

**THE INFLUENCE OF PARTICIPATIVE LEADERSHIP AND
TEAMWORK ON EMPLOYEE JOB SATISFACTION AND ITS IMPACT
ON ORGANIZATIONAL PERFORMANCE AT THE UNIVERSITY OF
MUHAMMADIYAH ACEH, PROVINCE OF ACEH, INDONESIA**

Mimiasri, Faisal, Sofyan Idris

Magister Management Program, Faculty of Economics and Business,
Universitas Syiah Kuala, Banda Aceh, Indonesia

ABSTRACT

This study aims to determine the effect of participatory leadership and teamwork on employee job satisfaction and its impact on organizational performance at the Muhammadiyah University of Aceh. The sample in this study amounted to 257 respondents who were employees of Unmuha Aceh. In this study the entire population was sampled. This study uses a questionnaire as an instrument, the data analysis equipment used in this study is structural equation modeling (SEM) with the help of the Amos program and Path analysis to determine the causality relationship between independent and dependent variables.

The results showed that the influence of participatory leadership on employee job satisfaction was positive 33.8%, which means that the better participatory leadership will increase employee job satisfaction, the effect of teamwork on employee job satisfaction is 47.1% positive, which means that the better the team collaboration, it will increase employee job satisfaction, the influence of participatory leadership on organizational performance is positive 16.9%, which means that the better participatory leadership will improve organizational performance, the influence of teamwork on organizational performance is positive 15.6% , which means that the better teamwork will improve organizational performance, the effect of employee job satisfaction on organizational performance is 60.2%, which means that the better employee job satisfaction will improve organizational performance. Furthermore, employee job satisfaction variables act as variables that mediate the relationship between participatory leadership and organizational performance with path coefficient value 0.169 ($\alpha = 0.05$), then the employee job satisfaction variable acts as a variable mediating the relationship between teamwork and organizational performance with path coefficients 0.156 ($\alpha = 0.05$).

Keywords: Participatory Leadership, Teamwork, Employee Job Satisfaction, Organizational Performance

INTRODUCTION

Private universities are educational institutions in under the Coordination of Private Higher Education (KOPERTIS) whose activities are inseparable from issues of leadership and performance related to its activities in the education sector. With the greater the competition faced by every educational institution that private colleges are required to develop their organizations and seefekti f efficiently as possible, so as to compete on an ongoing basis. This requires private university leaders to improve organizational performance so as not to lose its existence in the community. Additionally leader must be able to control with better organization and the university community capable of acting as a partner in education programs at the I ndonesia (Sinambela, 20 10:34).

According to Robbin (2016: 24) o organization is a consciously coordinated social unit consisting of two or more people and functions on a relatively continuous basis to achieve a common goal . In achieving its objectives needed a leader who can give something changes in an effort to improve inerja k o rganisasi better to achieve organizational goals. This causes the organization to need a leader which is able to direct employees to make a change (Shaskin, 2011: 33). In order to achieve organizational goals, a work team was formed in the form of departments and divisions, so that cooperation between employees was needed .

Based on the initial survey, it was found that the phenomenon of participatory leadership, teamwork bridged by employee job satisfaction was already in Unmuha Aceh, but organizational performance was not maximized. While the theory and results of previous research revealed that participatory leadership, teamwork bridged by employee job satisfaction will improve organizational performance.

Based on the background described earlier, the researcher is interested in conducting research entitled "*The influence of Participation Leadership and Teamwork on Employee Job Satisfaction and Its Impact on Organizational Performance at the University of Muhammadiyah Aceh*".

The purpose of research is very necessary in research to find out what you want to achieve in a study. Based on the formulation of the problems that have been described previously, the purpose of this study is:

- 1) To test and analyze the influence of participatory leadership on the performance of the Unmuha organization.

