

## The Influence of Participative Leadership Style on Job Satisfaction with Organizational Citizenship Behavior as a Moderating Variable

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### ABSTRACT

Researchers believe that a leadership style that involves subordinates/employees in deciding things, is interactive with subordinates, has good closeness, and gives trust to employees can increase employee job satisfaction. Therefore, this research aims to analyze the influence of Participative Leadership Style on employee job satisfaction. Different from previous research, this research adds the Organizational Citizenship Behavior variable as a moderating variable which researchers believe can strengthen the influence of the Participative Leadership Style variable on Job Satisfaction. This research is quantitative research with an explanatory approach. The data used in this research is classified as primary data because the data collection method uses a questionnaire method which is distributed online to 300 Bank Permata employees spread throughout Indonesia. These data are used using the smart PLS 4.0 analysis tool. The result in this article show that Participative Leadership Style variable has a positive relationship and a significant influence on Job Satisfaction because the P-Values results are positive and are below the 0.05 significance level, namely 0.006. Apart from that, the Organizational Citizenship Behavior variable can moderate the influence of the Participative Leadership Style variable on job satisfaction because the positive p-values are below 0.05, namely 0.000. Even smaller than direct testing, 0.006. Thus, the first and second hypotheses in this research can be accepted and proven.

**Keywords:** Participative Leadership Style, Job Satisfaction, Organizational Citizenship Behavior.

### INTRODUCTION

(Robbins, 2016) define job satisfaction as a positive feeling about a job, which is the impact/result of evaluation of various aspects of the job. In simple terms, job satisfaction can be summed up as what makes someone enjoy the work they do because they feel happy doing their job. According to (Arin Setiyowati et al., 2023), employee job satisfaction is an important issue to pay attention to in relation to employee work productivity and dissatisfaction is often associated with high levels of job demands and complaints. Workers with high levels of dissatisfaction are more likely to do things that hinder the company. There are five factors determining job satisfaction which is called the Job Descriptive Index (JDI) (Luthans, 2009), namely: 1. The job itself The level to which a job provides enjoyable tasks, learning opportunities and the opportunity to gain responsibility. This is the source of the

majority of job satisfaction. According to Locke, the intrinsic characteristics that determine job satisfaction are variety, difficulty, amount of work, responsibility, autonomy, control over work methods, diversity, and creativity. 2. Salary According to Theriault's research, job satisfaction is a function of the absolute amount of salary received, the degree to which the salary meets the expectations of the workforce, and how the salary is given. Wages and salaries are recognized as a significant factor in job satisfaction. 3. Opportunities or promotions Employees have the opportunity to develop themselves and broaden their work experience, with opportunities for promotion. 4. Supervisor The supervisor's ability to provide technical assistance and behavioral support. According to Locke, functional relationships and positive overall relationships provide the greatest level of job satisfaction with superiors. 5. Co-workers. The basic human need for social relations will be fulfilled by having co-workers who support employees. If a conflict occurs with coworkers, it will affect the level of employee satisfaction with work.

Every organization or company needs a leader who can protect each of its members and each leader has their own style in controlling their organization which can then create a comfortable and productive working atmosphere. Leadership style will later become a factor that is directly related to the continuity of an organization. (Wibowo, 2008), leadership style is closely related to job satisfaction because the leader's actions can eliminate employee disappointment with their work. A good leadership style will be directly related to the way each member of the organization thinks and acts. Based on this, there are several factors that can influence job satisfaction, including participative leadership style.

Leadership according to (Suganda et al., 2023) is a relationship that aims to influence the leader and his followers to achieve real change and obtain results in accordance with common goals. Meanwhile, according to (Fiorincia & Widayati, 2020), leadership is the ability to inspire so that gaining trust and support from people is needed to achieve goals. Therefore, it can be concluded that leadership is the ability to influence followers to achieve a set goal.

