadership style has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees. Organizational commitment has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees. Job satisfaction has a positive and significant effect on the performance of PT Rahayu Perdana Trans employees. Participative leadership style and organizational commitment have a positive effect on job satisfaction of PT Rahayu Perdana Trans employees. Participative leadership style and organizational commitment have a positive effect on employee performance at PT Rahayu Perdana Trans.

Recomendation

Suggestions for Management

- 1) To increase employee job satisfaction based on a participatory leadership style, it is suggested to the management to further improve aspects of leadership legitimacy on aspects of the employee's own work at PT Rahayu Perdana Trans.
- 2) To increase employee job satisfaction based on organizational commitment, it is suggested to the management to further improve aspects of normative commitment to aspects of supervision (supervision) at PT Rahayu Perdana Trans.
- 3) To improve employee work performance based on participatory leadership style, it is

suggested to the management to increase the influence of leadership in setting a good example on the aspect of independence at PT Rahayu Perdana Trans.

- 4) To improve employee work performance based on organizational commitment, it is suggested to the management to improve aspects of normative commitment at PT Rahayu Perdana Trans.
- 5) To increase employee job satisfaction based on employee performance, it is suggested to the management to encourage employees to improve aspects of employee independence at PT Rahayu Perdana Trans

Suggestions for Further Research

- 1) Further researchers can add other variables that can affect employee commitment to the organization, because in this study 40.5% of the commitment variable was influenced by other variables outside of the research. So that further research can add independent variables such as work discipline, work environment and organizational culture.
- 2) The research sample is recommended to use more samples so that the results obtained are more accurate.

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