- 2) To test and analyze the influence of teamwork on the performance of the Unmuha organization.
- 3) To test and analyze the influence of participatory leadership on job satisfaction of Unmuha employees.
- 4) To test and analyze the influence of teamwork on job satisfaction of Unmuha employees.
- 5) To test and analyze the effect of employee job satisfaction on the performance of Unmuha organization.
- 6) To test and analyze the influence of participatory leadership mediated by employee job satisfaction on the performance of Unmuha organization.
- 7) To test and analyze the effect of teamwork mediated by employee job satisfaction on the performance of the Unmuha organization.

The expected benefits of this study are as follows:

- 1) Benefits for practitioners:
 - a) The results of this study d iharapkan can help provide input for Unmuha related to organizational performance and factors affecting that participative leadership and teamwork through employee satisfaction.
 - b) Can increase knowledge about the concepts that have been learned by implementing the concept in work practices , especially those related to organizational performance.
 - c) Can provide new insights and clear information about the importance of organizational performance.
- 2) Benefits for academics
 - a) Provide proof of the relationship of participative leadership, teamwork, and employee job satisfaction on organizational performance.
 - b) The results of this study can be used for further research related to the topic of this study.

LITERATURE REVIEW

Organizational Performance

Robbins (20 16: 171) mentions performance is the work that can be achieved by a person or group of people in an organization, in accordance with their respective responsibilities and authority in an effort to achieve organizational goals. There is close relationship between employee performance and organizational performance. W ith other words, if k inerja then the potential employee's performance is also good organization.

Relevant understanding is also expressed by Simanjuntak (2015: 115) which states that, performance is the result achieved by someone according to the size that applies to the work in question, as a level in where employees meet the specified work requirements. The work target has been determined by the organization that must be completed by employees. Or in other words, every employee already has the responsibility they have to live.

Employee Job Satisfaction

According to Noor (2013: 34) of job satisfaction means feeling mendukung or no support suffered by the employee. Whereas according to Robbins (2016: 46) express job satisfaction is a way employees feel themselves or their work. It can be concluded that job satisfaction is a feeling that supports or does not support the employee in relation to his work or condition. Job-related feelings involve aspects, such as efforts, career development opportunities, relationships with other employees, work placements, and organizational structures. Meanwhile perasaan that they relate to, among others such as age, health condition, abilities and education.

Participatory Leadership

According to Yukl, (2010:23) " *participative leadership involves other people 's influence over the leader's decisions*". (Participative leadership involves using a variety of decision procedures that give others a certain influence on the leader's decision). Making decisions is one of the most important functions carried out by leaders. In some activities, leaders involve members in making and implementing decisions, participate in planning work, solving problems, and others.

Teamwork

Team collaboration or *teamwork* is defined by damam, (2015) as processes that allow ordinary people to achieve extraordinary results. Whereas Herujito (2016: 39) explains that the team has a common goal or goal in where team members can develop effectiveness and reciprocity to achieve team goals.

Team collaboration is individuals who work together in an organizational environment to achieve team goals through sharing knowledge and skills. One important element of a team is the focus towards shared goals and clear goals (Lakoy, 2015).

RELATIONSHIP BETWEEN VARIABLES

Participative leadership has an influence on organizational performance. this influence can be seen from the role of participatory leadership in organizational performance. Participative leadership considers that employees in an organization deserve to be consulted regarding an issue in an organization.

This is nothing but to accommodate opinions and answers to solve problems (Fitriani, 2013).

Teamwork has an influence on organizational performance. This influence can be seen from the role of teamwork on organizational performance. Teamwork can help the performance of an organization. Employees who have solid teamwork in a job, will help with problem solving. This will improve employee performance. This means that the problems faced by employees do not become a deterrent to the employee in bringing down the job (Damam, 2015).

Participative leadership has an influence on employee job satisfaction. This influence can be seen from the role of participatory leadership in employee job satisfaction. K epemimpinan participatory leadership involves efforts to encourage and facilitate the participation of other employees in making important decisions. This shows that the employee feels valued and considered important in an organization. Furthermore, the employee will feel satisfied working because he contributes to giving advice related to decision making.

Teamwork has an influence on employee job satisfaction. This influence can be seen from the role of teamwork on employee job satisfaction. In teamwork, every problem is solved together. The better teamwork that exists within an organization, the better job satisfaction of employees. Employees will feel satisfied at work because they can always complete their work.