Participative Leadership Style is Leadership where the leader involves making decisions that allow other people to have some influence on the leader's decisions. In democratic leadership, subordinates participate in goal setting and problem solving. According to (Depitra & Soegoto, 2018), a democratic or participative leader decentralizes authority to employees. Decisions are made not unilaterally but participatively. These decisions are the result of consultation between leaders and subordinates. The characteristics of a democratic leadership style are as follows: a. Decentralized delegation of authority b. Decisions taken by leaders involve opinions from subordinates c. Two-way communication between leaders and subordinates d. Relationship oriented e. Assumption that employees can work together and have morals f. Goal planning is carried out by employee involvement.

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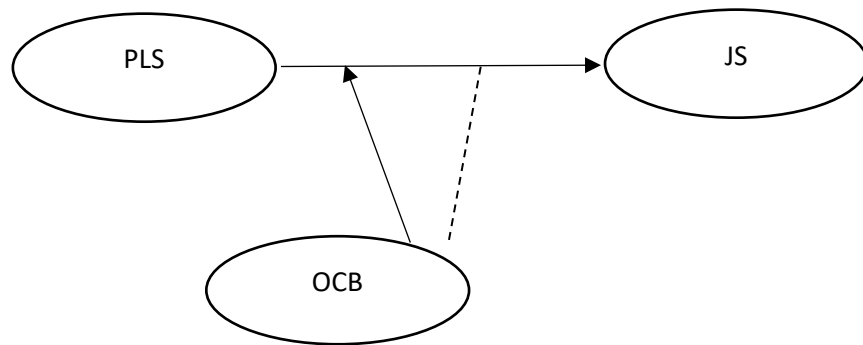
Finally, there is a delegative leadership style, namely the leader gives full power and authority to subordinates. Subordinates can develop their own goals and solve problems. Leaders hand over full duties and responsibilities to subordinates. Leaders with a free control style avoid power and responsibility and hand it over to the group. The leader only takes a minor role (Faizal Roni, 2019). The characteristics of a delegative leadership style are: a. Delegation of authority to subordinates b. Overall responsibility to subordinates c. Communication between leaders and subordinates is avoided d. The assumption for employees is that employees are able to control themselves and their work e. The leader does not participate in the company f. Employees have the freedom to plan goals.

There are a number of studies that show (Setiawan, 2017); (Alfons Wodi et al., 2022); (Jiputra, 2019); (Rokib & Santoso, 2018) & (Tanjung\* & Frinaldi, 2023) show a positive relationship and a significant influence on employee job satisfaction. In contrast to the research above, this research adds the Organizational Citizenship Behavior variable as a moderating variable which is believed to strengthen the influence of the Participative Leadership Style variable on Job Satisfaction.

## RESEARCH METHODS

Researchers believe that a leadership style that involves subordinates/employees in deciding things, is interactive with subordinates, has good closeness, and gives trust to employees can increase employee job satisfaction (Jonathan Sarwono, 2016). Therefore, this research aims to analyze the influence of Participative Leadership Style on employee job satisfaction (Tanjung\* & Frinaldi, 2023). Different from previous research, this research adds the Organizational Citizenship Behavior variable as a moderating variable which researchers believe can strengthen the influence of the Participative Leadership Style variable on Job Satisfaction (Sugiyono, 2019). This research is quantitative research with an explanatory approach. The data used in this research is classified as primary data because the data collection method uses a questionnaire method which is distributed online to 300 Bank Permata employees spread throughout Indonesia (Hair, 2010). These data are used using the smart PLS 4.0 analysis tool with the following research model:

Figure 1. Model



**Noted:**

PLS : Participative Leadership Style

JS: Job Satisfaction

OCB: Organizational Citizenship Behavior

**Hypothesis:**

H1: The Influence of Participative Leadership Style on Job Satisfaction

H2: Organizational Citizenship Behavior Can Moderates The Influence of Participative Leadership Style on Job Satisfaction

