

ANALYSIS OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE, TRAINING, AND EMPLOYEE PERFORMANCE VIA THE LENS OF PARTICIPATORY LEADERSHIP, WITH WORK SATISFACTION ACTING AS A MODERATOR



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Abstract

Employee performance over the past three years has been all over the place, therefore something needs to be done about it. With employee job satisfaction serving as a moderating variable, this study seeks to further analyse the effects of participatory leadership, organisational culture, and training on employee performance. The researchers in this study drew their 100-person sample using the Slovin technique. The hypothesis test found that there was a positive and statistically significant relationship between employee performance and factors such as participative leadership, organisational culture, and job satisfaction. The impact of training on employee performance was unfavourable but not statistically significant. Employee Job Satisfaction was found to moderate the association between Organisational Culture and Employee Performance, according to the results of the moderation test.

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

INTRODUCTION

Every company must do what it takes to keep its staff performing at a high level in this fast-paced, highly competitive business world. An organization's ability to reach its objectives and keep its competitive edge in a dynamic market depends critically on its Human Resource Management (HRM). In order to reach their objectives and be successful, businesses rely on their human resources. Good performance from employees means they can help get things done and reach the company's objectives. According to Agustian, Pohan, Zen, Wiwin, and Malik (2023), firms should thus focus on elements that impact employee performance. "Management is the science and art of regulating the process of effectively and efficiently utilising human resources and other resources to achieve certain goals," said Hasibuan (2021). The four Ps of management—planning, organising, executing, and controlling—are all part of human resource management (Hasanudin, Nurwulandari, & Safitri, 2021). The success of a company's operations, customer happiness, and service quality are all impacted by how well its employees perform their jobs. The bottom line might take a hit when workers don't do their jobs well, but it can recover when they do. Companies should make it a priority to develop employee performance as part of a larger business plan.

Corporate and retail lending are the specialities of PT Bussan Auto Finance, an Indonesian multifinance firm. Heavy machinery, agricultural tools, PEKAT, cars, and other goods and services are only some of the many items and services offered by this finance organisation. With globalisation and competition being fiercer by the day, PT Bussan Auto Finance is vital in helping employees perform to their full potential. The organisation can accomplish its objectives and benefit its stakeholders through effective management and development of its current human resources. Since staff accomplishments have varied throughout the past three years (2021-2023), PT Bussan Auto Finance is struggling to figure out how to maximise the outcomes of employee performance. The outcomes of the marketing division's performance assessment targets for the past three years at PT Bussan Auto Finance in the Jabodetabek area are displayed in the table below:

Table 1
Employee Performance Assessment (Marketing Division)

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

Source: Results in (2024)

From 2021 to 2023, the results of evaluating employees' performance were all over the place. Employee performance is one area of human resource management that can lead to variations; hence, there are numerous elements, including as training, organisational culture, and participatory leadership, that can enhance employee performance. Being fair while making judgements and having the correct leadership style are two of the most important qualities of a good leader. Participatory leadership describes this style of management. In this model, the leader constantly and without reservation announces policies and operational procedures, and encourages members or subordinates to actively engage in making decisions, either on a broad or narrow scale (Wang, Hou, & Li, 2022). In addition to helping leaders motivate typical people to develop their skills, Sutoro and Pasla (2020)

found that a participative leadership style significantly impacts employee performance. Employee performance can be enhanced in this way. The findings of this study were further supported by prior research on transformational leadership (Purwanto et al., 2020), charismatic leadership (Iskhak et al., 2022), and darmadi and setiawan (2019). In particular, according to studies conducted by Wirakusuma (2023), Negative participatory effects on employee performance have not been statistically proven, according to subsequent studies (Jiputra, 2019).

A company's culture, not only its leadership style, is a major factor in how well its employees perform. Organisational culture is defined as "the shared assumptions, norms, and practices that shape how people work together to achieve common goals" (J. Wood, et al., 2001). Prior research by Purwanto et al. (2020), Arika and Sudiro (2020), and Sarumaha (2022) supports the findings of this study by demonstrating that organisational culture significantly and positively affects employee performance. Training is one factor that can influence employee performance alongside participative leadership and company culture. According to Rivai (2018, hal. 87), training is just anything done to make one's present and future selves more effective.