Employee job satisfaction has an influence on organizational performance. This influence can be seen from the role of employee job satisfaction on organizational performance. Employee job satisfaction is created by the success of employees in completing their work. Furthermore, this satisfaction will have an impact on improving employee performance itself, until finally it will reflect an increase in organizational performance. Employees feel satisfied working, he will be enthusiastic in working, so that he will improve his individual performance, then will improve organizational performance (Syamsir et al. , 2016).

Participative leadership has an indirect influence on organizational performance through employee job satisfaction. This indirect influence can be seen from the role of participatory leadership on employee performance through employee job satisfaction (Partianingsih. 2014). Teamwork has an indirect influence on organizational performance through employee job satisfaction. This indirect influence can be seen from the teamwork's role in organizational performance through employee job satisfaction.

Based on the relationship between variables that have been described previously, then in brief the exposure can be seen in Figure the following:

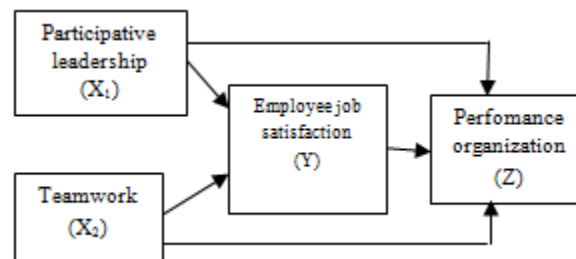


Figure 2.1: Research Framework

The hypothesis in this study are as follows:

- 1) H₁: Participative leadership influences the performance of the Unmuha organization.
- 2) H₂: Teamwork affects the performance of the Unmuha organization.
- 3) H₃: Participative leadership influences job satisfaction of Unmuha employees.
- 4) H₄: Teamwork affects the work satisfaction of Unmuha employees.
- 5) H₅: Employee job satisfaction affects the performance of the Unmuha organization.
- 6) H₆: Employee job satisfaction mediates the influence of participatory leadership on the performance of the Unmuha organization.
- 7) H₇: Employee job satisfaction mediates the influence of teamwork on the performance of the Unmuha organization.

RESEARCH METHOD

Location and Object of Research

This research was conducted at the University of Muhammadiyah Aceh (Unmuha), Jl. Kampus Unmuha No. 91, Batoh, Lueng Bata, Banda Aceh. The object of this research is all employees at Unmuha. This study will present the influence of participatory leadership and teamwork on employee job satisfaction and its impact on organizational performance.

Population and Sampling

The population in this study were all Unmuha employees totaling 257 employees. Unmuha employees in this study were permanent lecturers and *non-* permanent lecturers who were scattered in each work unit. This study includes all elements of the population into a sample, so that this research can be categorized as research with saturated samples (Sugiyono, 2007: 68). So the number of respondents in this study as many as 257 Unmuha employees for the sake of analyzing the next data.

Data collection technique

Data collection techniques used in this study are techniques by directly distributing questionnaires to respondents. This dissemination is carried out directly by researchers in the place of observation. The researcher directly distributed questionnaires to respondents who had been selected as research samples.

Measurement Scale

This study uses a questionnaire model that is used using a questionnaire has 5 alternative responses using a Likert scale. The answers of all respondents were analyzed to see the number (frequency) of the answers given. Respondent frequency analysis is seen from all respondents. Of the 20 questions posed, it produces an average (mean) score for each variable and can be interpreted based on class length.

Operational Variable Research

Operational variables in this study consisted of performance organization (endogenous variables), employee satisfaction (mediating variables), participative leadership (exogenous) and teamwork (exogenous)

Data Analytical Tool

The data analytical Tool used in this study is *structural equation modeling* (SEM) with the help of the Amos program. The SEM equation model is a set of statistical techniques that allows testing a series of relatively complex relationships simultaneously.

