

The Effect of Participatory Leadership Style and Work Motivation on Employee Performance through Job Satisfaction at the Malang City District Office



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ABSTRACT: This study has at least four aims to carry out. Such as describing participatory leadership style, work motivation, employee job satisfaction, and employee performance. Also, analyze the effect of participatory leadership style and work motivation on employee job satisfaction. Examine the effect of participatory leadership style and work motivation on employee performance and analyze the effect of employee job satisfaction on employee performance at the sub-district office in Malang City. The population in this study were Civil Servants at the Malang City District Office, amounting to 114 employees. The sample was taken using the slovin formula because the respondents were more than 100 employees, so 88 employees became the object of the research. The data analysis technique used is path analysis. The results show that participatory leadership style and work motivation affect employee job satisfaction. Participative leadership style and work motivation affect employee performance. Also, employee job satisfaction affects employee performance. Participatory leadership style and work motivation affect employee performance through employee job satisfaction.

KEYWORDS: Participatory Leadership Style, Work Motivation, Employee Job Satisfaction, Employee Performance

I. INTRODUCTION

Human resources play a crucial role in achieving the success of organizations and agencies. The resources in question are employees. The performance of quality human resources in employee performance is a significant factor, especially at the Malang City District Office, a government agency at the forefront in carrying out government duties. The Malang City District Government, which works for the community, should provide the best service to the community. To get such services, employees in the office must be as effective as possible in carrying out their work. In an effort to develop employees who already exist in an agency, it is necessary to have a leadership role in developing the potential of employees and their performance. Participatory leadership style is a leadership style that leads by providing opportunities for subordinates to participate actively both mentally, spiritually, physically, and materially in their work in the organization (Soelistya, 2014). With the opportunities provided by the leadership to subordinates in every company activity, employees will feel more valued, so they can be encouraged to show efforts to improve their performance. The results of Andre Setiawan's research (2017) prove that participatory leadership style, job satisfaction, and each work motivation have a significant effect on employee performance.

In an effort to improve employee performance, in addition to the participatory leadership style, it is also necessary to pay attention to things that can encourage employees to improve their performance. Meeting the needs of employees is often a factor that can encourage employees to improve their performance as individuals who have motivation. Work motivation questions how to direct the power and potential of subordinates so that subordinates want to work together productively to achieve and realize the goals that have been determined (Judge, 2015). Fatmawati et al. (2014), Ananto et al. (2016), Santika and Antasari (2019), Andre Setiawan (2017) prove that motivation affects performance. In contrast to the results of research by Marjaya and Pasaribu (2019), who found that motivation did not affect performance.

The sub-district office carries out the main tasks of administering government authority delegated by the mayor to handle several regional autonomy affairs and general government tasks. Including preparation and implementation of Strategic Plans (Renstra) and public order, organizing the implementation and enforcement of laws and regulations, and coordinating the

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implementation of government activities at the sub-district level. Also, developing village government administration, implementing community services within the scope of their duties or which cannot be implemented by sub-districts, implementing Minimum Service Standards (SPM), and organizing and applying the Public Service Standards (SPP). Further, the application of community satisfaction index measurement facilities (IKM), or the application of collecting customer opinions periodically aimed at improving service quality, managing public complaints, managing general administration including program preparation, management, administration, finance, staffing, household, equipment, public relations, library and archives, delivery of development results data and other information related to public services regularly through the local government website, evaluating and reporting on the implementation of main tasks and functions, as well as the application of other tasks assigned by the mayor according to their duties and functions.

Based on observations made to employees who work in the District Office, the phenomenon related to the participatory leadership style is that there is not yet full cooperation involving employees in making decisions. It affects the performance of its employees. It is expected that leaders and their employees create a better relationship in terms of communication, cooperation, involvement of subordinates, and decision-making in completing office tasks. Likewise, with the phenomenon of work motivation at the sub-district office, there is already motivation from the leadership, yet not been carried out optimally, so it needs to be investigated further. Considering this is very influential, it is expected that the quality and quantity of work achieved by employees in carrying out their duties due to the responsibilities given to them will affect their performance.