On the other hand, training is defined by Mangkunegara (2017, hal. 44) as an organised and methodical process where non-managerial personnel acquire restricted technical knowledge and abilities over a short period of time. Prior studies have shown that training improves performance (Cay, Gandung, Ilham, Teriyan, & Haryadi, 2022), lending credence to the idea that training is highly related to employee performance. Consequently, workers can raise their level of competence, knowledge, and skill via training. Negative training does not have a major impact on employee performance, according to additional studies (Arika & Sudiro, 2020). Other variables have been the subject of multiple prior investigations. Having said that, there is some inconsistency in the findings. In light of these results, the author opted to fill the Gap by using the employee job satisfaction variable as a moderating factor. Reason being, a number of sources have established that employee job satisfaction can moderate the association between the study's independent and dependent variables. Work stress cannot mediate the association between participatory leadership style and job satisfaction in the study of Hasibuan H. A. (2023), while in the study of Haryadi and Wahyudi (2020), job satisfaction can mediate the relationship.

When we realise that happy and productive employees are the key to a successful business, this study takes on new significance. The purpose of this research is to help PT Bussan Auto Finance understand the relationship between employee happiness on the job and their performance on the job. Management can use the study's findings to inform policy and strategy development that will boost employee performance and help the organisation reach its objectives. Therefore, this research is highly applicable to the situation at PT Bussan Auto Finance and will be useful in the fight against the competition and other obstacles the company faces.

REVIEW OF LITERATURE

Human Resource Management

Mathis and Jackson (2010, 3) state that human resources are an individual's combined mental and physical capacities. Heredity and environment determine the perpetrator's nature, but the desire to achieve personal satisfaction drives its work performance. Managing labour relations, health and safety, and issues pertaining to fairness are all part of human resource

management, which also goes under the name "Human Resource Management" (Dessler, 2015, Ch. 3). This includes hiring, training, evaluating, and rewarding employees. Effective and efficient regulation of worker relationships and roles to help achieve company, employee, and society goals is the art and science of human resource management (Hasibuan M. S., 2021). Human resource management aims to achieve the following: (1) Advise upper management on HR policy matters so that the business may maintain a highly engaged and productive HR department that is prepared to handle change. (2) Keep the agency's, institution's, or company's HR rules and procedures up to date and in working order. (3) Resolve challenging employee relations problems and crises in a way that does not derail the agency's progress towards its objectives.

(4) Establish a system of communication between administration and staff. (5) With an eye on human resources, contribute to the overall direction and strategy of the agency or company (Sedarmayanti, 2018, col. 9).

Maslow's Hierarchy of Needs Theory

According to Abraham Maslow's 1943 theory of human motivation, there are many different types of wants and ways to satisfy them. These include material and non-material needs related to one's biology and psychology. According to Maslow's hierarchy of requirements, one need gives way to the next when the first one is satisfied. According to the hypothesis, a desire that has been partially satisfied is no longer motivating, regardless of whether the need is entirely unmet (Robbins & Judge, 2019, col. 224).

Employee Performance

According to Tannady (2017, hal. 154), performance is defined as the quality and quantity of work outputs achieved by an organisation, department, or individual over an evaluation period in relation to the obligations assigned to them. When an employee carries out his duties in line with the obligations assigned to him, his performance is measured by the quality and quantity of the work that is achieved (Mangkunegara, 2017). Sedarmayanti (2018, hal. 263) defines a performance assessment instrument as a tool for evaluating an employee's efforts in the following areas: (1) Work performance, which encompasses the outcomes of an employee's work in completing tasks, both qualitatively and quantitatively. (2) Expertise, the degree to which workers are technically able to complete their job duties. Cooperation, communication, initiative, and other similar traits can serve as examples of this kind of skill. (3) The conduct, attitude, and conduct that employees bring to their work from within. Integrity, accountability, and self-control are also part of the behavioural description. A leader is someone who can influence people to work in a coordinated and efficient manner, make decisions, and set priorities; this skill is an element of management (Fachreza, Musnadi, & Abd Majid, 2018).