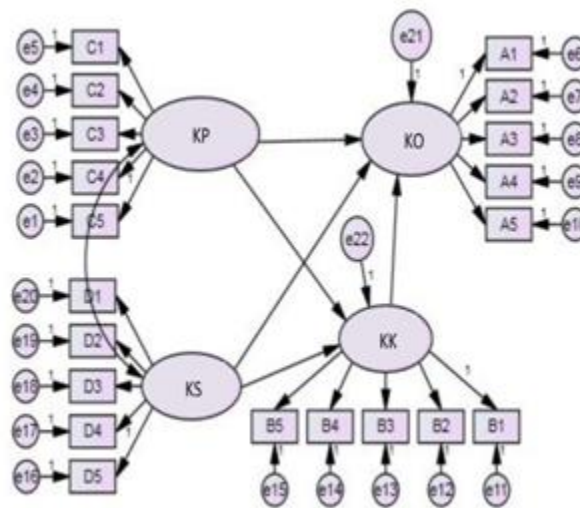


Figure 3.1: Research Analysis Scheme

RESULTS AND DISCUSSIONS

Instrument Test

Data validity testing in this study was carried out statistically, using the *Pearson product-moment coefficient of correlation* test with the help of the SPSS program. Based on the results of the analysis, all statements are declared valid because they have a significance level of below 5%.

Whereas if done manually, the correlation value obtained by each statement must be compared with the critical value of the *product moment* correlation where the results show that all statements have a correlation value above the critical value of 5%, namely above 0,1406. so that the statements are significant and have construct validity. Or in statistical language there is *internal consistency* which means that the statements measure the same aspect. This means that the data obtained is valid and can be used for further analysis, as explained in Table 4.1

Table 4.1: Validity Test Results

No. Statement	Variable	Correlation coefficient	Critical Value 5% (N = 194)	Ket
1. A1	Participatory leadership (X ₁)	0,776	0,1406	Valid
2. A2		0,781		
3. A3		0,768		
4. A4		0,827		
5. A5		0,782		
6. B1	Teamwork (X ₂)	0,852	0,1406	Valid
7. B2		0,850		
8. B3		0,832		
9. B4		0,837		
10. B5		0,796		
11. C1	Employee job satisfaction (Y)	0,781	0,406	Valid
12. C2		0,845		
13. C3		0,760		
14. C4		0,779		
15. C5		0,826		
16. D1	Organizational performance (Z)	0,769	0,406	Valid
17. D2		0,801		
18. D3		0,783		
19. D4		0,776		
20. D5		0,697		

Source : 2018 Primary Data, (processed)

Then assessing the reliability of the questionnaire used, then in this study reliability test based on *Cronbach Alpha* was used commonly used to test questionnaires in social science research. This analysis is used to interpret the correlation between the scale created with the scale of the existing variable.

Reliability testing referred to in this research is to determine the extent to which the results of measurements performed statistically consistent, namely by calculating *Cronbach Alpha* with SPSS. The results are as described in Table 4.2 which shows that the instruments in this study are reliable because the alphabet value is greater than 0, 60 .

Table 4.2: Research Variable Reliability (Alpha)

No.	Variable	Item Variable	Alpha value	Ket
1.	Participatory leadership (X_1)	5	0.889	Reliable
2.	Team collaboration (X_2)	5	0.884	Reliable
4.	Employee job satisfaction (Y)	5	0.823	Reliable
5.	Organizational performance (Z)	5	0,858	Reliable

Source: 2018 Primary Data (processed)

Respondents' Perceptions of Variables in participatory leadership, teamwork, employee job satisfaction and organizational performance.

1. Perceptions of participatory leadership

The results of processing data about respondents 'perceptions of participatory leadership variables obtained an overall average value of 3.82, or respondents' responses to questions of participatory leadership are good . Respondents claimed that leaders considered the opinions of subordinates before make decisions, leaders give opportunities to employees for promotion, and leaders make clear structures in organizational activities.

2. Teamwork

The results of data processing about respondents' perceptions of teamwork obtained an overall average value of 3.96, or the respondent's response to the questions of teamwork was good. Respondents admitted that working with one another honestly and trusting with other team members, had a high commitment to achieving team goals, and communication that was established between fellow members of the organization was done maximally.