Employee job satisfaction is one of the factors that are considered crucial because it can affect the organization as a whole. The satisfaction felt by employees at work is an indication that employees have feelings of pleasure in carrying out their work duties. The phenomenon that occurs is related to job satisfaction, the lack of supervision by the leadership to subordinates so that their work results are not optimal. It is expected that the leader can maximize the supervision of his employee. The next phenomenon related to employee performance is that there are still many employees who lack the initiative in working so that in carrying out their work, they always wait for orders from their superiors. However, there are still many employees, who cannot complete their work on time.

II. LITERATURE REVIEW

A. Participative Leadership Style and Work Motivation

The participatory leadership style is a leader with perfect trust in his employees (Thoha, 2001). In every problem, continuously rely on getting ideas or opinions from employees and have the intention to use their ideas constructively. Participative leaders decentralize authority to employees. Decisions made are not unilateral but still participatory (Badeni, 2013). These decisions result from consultations between leaders and employees (subordinates). Meanwhile, Hasibuan (2011) states that a participatory leadership style is a form a leader influences the behavior of employees. So, they are willing to work together and productively to achieve organizational goals. Participatory leadership style is the behavior or method chosen and used by leaders in influencing the thoughts, feelings, attitudes, and behavior of their subordinate at the organizations (Nawawi, 2003).

"Motivation is a condition to move employees to achieve their motives and goals." Motivation is a driving desire that exists within oneself with the power to encourage and move individual urges to be able to work in each model it is expected to be realized (Mangkunegara, 2018). Meanwhile, according to Hasibuan (2017), motivation is the thing that causes, distributes, and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal results. The meaning of employee work motivation is the power that causes a member of the organization to be disposed to direct his abilities of expertise and skills to carry out various activities that become his responsibility and fulfill his obligations in achieving the goals and various targets that have been determined by the previous agency (Siagian, 2015). It is in accordance with what has been described by Hafidzi et al. (2019), that motivation is the provision of a driving force that creates one's work enthusiasm so that they are able to work together, work effectively, and with integrity with all their efforts to achieve satisfaction.

H1 : It is suspected that participatory leadership style (X1) and work motivation (X2) have a significant effect on job satisfaction (Y1) at the Malang City District Office.

H2 : It is suspected that participatory leadership style (X1) and work motivation (X2) have a significant effect on employee performance (Y2) at the Malang City District Office.

B. Job Satisfaction and Employee Performance

Job satisfaction is a feeling that supports or does not support employees related to their work and their conditions (Mangkunegara, 2016). Job satisfaction can also be interpreted as a positive attitude from employees, including feelings and behavior toward their work through the assessment of one job as a sense of appreciation in achieving one of the essential values

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of the job (Afandi, 2018). Furthermore, Robbins and Judge (2007) said that job satisfaction is an individual's general attitude towards his occupation where a person is required to interact with colleagues and superiors and follow the rules and policies of the organization to meet performance standards. According to Titisari (2014), job satisfaction is an expression of one's feelings or attitudes toward his work, promotion opportunities, relationships with coworkers, supervision, and satisfaction with the work itself. Meanwhile, according to Kasmir (2017), job satisfaction is a feeling of pleasure or liking someone before and after work. Job satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work (Veithzal Rivai, 2015).

Performance is the result of a process that refers to and is measured over a certain period on pre-determined terms or agreements. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Meanwhile, Sutrisno (2016) wrote that performance is the result of employee work seen from the aspect of quality, quantity, working time, and cooperation to achieve the goals set by the organization. "Performance is the result of a process that refers and is measured over a certain period of time-based on pre-determined provisions or agreements (Fahmi, 2017)." While, Mahsun (2016) stated that performance is a description of the level of achievement of the implementation of an activity or program, or policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. Performance refers to the stage of achievement of the tasks that make up an employee's job. Performance reflects how well an employee fulfills the requirements of a job. Often misinterpreted as effort, which represents the energy expended, performance is measured in terms of results (Simamora, 2015).

H3: It is suspected that job satisfaction has a significant effect on employee performance (Y2) at the Malang City District Office.

C. Relationship between Participatory Leadership Style, Work Motivation, Work Discipline and Employee Performance.

Employee performance is a crucial and appealing part because it has proven to be very important in its benefits. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the company depends on the quality of the performance of the human resources in it (Syamsuddinnor, 2014). Employee performance has several factors that can influence it, one of the factors that affect employee performance is the participatory leadership style. The right leadership style will lead to a person's motivation to excel. The success or failure of employees in work performance can be influenced by the participatory leadership style and job satisfaction of the employees themselves (Regina, 2010).