Participative Leadership

According to Drucker (1973–1974), participative leadership is a method of management that encourages and facilitates subordinates' active engagement in organisational decision-making and decision-making processes. In participative leadership, followers are actively involved in making decisions, their input is highly valued, and they are given the flexibility to contribute to setting the organization's direction, objectives, and policies. According to Yukl (2016), leaders that employ participatory leadership style aim for team members to actively participate, be transparent, and collaborate. It is possible for businesses to expand rapidly even in the absence of fundamental management structures, leading both investors and consumers to believe that the company's "unique" leadership

team's charm and vision are sufficient to ensure its smooth operation (Sadun, 2022). Another benefit of participatory leadership is that it encourages and facilitates subordinates' active participation in organisational decision-making and management. Decision quality, subordinate engagement and motivation, and organisational efficiency and production can all be enhanced by participative leadership.

According to Yukl (2016), there are a number of indications that make up a participative leadership style. These include the following: the capacity to motivate subordinates, effective communication, sharing of authority, decentralisation, and democratic management. While the following are signs of participative leadership: (1) There is a lack of absolute leadership power. (2) Leaders and subordinates are both adequately supervised. (3) Plenty of chances for lower-level employees to voice their ideas and suggestions. Fourthly, leaders are increasingly making an effort to hear out their employees (Hasibuan M. S., 2021).

Organizational Culture

Organisational culture is defined as "the system of shared meaning held by each member of an organisation," as stated by Robbins and Judge (2019). A company's culture consists of its employees' commonalities in thought, action, and value. The culture of an organisation has a significant impact on the actions and interactions of its members, as well as their work ethic. At its core, company culture should foster an atmosphere that helps employees and the business as a whole perform better (Edison, Anwar, & Imas, 2016). When people in an organisation have common patterns of thought, action, assumption, and value, it shows in their interactions with one another and in their work. It is believed that a positive company culture can help foster an atmosphere that is favourable to enhancing overall and individual performance.

These are some signs of the culture of an organisation: (1) Bold in coming up with fresh ideas and willing to take chances in developing them; this exemplifies innovation in taking risks. (2) action-oriented, such as establishing goals for the organisation to reach and assessing the outcomes of previous efforts. (3) geared towards the interests of all employees, including but not limited to: facilitating the performance of work and assisting employees in reaching their goals. four, task-oriented with an eye for detail; for example, meticulous in carrying out duties and producing accurate outcomes (Hari, 2015, hal. 14). Training

Employees in the supervisory and implementing roles undergo this training period. Development, on the other hand, is reserved for those working their way up the corporate ladder. According to Wexley and Yulk, training and development include all activities aimed at helping individuals or groups within an organisation become experts in their field in terms of knowledge, attitude, and skill. Improving one's capacity for decision-making and interpersonal communication is the primary goal of development (Mangkunegara, 2017, hal. 43). Training is a method that helps workers keep up with or even excel at what they're already doing on the job, while also improving their skills and knowledge for what's to come. Training includes five indications, which are: (1) Training Goals: Training goals should be practical and carried out in a way that helps participants grow their abilities and become more aware of the job that has to be done. Teaching materials can be utilised in the following forms: work management, essays, correspondence, psychology, discipline, ethics, and reporting. (3) Approaches taken; training makes use of an approach to instruction that encourages active participation from trainees through the use of activities including seminars, workshops, games, educational events, tests, field trips, and comparative studies. (4)

Employees who have met the qualifications, such as those who are permanent or who have leadership recommendations, are considered participant qualifications. Fifthly, trainers and those who offer training to participants must be qualified. This includes things like knowing their stuff when it comes to training materials, being a natural motivator, and being able to use participatory methods (Wahyuningsih, 2019, col. 6).