3. Employee job satisfaction

The results of data processing about respondents' perceptions of Employee job satisfaction obtained an overall average score of 3.90, or the respondent's response to the questions of employee job satisfaction is good. Respondents claimed that the leadership gave recognition from the completion of the assignment, given the opportunity to occupy different positions in the organization, clear promotion for each member.

4. Organizational performance

The results of data processing about respondents' perceptions of organizational performance obtained an overall average value of 4.21, or respondents' responses to questions of organizational performance were very good. Respondents claimed that being able to finish the work on time, the quality of work produced got the approval of the leader, and the number of jobs given did not hamper the completion.

Data Analysis Processes and Results

The model that will be used in this study is a causality model or relationship or influence and to test the proposed hypothesis, the analysis technique used is SEM (*Structural Equation Models*). The use of SEM analysis methods because SEM can identify the dimensions of a construct and at the same time be able to measure the influence or degree of relationship between factors that have been identified dimensions .

Confirmatory Factor Analysis (*Confirmatory Factor Analysis*)

This confirmatory factor analysis is a stage of measurement of indicators that form latent variables in the research model. Latent variables or constructs used in this study model consisted of two exogenous and endogenous variables with number 2 all indicators amounted to 20. As usual factor analysis, the objective of confirmatory factor analysis is to examine unidimensionalitas of forming respective indicators each latent variable. Furthermore, the results of the confirmatory factor analysis will be discussed from each model.

Data processing results for confirmatory factor analysis for all constructs in this study are shown in Figure 4.1

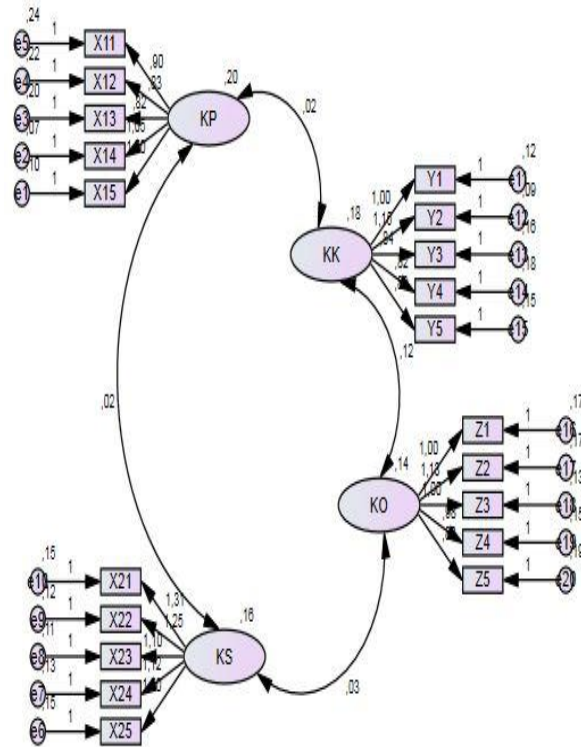


Figure 4.1: Confirmatory Factor Analysis

Loading factor that represents the contribution of each indicator to the variable it represents can be seen in Table 4. 3 below :

Table 4.3: Loading Factor Indikator Terhadap Variabelnya

			Estimate	S.E.	C.R.	P
X15	<---	X1	1,000			
X14	<---	X1	1,050	0,084	12,464	0,000
X13	<---	X1	0,821	0,092	8,959	0,000
X12	<---	X1	0,829	0,095	8,867	0,000
X11	<---	X1	0,903	0,100	9,012	0,000
X25	<---	X2	1,000			
X24	<---	X2	1,122	0,110	10,237	0,000
X23	<---	X2	1,102	0,105	10,502	0,000
X22	<---	X2	1,248	0,116	10,790	0,000
X21	<---	X2	1,309	0,123	10,625	0,000
Y1	<---	Y	1,000			
Y2	<---	Y	1,147	0,097	11,877	0,000
Y3	<---	Y	0,839	0,092	9,126	0,000