Leadership involves making decisions that allow others to influence the leader's decisions. In participatory leadership, subordinates participate in goal setting and problem-solving. Meanwhile, Badeni (2013) stated that participative leaders decentralize authority to employees. Decisions are made not unilaterally but participative. These decisions are the result of the leader's consultation with his subordinates.

In addition to a participatory leadership style that can affect performance, there are other factors, namely, work motivation. It is supported by Wibowo (2016) that motivation can affect performance, although it is not the only factor that shapes performance. Motivation is a process that needs to encourage a person to carry out a series of activities that lead to the achievement of specific goals. Goals that, if successfully achieved, will satisfy or fulfill these needs (Ira Rahmadita, 2013).

Work motivation is formed from the attitude of employees in dealing with work situations in the company (Mangkunegara, 2013). The mentality of employees who are beneficial to the work environment strengthens their work motivation in achieving maximum performance. Of course, according to Sayuti (2015), work motivation is also influenced by several things, namely the salary received, a sense of security, a comfortable environment, relations between workers, and opportunities at work for a satisfactory result. A job that is quickly and accurately completed is good job performance.

In addition to participatory leadership style and work motivation, another factor is the thought to influence employee performance is job satisfaction. Robbins and Judge (2011) define job satisfaction as a positive feeling in a job, which is the impact/result of the reason for various aspects of the job. In simple terms, job satisfaction is a reason that makes someone enjoy the work because they feel happy doing their job.

Employee job satisfaction is a crucial issue concerning employee work productivity, and dissatisfaction is often associated with a high stage of job demands and complaints. Workers with high levels of dissatisfaction are more likely to do things that hinder the company (Sutrisno, 2012).

H4: It is suspected that participatory leadership style (X1) and work motivation (X2) have a significant effect on employee performance (Y2) through job satisfaction (Y1) at the Malang City District Office.

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III. METHOD

This study uses a questionnaire as an instrument given to respondents to be filled in to obtain the required information. The questionnaire is arranged of question sentences of positive sentences related to variables. The population in this study were civil servants at the Malang City District Office, amounting to 114 employees. The sample was taken using the slovin formula because the respondents were more than 100 employees, so 88 employees became the object of the research.

The method of analyzing the data in this study was carried out with the following techniques: descriptive analysis and structural equation model analysis. Descriptive analysis in this study will be used in determining the frequency distribution of respondents' answers to the results of questionnaire collection. This analysis is needed to describe the data collected from the questionnaire. Structural equation model analysis is used in determining the effect of participatory leadership style and work motivation on employee performance through job satisfaction.

IV. RESULT

Path Equation Model



Source: Primary data processed, 2022

The effect of participatory leadership style on job satisfaction is significant at the α 5% level with a p-value of 0.016 and a regression coefficient of 0.363. It shows that the participatory leadership style affects job satisfaction, which means that the better the participatory leadership style, the higher job satisfaction.

The effect of work motivation on job satisfaction is significant at the α 5% level with a p-value of 0.000 and a regression coefficient of 0.533. It shows that work motivation affects job satisfaction, which means the higher the work motivation, the higher the job satisfaction.

The effect of participatory leadership style on employee performance is significant at the level of α 5% with a p-value of 0.014 and a regression coefficient of 0.271. It shows that the participatory leadership style affects employee performance, which means that the better the participatory leadership style, the better the employee's performance.

The effect of work motivation on employee performance is significant at the α 5% level with a p-value of 0.000 and a regression coefficient of 0.525. It shows that work motivation affects employee performance, which means that the higher the work motivation, the higher the employee's performance.

The effect of job satisfaction on employee performance is significant at the α 5% level with a p-value of 0.000 and a regression coefficient of 0.680. It shows that job satisfaction affects employee performance, which means the higher job satisfaction, the higher employee performance.