Job Satisfaction

Sinambela (2019) posits that job satisfaction can either help or hurt performance, depending on the individual. Satisfaction with one's job can be defined as "the degree to which an individual's actual compensation meets or exceeds their expectations" (Robbins & Judge, 2019). An individual's level of motivation, dedication, and performance engagement tend to skyrocket when they report high levels of job satisfaction, which in turn indicates that they enjoy what they do for a living. Overall, this helps the organisation function better, and it also helps individuals perform better on the job. Another intermediary aspect that can help or hurt performance is how happy an employee is in their employment. In order to maximise performance at both the individual and organisational levels, it is crucial to have a thorough grasp of what constitutes job satisfaction.

Several factors are involved in determining job satisfaction indicators, according to Yuwono, who was cited by Spector: (1) Salary; workers who do a good job fulfilling their duties will get a rise based on their performance and the amount of money they earn. (2) Advancement; this metric assesses how content workers are with advancement policies and possibilities. Fair implementation of promotion policies means that all hard-working employees have an equal shot at moving up the corporate ladder.

(3) Supervision; this metric assesses how content an employee is working under their supervisors. Instead of working for bosses who are cold, uncaring, and focused on the job at hand, employees would rather work for bosses who are helpful, sympathetic, warm, and sociable, who acknowledge and reward strong performance from subordinates, and who pay attention to employees. (4) Employee Satisfaction with Additional Company Benefits This factor assesses how happy employees are with additional company benefits. (5) Contingent rewards; workers' happiness with performance-based compensation is gauged by this factor. (6) Operating Procedures; this metric assesses how content an employee is with the rules and regulations that govern their job. Seventh, coworkers; this factor assesses contentment with connections with coworkers. (8) Expression; pertaining to expressions made within the organisation. When there is open dialogue inside an organisation, workers are better able to understand their roles (Badriyah, 2015, hal. 214).

Proposed Model Framework and Alternative Hypothesis

Research model parameters are built with specific boundaries in terms of structure, shape, meaning, and content; these are necessary for the framework of thought (Husain, 2019). To answer the study objectives empirically, the framework of thought is poured into the model, which is then formulated into an alternative hypothesis statement.

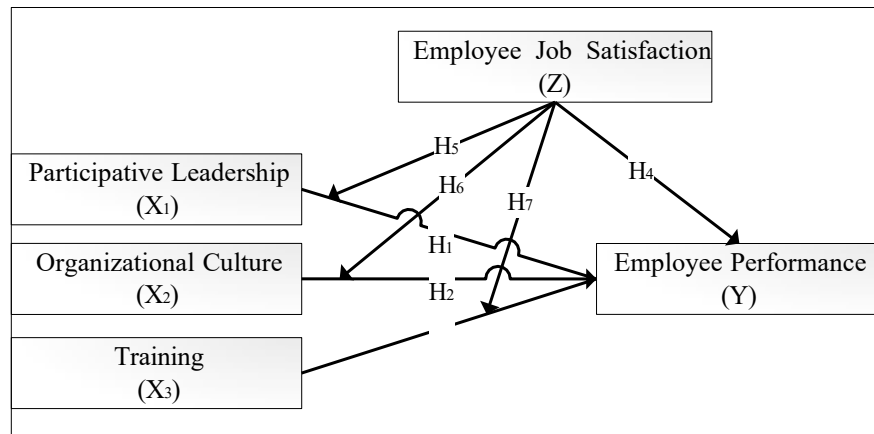


Figure 1.
Research Proposed (2024)

According to Sugiyono (2021, hal. 63), a research problem is initially addressed by offering a hypothesis. Here is the alternate hypothesis that was put up in this study:

Hypothesis 1: When a leader uses persuasion, harmony, cooperation, loyalty, and participation to lead his subordinates, it's called participative leadership, and it has a beneficial effect on employee performance. According to research, PT. Tirta Varia Intipratama's (HAS 23000) performance in the packaged food industry can be enhanced with improved leadership for employees, specifically through a transformational style (Purwanto, et al., 2020). According to Daan Mogot (Darmadi & Setiawan, 2019), negative participatory leadership does not have a substantial impact on employee performance (Jiputra, 2019).