**RESULT AND DISCUSSION**

**Result**

**Validity Test**

300 Bank Permata employees who have worked for at least 1 year and are spread throughout Indonesia. The questionnaire consists of 14 question items including 6 variable question items for Participative Leadership Style, Job Satisfaction, and Organizational Citizenship Behavior. However, the questionnaire questions must be validated previously with the following analysis results (Gujarati, 2013):

Table 1. Validity Test

Validity	Question Item	Loading Factor
Participative Leadership Style (X1)	Employee involvement in decision making can lead to employee satisfaction	0.821
	Employees feel satisfied if they are given firmness in a good way	0.819
	Employees can feel satisfied if they have a good relationship with their superiors	0.811

	Employees can feel satisfied if the Leadership Style is Democratic	0.825
	Employees can feel satisfied if they are appreciated	0.821
	Participative leadership style can influence employee job satisfaction	0.816
Job Satisfaction (Y)	Job satisfaction can be influenced by a democratic leadership style	0.858
	Job satisfaction arises if employees feel appreciated	0.855
	Job satisfaction can be influenced by organizational behavior	0.879
	Job satisfaction can be influenced by a participative leadership style	0.889
Organizational Citizenship Behavior (Z)	Organizational citizenship behavior can influence job satisfaction	0.942
	Organizational citizenship behavior can be a superior's leadership style	0.929
	Organizational citizenship behavior can influence employee engagement	0.951
	Organizational citizenship behavior can make employees more appreciated	0.944

Valid > 0.70

### Reliability Test

14 question items consisting of 6 question items for the Participative Leadership Style variable, 4 question items for the Job Satisfaction variable, and 4 question items for the Organizational Citizenship Behavior variable. The 14 question items must first pass the validity test stage. The results of the first table in this study

show that all the question items are valid. So the next stage is the reliability test with the following results (Sarstedt et al., 2014):

**Table 2. Reliability Test**

Variable	Composite Realibility	Cronbach Alfa
Participative Leadership Style	0.865	0.815
Job Satisfaction	0.899	0.853
Organizational Citizenship Behavior	0.974	0.932

Reliable > 0.70

### Path Coefficient

300 employees who answered 14 question items consisting of 6 question items for the Participatory Leadership Style variable, 4 question items for the Job Satisfaction variable, and 4 question items for the Organizational Citizenship Behavior variable were all declared valid because the loading factor value was above 0.70. Apart from that, the reliability test results show the same results. The final stage is to determine whether or not the independent variable has an effect on the dependent variable with the following results (Hair, 2010):

**Table 3. Path Coefficient**

	Variable	P-Values	Noted
<b>Direct Influence</b>	PLS-> JS	0.006	Accepted
<b>Indirect Influence</b>	OCB*-> PLS-> JS	0.000	Accepted

Significant Level < 0.05

Researchers believe that a Participative Leadership Style that involves employees in decision making, often trusts employees on important tasks that don't require the leader to step in, and is democratic can increase employee job satisfaction. In line with this, the results of the third table show that the Participative Leadership Style variable has a positive relationship and a significant influence on Job Satisfaction because the P-Values results are positive and are below the 0.05 significance level, namely 0.006. These results are also in line with research (Setiawan, 2017); (Alfons Wodi et al., 2022); (Jiputra, 2019); (Rokib & Santoso, 2018) & (Tanjung\* & Frinaldi, 2023).

Apart from that, researchers also believe that Organizational Citizenship Behavior can strengthen the influence of a participative leadership style on Job Satisfaction because it can make it easier for employees to get more attention so that employees can be appreciated and ultimately increase employee Job Satisfaction. Based on this, the results of the third table in the second row show that the Organizational Citizenship Behavior variable can moderate the influence of the Participative Leadership Style variable on job satisfaction because the positive p-

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## CONCLUSION

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# Reslaj: Religion Education Social Laa Roiba Journal

Volume 6 Nomor 4 (2024) 2192 - 2200 P-ISSN 2656-274x E-ISSN 2656-4691  
DOI: 10.47476/reslaj.v6i4.1918

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