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Table 1. Summary of Direct, Indirect and Total Effect Analysis Results from Path Analysis

Variable	Direct Effect	Prob.	Indirect Effect	Total Effect
Participatory leadership style → Job Satisfaction	0.363	0.016*	-	-
Work Motivation → Job Satisfaction	0.533	0.000*	-	-
Participatory leadership style → Employee performance	0.271	0.014*	-	-
Work Motivation → Employee performance	0.525	0.000*	-	-
Job Satisfaction → Employee performance	0.680	0.000*	-	-
Participatory leadership style → Job Satisfaction → Employee performance	0.271	-	0.363 x 0.680 = 0.247	0.518
Work Motivation → Job Satisfaction → Employee performance	0.525	-	0.533 x 0.680 = 0.362	0.887

* Significant at α 5%

Source: Primary data processed, 2022

Based on the data listed in the table, the total effect of the participatory leadership style variable on the employee performance variable (0.518) is greater than the direct effect (0.271). Likewise, the work motivation variable on the employee performance variable has a total effect (0.887) that is greater than the direct effect (0.525). These results indicate that job satisfaction has the status as an *intervening* variable in the influence of participatory leadership style and work motivation on employee performance because the total value is greater than the direct effect.

V. DISCUSSION

Participatory leadership style has a significant effect on employee job satisfaction. One crucial factor that triggers the influence of participatory leadership style on employee satisfaction is the leader who continuously involves subordinates to work together to achieve organizational goals. It is reflected in the leader's attitude, who constantly cooperates with employees in an effort to solve every problem in the office. It means that the better the participatory leadership style, the better the job satisfaction of the employees so that they will be more enthusiastic, diligently, and sincerely by holding fast or obeying every rule set by management. The results of this study support Setiawan (2017) proves that the participatory leadership style has a crucial effect on job satisfaction.

Work motivation has a significant effect on employee job satisfaction. One of the crucial factors that trigger the influence of work motivation on employee job satisfaction is the need for achievement, which is reflected in the spirit of employees who constantly try to achieve success in their work. Employees who need high achievement have a strong desire to carry out and complete all the tasks assigned to them. Employees with high work motivation expect to achieve achievements in their organizations. The need for achievement arises because of the desire to get an award from the organization for its achievement. Appreciation for his achievements then creates satisfaction in employees. It means that the higher the work motivation, the higher the job satisfaction of employees. The results of this study support Fatmawati et al. (2014), Ananto et al. (2016), and Santika and Antasari (2019) that work motivation variables have a significant effect on employee job satisfaction.

Participatory leadership style has a significant effect on employee performance. The primer indicator that forms a participatory leadership style is cooperation, which is represented in the leader's attitude who continuously cooperates with employees in an effort to solve every problem in the office. It means that the better the participatory leadership style, the better the performance of employees and vice versa. Leaders with a participatory approach will try to ask for and use suggestions from their subordinates, even though the final decision-making remains their responsibility. The results of this study support Setiawan (2017) proves that the participatory leadership style has a crucial effect on employee performance.

Work motivation has a significant effect on employee performance. The primer indicator that forms or increases work motivation is the need for achievement. It is reflected in the spirit of the employees who constantly strive to achieve success in their work. It means that the higher the work motivation, the higher the employee's performance and vice versa. Giving individual work motivation to employees will run faster so that employees can work optimally. Work motivation is a condition that moves employees who are directed to achieve work goals in their organization. A leader who provides appropriate motivation must be able to see the behavior shown by employees and choose the methods so that employees are more

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motivated at work. The provision of suitable work motivation with the needs of employees must be maintained so that employees can perform in accordance with the organization's expectations. The results of this study support Fatmawati et al. (2014), Santika and Antasari (2019), and Setiawan (2017), who prove that work motivation has a significant effect on employee performance.

Job satisfaction has a significant effect on employee performance. The main thing that can grow job satisfaction is supervisor or work supervision. It is depicted in the employees' satisfaction because their superiors are always ready to help them when needed. It means that the higher the job satisfaction of employees can further improve their performance and vice versa.

A supervisor is a figure who plays a crucial role in the organization's management. Employees' satisfaction with supervisors or work supervision shows they are very loyal to their work. Their satisfaction arises because they feel cared for while carrying out their duties. Their job satisfaction is a reflection of the job satisfaction enjoyed at work by getting praise for their work, placement, treatment, equipment, and a good working environment. Job satisfaction in work is a sense of satisfaction enjoyed by getting compliments for work, placement, treatment, equipment, and a good work environment. The results of this study support Fatmawati et al. (2014), Sari and Hadijah (2016), Santika and Antasari (2019), and Setiawan (2017), who prove that job satisfaction has a significant effect on employee performance.