Previous research by (Hendra, 2020) indicates that organisational culture significantly impacts employee performance in a favourable way, supporting the second hypothesis that organisational culture has an effect on employee performance. An earlier study by Arika and Sudiro (2020) at PT BPR Insumo Sumberarto Kota Kediri and a subsequent study by Sarumaha (2022) at the Telukdalam District Office, Nias Regency corroborated the positive and substantial impact of organisational culture on employee performance.

Hypothesis 3: Training Improves Employee Performance; this conclusion is supported by earlier study that found training to be effective (Cay, Gandung, Ilham, Teriyan, & Haryadi, 2022). Prior research at pawnshop workers in Sungai Penuh City, Indonesia, by Sarmigi, Angela, and Tiara (2022) further supported the findings of the present study. On the other hand, contrary to what some studies have shown, training really boosts productivity (Arika & Sudiro, 2020).

The fourth hypothesis states that employee job satisfaction positively affects employee performance. This conclusion is supported by previous research at PT. BPRS Cilegon Mandiri (Haryadi & Wahyudi, 2020), PT Indomarco Pristama Jakarta (Setiani & Febrian, 2023), and other institutions (Ishkak, 2022).

Previous research has shown that participative leadership, organisational culture, and training all have direct effects on employee performance. Therefore, this study sought to determine whether job satisfaction moderated the effects of these other variables on employee performance. Here is the following alternate hypothesis that is put up in this study: Hypothesis 5: The effect of Participative Leadership on Employee Performance can be mitigated by Employee Job Satisfaction.

Hypothesis 6: Worker Contentment Can Mitigate the Effect of Company Culture on Efficiency in the Workplace.

Hypothesis 7: The effect of training on performance can be mitigated by ensuring that workers are satisfied with their jobs.

RESEARCH METHOD

In order to elaborate on some of these factors, this form of study provides an explanation based on causal-and-effect linkage and measures the influence relationship among them (Supranto & Limakrisna, 2019). One hundred thirty-three individuals from the Jakarta area who work in marketing for PT Bussan Auto Finance made up the population of this study. The researcher can calculate the number of samples to use if they want to generalise the results of their sample research; this is termed a sample. The target population, as determined by the Slovin' formula approach, consists of 133 individuals. The sample size was determined with a margin of error of 5%, or 0.5, using the following calculation:

$$\begin{aligned} n &= \frac{133}{1 + 133(5)\%^2} \\ n &= \frac{133}{1 + 133 \cdot 0.05^2} \\ n &= 99,81 \end{aligned}$$

Based on the calculations shown above, the sample size for this study was 99.81, which was rounded up to 100 samples, using the Slovin method. To gauge how people felt about the social processes under investigation, this study employed the Likert scale method of assessment. Structural Equation Modeling—Partial Least Squares (SEM-PLS), implemented in WarpPLS version 7.0, is the data analysis method utilised in this research. Based on the research methodology, this program was chosen for its ability to directly assess the association of moderating variables (Sholihin & Ratmono, 2013). First, there's the validity test, which is an essential part of any research instrument or construct testing procedure. If the AVE value is more than 0.5, it means that the measured construct can explain more than half of the indicator variance, which is known as convergent validity. Second, we can check for discriminant validity by looking at the reflective indicator's cross loading value. When the indicator's cross loading value for each variable is larger than 0.70, it means that the indicator is more correlated with the measured construct than other constructs, which is an indication of good discriminant validity. There are two ways to do the reliability test: Cronbach's Alpha and Composite Reliability. One way to find out how reliable a construct is is to utilise Cronbach's Alpha.

When Cronbach's Alpha is more than 0.7, we say that the construct is dependable. Composite Reliability, on the other hand, estimates a construct's internal consistency to determine its true reliability. If the Composite Reliability value is greater than 0.7, then the construct is deemed dependable (Hair, Black, Babin, & Anderson, 2019). One structural model that can be used to estimate the causal link between latent variables is inner model testing. In WarpPLS, there are two steps to the structural model calculation: (1) determining the significance of inter-construct relationships and (2) evaluating the R² value (coefficient of determination). A score of 0.75 is considered substantial, 0.50 is considered moderate, and 0.25 is considered weak (Hardisman, 2020, hal. 11). Researchers can gauge the proposed hypothesis's relevance with this evaluation. Then, to measure the extent to which exogenous variables impact endogenous variables, the Effect Size (F²) test is employed.