Y4	<---	Y	0,818	0,094	8,695	0,000
Y5	<---	Y	0,892	0,093	9,626	0,000
Z1	<---	Z	1,000			
Z2	<---	Z	1,132	0,135	8,379	0,000
Z3	<---	Z	1,000	0,118	8,464	0,000
Z4	<---	Z	0,983	0,121	8,111	0,000
Z5	<---	Z	0,857	0,120	7,134	0,000

Source: Primary Data, 2018 (processed)

Based on the results of Table 4. 3 above it can be seen that all indicators included in the model have fulfilled the requirements to be included in the subsequent data processing because all estimated values have a significance value less than 0.05. Ghozali (2008) suggests that factor weight is considered to have strong enough validation to explain the latent construct. Before proceeding to the structural stage, we will see the feasibility of the existing model. Model feasibility testing is done by testing the model fit through goodness of fit .

Table 4.4: Goodness of Fit Measurement Models Criteria Table

Size Index Criteria	Cut-off Value	Analysis Results	Model Evaluation
χ^2 - Chi Square	Small is expected	1,960	Well
CMIN	CMIN/DF <2	1,795	Well
RMSEA	< 0,08	0,035	Well
GFI	≥ 0,90	0,951	Well
AGFI	≥ 0,90	0,986	Well
TLI	≥ 0,95	0,958	Well
CFI	≥ 0,95	0,988	Well

Source: Primary Data, 2018 (processed)

Based on Table 4. 4 above it can be seen that in general, using the *goodness of fit* test , it can be concluded that the existing measurement model has met the criteria of fit, so that output that comes out of this model can be made as a finding or research findings related to the relationship between indicators with their respective constructs.

Structural Equation Modeling Analysis (SEM)

Structural Equation Model Analysis (SEM) in full models made after analysis of the level u j i dimensionality of the latent variable forming indicators tested by *confirmatory factor analysis*. Analysis of data processing results in the *full SEM model* carried out by conducting conformity tests and statistical tests. Processing results data for full SEM model analysis is shown in Figure 4.2

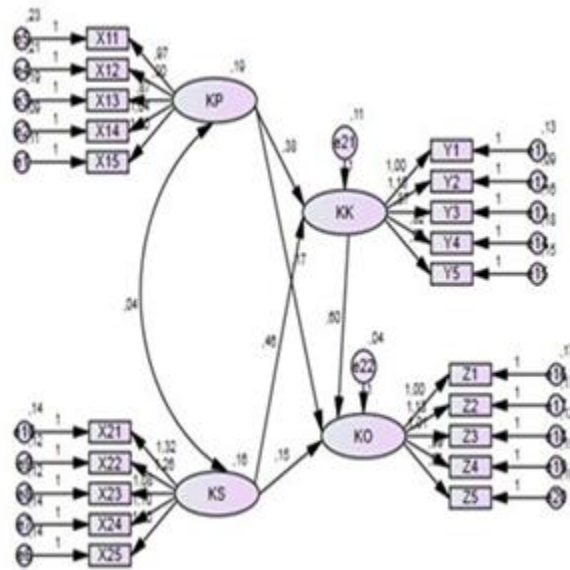


Figure. 4.2: Structural Equation Model (SEM) Testing Results

Figure 4.2: shows the influence of each variable, namely:

1. The influence of participatory leadership on employee job satisfaction is positive 0.338, which means that the better participatory leadership will increase job satisfaction of employees.
2. The influence of teamwork on employee job satisfaction is positive 0.471, which means that the better teamwork will increase job satisfaction of employees.
3. Effect of participative leadership to organizational performance is positive 0.169, which means that the better it will be shortly participative leadership ingkatkan organizational performance.
4. Effect of teamwork to the positive performance of the organization is 0.156, which means that the better the teamwork it will shortly ingkatkan organizational performance.
5. The effect of employee job satisfaction on organizational performance is positive 0.602, which means that the better employee job satisfaction will improve organizational performance.

Hypothesis Testing

After all assumptions can be met, then the hypothesis will be tested as proposed in the previous chapter. The testing of the 7 research hypotheses was carried out based on the *Critical Ratio* (CR) value of a causality relationship from the results of SEM processing as in Table 4.5 below.