Job satisfaction is able to mediate the influence of participatory leadership style on employee performance. It means that a leader who applies a participatory leadership style will always establish good or harmonious communication with his subordinates, invite subordinates to cooperate with each other in completing office tasks, and involve them in finding solutions to solve or resolve problems at the office, as well as listening to the ideas and suggestions of subordinates in decision-making efforts. Such participatory leader behavior then fosters feelings of satisfaction in employees because they feel that they are always valued and involved by their superiors in every job in the office. It is the reason that triggers the enthusiasm of employees to constantly improve their performance. The results of this study support Setiawan (2017) proves that job satisfaction is able to mediate the effect of participatory leadership style on employee performance.

Job satisfaction is also an intermediary effect of work motivation on employee performance. It means that work motivation can improve employee performance if employees have high satisfaction with the effort or work they have been doing for the organization. Employees with high work motivation certainly expect to achieve achievements in their organizations. The need for achievement arises because of the desire to get an award from the organization for its goals. Appreciation for his achievements then creates satisfaction in employees. Job satisfaction they had is what will ultimately trigger the enthusiasm of employees to show good performance. The results of this study support Fatmawati et al. (2014), Ananto et al. (2016), and Santika and Antasari (2019), which prove that work motivation variables have a significant effect on employee job satisfaction. The results of this study support Fatmawati et al. (2014) and Santika and Antasari (2019), who prove that job satisfaction is able to mediate the effect of work motivation on employee performance.

VI. CONCLUSION AND SUGGESTION

A. Conclusion

The participatory leadership style is built by communication, cooperation, involvement of subordinates, and decision-making. The main thing that forms a participatory leadership style is cooperation, which is represented in the attitude of the leader, who continually cooperates with employees in an effort to solve every problem in the office. Work motivation is formed by the need for achievement, the need for power, and the need for affiliation. The main thing that can increase work motivation is the need for achievement, which is depicted in the spirit of employees who consistently strive to achieve success in their work. Besides, job satisfaction is shown by occupation, salary, work supervision, promotion, and co-workers. The main thing that can increase job satisfaction is supervisor or work supervision, reflected in employees' feelings of fascination because their superiors are constantly ready to help when needed. Employee performance is manufactured by quantity, quality, and timeliness. The main thing that can improve employee performance is timeliness, which is reflected in the behavior or attitude of employees who can complete work on time.

Participative leadership style and work motivation can increase employee job satisfaction. One of the crucial factors that trigger the influence of participatory leadership style on employee job satisfaction is that the leader always involves subordinates to work together to achieve organizational goals, which is reflected in the attitude of the leader who always cooperates with employees in an effort to solve every problem at the office. It means that the existence of an ideal participatory leadership style supported by the high work motivation of employees can foster job satisfaction.

Participative leadership style and work motivation could improve employee performance. The primary indicator that forms a participatory leadership style is cooperation, which is reflected in the attitude of the leader, who constantly cooperates with

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employees in an effort to solve every problem in the office. It means that employee performance could be built through an ideal participatory leadership style from superiors and high work motivation from employees.

Job satisfaction can improve employee performance, and the essential thing that can grow job satisfaction is work supervision or supervision. It is reflected in the feeling of satisfaction of the employees because their superiors are continuously accessible to guide them at any time when needed. It means that high job satisfaction can improve employee performance.

A participative leadership style can improve employee performance through job satisfaction. It means that employee performance can be built if they are satisfied with the salary while working. Besides, the leader can apply a participatory leadership style reflected in his attitude that always cooperates with employees in solving every problem in the office. Work motivation can improve employee performance through job satisfaction. It indicates that the higher the work motivation of the employees reflected in their enthusiasm so continuously attempt to achieve success in their work.

B. Suggestions

This research enriches the conception of understanding human resource management, so it is necessary to develop models and concepts of employee performance with a job satisfaction approach. Leaders or superiors of the organization should involve employees in solving any problems or work problems that exist in the office so that they can make it easier to obtain solutions. Employees should always do something and check the results of their work carefully so that they can immediately correct if there are errors. It is because accuracy is a significant factor that can determine the accuracy of work results according to targets set by the organization.

It is suggested for the next researcher to carry out a vaster development with variables other than participatory leadership style, work motivation, and job satisfaction that can affect employee performance. The author suggests analyzing the variables of training, communication, work discipline, compensation, teamwork, organizational culture, organizational commitment, and work environment.

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