The Model Predictive Relevance (Q^2) test is utilised to evaluate the model's predictive power with respect to the observed data, and this effect size aids in comprehending the relative contribution of each exogenous variable to the endogenous variable of the model. A low Q^2 score suggests that the model is not predictively relevant at all, whereas a high one shows that it is highly predictive.

RESULTS AND DISCUSSION

People who took the survey one hundred participants filled out surveys made available via Google Form, providing researchers with primary data. Female respondents accounted for 57% of the total survey takers, according to the statistics. Among the overall sample, 83% had a secondary education level of S1/D4, and the majority of respondents (54%), ranging in age from 25 to 30 years old, were college graduates. A working period of 1-5 years is reported by 45 percent of the overall sample. After that, 36% of respondents had worked for 6-10 years. Research variable convergent validity testing based on data processing outcomes, specifically:

Table 2
 Convergent Validity Test Results

Research Instruments	Average Variance Extracted (AVE)	Terms/Conditions
Participative Leadership (X_1)	0.668	
Organization Culture (X_2)	0.645	
Training (X_3)	0.726	minimum 0.5
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 well-known that all indicators included in the questionnaire with respondents had cross-loading values greater than 0.70. It can be concluded that every statement item on the survey is legitimate.

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

We know that all of them have Composite Reliability and Cronbach's Alpha values greater than 0.70. A multicollinearity problem does not exist if the AFVIF value is less than 3.3, and it is still considered acceptable if the AFVIF value is less than 5. A score of 4.991 indicates that no signs of multicollinearity are present, according to the AFVIF value.

Table 5
Summary of Model Fit and Quality Index

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

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	<i>Adj.</i> = 0.996	The ability of the research variables used is very good in explaining the dependent variable at 95.2%
<i>Effect Size</i> (F2): Participative Leadership (X ₁) → Employee Performance (Y)	0.040	Strong Strong Moderate
Organizational Culture (X ₂) → Employee Performance (Y)	0.095	
Training (X ₃) → Employee Performance (Y)	0.023	
<i>Q Squared</i> (Q2)	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

$X_1 \rightarrow Y$	0.198	0.02	H ₁ Accept
$X_2 \rightarrow Y$	0.507	0.001	H ₂ Accept
$X_3 \rightarrow Y$	-0.143	0.7	H ₃ Reject
$Z \rightarrow Y$	0.462	0.001	H ₄ Accept
$X_1 \rightarrow Z$	-0.108	0.134	H ₅ Reject
$X_2 \rightarrow Z$	-0.195	0.021	H ₆ Reject
$X_3 \rightarrow Z$	0.066	0.25	H ₇ Accept

Source: Data was processed using WarpPLS 7.0, 2024

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

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

Discussion

Given that Participative Leadership (X1) has a regression coefficient value of 0.198 and a significance level of 0.020, we can conclude that it significantly and positively affects Employee Performance. This leads us to accept H1. At least five needs—physiological, security, social, esteem, and self-actualization—are satisfied by individuals, according to Maslow's theory. In a participatory leadership style, everyone in the company has a say in major decisions. In terms of physiological requirements, leaders with an interactive style are more likely to understand and meet the demands of their staff. Opportunities for employees to innovate, be creative, and develop their abilities for the success of the organisation can be provided through participatory leadership. In a self-actualization workplace, where people are free to develop to their maximum potential while still enjoying what they do for a living, this is essential. Consistent with earlier studies that found that (Purwanto, et al., 2020) and (Darmadi & Setiawan, 2019) both had an effect on raising employee performance, this one finds that negative participative leadership has no discernible effect on productivity in the workplace (Jiputra, 2019).

The organisational culture (X2) had a favourable and statistically significant effect on employee performance (0.507, p = 0.001). Therefore, we accept H2. Fairness in the workplace inspires and motivates workers to do their best. Having said that, it's probable that workers' motivation and performance will suffer if they are unfairly treated. An example of an organisational culture that can have an effect on employee motivation is one that promotes discrimination and nepotism. Feelings of injustice among workers can have an effect on motivation and performance when there is a culture of discrimination and nepotism. The organization's objectives will be challenging to attain in the absence of change. Increased job satisfaction, motivation, dedication, and productivity can be achieved by fostering an inclusive work environment and fostering a sense of justice.

Consequently, in order to achieve long-term success and optimal staff performance, organisations must build and maintain a favourable culture. If this can be sustained, it will assist the organisation in reaching its previously established objectives and achievements. Based on these findings, the study agrees with other research that has found that organisational culture significantly and positively affects employee performance (Sarumaha, 2020; Hendra, 2020; Arika and Sudiro, 2020).

A negative and minor influence of training on employee performance was indicated by a training (X3) score of 0.143 and a significance level of 0.7. Therefore, H3 is Denied. Employees' income and financial security can rise as a result of training's positive effects on competency, productivity, and efficiency. Employees' physiological demands can be met through improved remuneration opportunities that arise from higher levels of competency and production. Typically, the goals of training are to impart new skills and refresh existing ones among employees. Workers should feel better appreciated by the company as a result of this. As a result, they may feel more secure in their jobs as they gain experience and reliability. Collaboration, teamwork, and interaction are common themes in company-sponsored training programs. A greater sense of community and camaraderie among workers will result from this. Employees are more likely to help one another out and work together towards shared objectives in a training setting.

Nevertheless, these findings point to a serious issue with the training program's design, delivery, or compliance across all personnel. Both the training content and delivery style need to be effective for the training to have any impact on the employee's performance on the job. Additionally, it is important to ensure that the training staff get is practical and useful. These findings contradict those of other studies that found training to negatively impact employee performance (Cay, Gandung, Ilham, Teriyan, & Haryadi, 2022; Sarmigi, Angela, & Tiara, 2022), but are consistent with those of (Arika & Sudiro, 2020).

The correlation between employee job satisfaction and performance was found to be positive and statistically significant ($p = 0.001$), with a Z-score of 0.462. Therefore, we accept H4. Employees are more likely to go above and above when they are happy in their jobs. Employees are more likely to put up their best effort when they have a sense of accomplishment, appreciation, responsibility, growth prospects, and the nature of the task itself. On the flip side, when employees aren't happy due to hygiene factor deficits, it can affect their performance. Improving employee performance requires careful attention to a number of factors, one of which is the ability of companies to meet motivator factors, such as offering challenges, recognition, responsibility, and suitable opportunities for professional development. After that, it's important for the business to handle the "hygiene factors," which include things like having reasonable rules, competent supervisors, pleasant coworkers, a safe and pleasant workplace, reasonable pay, and job security.

According to these findings, workers who enjoy their jobs are more invested in their work and the success of their employer. This means that workers are more likely to put in more effort, be more committed, and do a better job when they are pleased and fulfilled by their job in general, including with their responsibilities, the prospects for advancement, and the recognition they receive. If businesses are serious about raising productivity, they need to figure out what makes workers happy on the job and work to make their workplaces more positive and inspiring. This is a fundamental capability that allows businesses to boost employee performance, which in turn boosts the company's performance. These findings corroborate prior research showing that contentment in one's work environment positively affects productivity (Haryadi & Wahyudi, 2020; Setiani & Febrian, 2023) in the workplace.

Assuming all employees' fundamental requirements are satisfied, participatory leadership's indirect effect on performance via employee work satisfaction will be highly effective in raising performance. The result will be a workforce that is more receptive to initiatives that encourage participation and teamwork. It is critical for workers to work together as a team so that everyone knows what the organisation is trying to accomplish and

can contribute to its success. According to these findings, the correlation between participative leadership and performance in the workplace is unaffected by workers' levels of job satisfaction. In order to increase the association between participative leadership and improved employee performance, management should assess additional elements that may serve as moderators, such as employee dedication, management support, salary, or work environment. The goal is for upper management to come up with a better plan to boost performance.

Values, beliefs, conventions, and practices that impact how a company's employees carry out their job duties are all part of organisational culture, which has an indirect impact on performance via employee job satisfaction. When an organization's culture is positive, it makes workers happy, which in turn boosts their motivation and productivity. When workers feel content in their roles, they are more likely to respond positively to aspects of company culture that foster productivity. Employees will be happier in their jobs, according to the notion of justice, if their employer fosters an environment where they believe their incentives and recognition are distributed fairly. Workers will be happier and more driven to do a good job if they believe they are being treated fairly. According to the findings, the correlation between organisational culture and employee performance is mitigated by employee job satisfaction. Abraham Maslow proposed a theory of human motivation based on a hierarchy of needs. He posited that people, or employees in this case, have wants that must be satisfied, from the most fundamental ones like survival to the most complex ones like self-actualization. When workers are content in their roles, their physiological and psychological requirements are satisfied. Organisational culture efforts and improvements have less of an impact on them because of this.

Indirectly, training affects performance through increased job satisfaction. On-the-job training focusses on enhancing employees' knowledge and abilities to make them better at their jobs. Several requirements in Maslow's hierarchy, including the desire for admiration and self-actualization, can be satisfied by providing employees with the skills they need to develop through good training. Productivity, work quality, and employees' contributions to organisational goals are all aspects of employee performance that are measured in the workplace. The business may make the most of this by investing in high-quality training programs for its personnel, which will lead to increased job satisfaction. Knowledge and skills that are directly applicable to workers' jobs are typically the goal of company-sponsored training programs. No doubt, the training will have a direct impact on the employees who participate, who will then be able to use their newly acquired abilities to enhance their performance on the job. Because the training's function and purpose make the need for these new abilities very evident, it will boost employees' performance regardless of job satisfaction.

CONCLUSION

The following findings are based on the study and discussion that preceded them: (1) Employee performance is positively and significantly affected by participatory leadership, and (2) the quality of participatory leadership has a direct correlation to the quality of employee performance. Employee performance is positively and significantly impacted by organisational culture. A well-formed organisational culture leads to better employee performance. Thirdly, training had no discernible positive effect on employee performance, suggesting that the time and effort invested in training was for naught. Workers who are

happy in their positions are more likely to put up their best effort, which leads us to point number four: employee job satisfaction has a positive and substantial impact on employee performance. Fifthly, there is no moderating effect of employee work satisfaction on the link between participatory leadership and employee performance. This indicates that employee job contentment has no bearing on the effect of participatory leadership on employee performance. Increasing employee job happiness will diminish the association between organisational culture and employee performance, as employee job satisfaction can regulate the relationship between the two. (7) Worker Contentment Does Not Modulate the Association Between Training and Performance. This indicates that contentment with one's employment does not mitigate the impact of training on performance.

Increased job satisfaction, motivation, commitment, and productivity can be achieved when companies adopt a leadership style that encourages active participation from all members of the organisation in decision-making and organisational activities. Additionally, fostering an inclusive work environment and fostering a positive organisational culture can help create a sense of justice. Additionally, businesses need to make sure that training is beneficial for employees by making sure that it is relevant to their job, that it is provided effectively, and that it offers tangible advantages. An organization's capacity to boost employee performance, which in turn boosts the company's success, hinges on its leadership's awareness of the elements that contribute to job satisfaction and their efforts to cultivate a positive and inspiring workplace.

In order to enhance employee performance, companies should consider other aspects including work environment, management support, salary, and employee engagement as potential moderators of participatory leadership relationships. Then, think about what makes a job satisfying, including things like accomplishment, acknowledgement, and the nature of the work itself. Because employees already have enough intrinsic motivation if they are happy and the motivating criteria have been met, organisational culture can play a less significant role as an additional motivator. The goal of any good training program should be to equip workers with skills and information that are directly applicable to their jobs. Because the training's function and purpose make the need for these new abilities very evident, it will boost employees' performance regardless of job satisfaction.

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