Table 4.11: Regression Weight Structural Equational Model

			Estimate	S.E.	C.R.	P
Employee job satisfaction	<---	Participatory leadership	0 , 388	0,074	5,241	0,000
Employee job satisfaction	<---	Teamwork	0 , 471	0,083	5,664	0,000
Organizational performance	<---	Participatory leadership	0 , 169	0,061	2,782	0,005
Organizational performance	<---	Teamwork	0 , 156	0,067	2,340	0,019
Organizational performance	<---	Employee job satisfaction	0 , 602	0,093	6,468	0,000

Source: Primary Data Processed, (2018)

Based on the results of SEM analysis in Table 4.5 and statistical equations (1) and (2), the following results can be formulated:

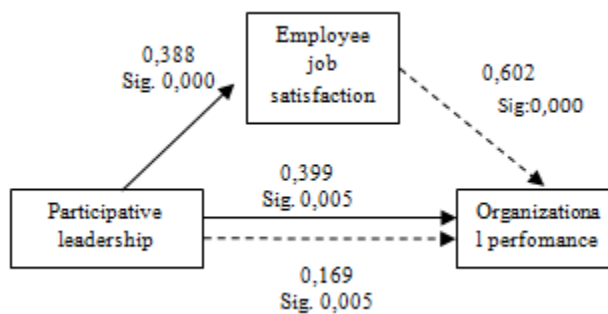
$$\text{Job satisfaction} = 0,388$$

$$\text{Participative leadership} + 0,471 \text{ Teamwork}$$

$$\text{Organizational performance} = 0,169 \text{ Participative leadership} + 0,156 \text{ Teamwork} + 0,602 \text{ Employee job satisfaction}$$

The Effect of Participatory Leadership on Organizational Performance Through Employee Job Satisfaction

Testing the effects of mediating variables on participatory leadership on personnel performance can be explained as follows:



Picture 4.3: Testing of Mediating Effects Participatory leadership on Organizational Performance through Employee Job Satisfaction

Based on Figure 4.3, it is found that the path coefficient between participatory leadership and employee job satisfaction obtained path coefficient value of 0.388, while the path coefficient of employee job satisfaction on organizational performance is 0.602. The path coefficient between participatory leadership and direct organizational performance is obtained by a value of 0.399. The path coefficient between participatory leadership and organizational performance obtained a value of 0.169. Because of the direct influence between participatory leadership and significant organizational performance at $\alpha = 5\%$, the indirect effect between participatory leadership and significant organizational performance at $\alpha = 5\%$, the influence of participatory leadership on employee job satisfaction was significant at $\alpha = 5\%$ and the influence of employee job satisfaction on organizational performance is also significant at $\alpha = 5\%$ so it can be concluded that the variable employee job satisfaction acts as a variable that mediates the relationship between participatory leadership and organizational performance . The role of mediation played by employee job satisfaction is *partially mediating* .

The Effect of Team Cooperation on Organizational Performance Through Employee Job Satisfaction

research result shows that testing the effect of mediating variables teamwork on employee job satisfaction can described as follows:



Picture 4.4: Mediating Effects Testing Teamwork on Organizational Performance Through Employee Job Satisfaction

Based on Figure 4.4, it was found that the path coefficient between teamwork and employee job satisfaction obtained path coefficient value of 0.471, while the path coefficient of employee job satisfaction on organizational performance was 0.602. The path coefficient between teamwork and organizational performance directly obtained a value of 0.400. The path coefficient between teamwork and organizational performance is obtained by a value of 0.156. Because of the direct influence between teamwork and significant organizational performance at $\alpha = 5\%$, the indirect effect between teamwork and significant organizational performance at $\alpha = 5\%$, the effect of

teamwork on employee job satisfaction was significant at $\alpha = 5\%$ and the effect of job satisfaction employees on organizational performance are also significant at $\alpha = 5\%$ so it can be concluded that the variable employee job satisfaction acts as a variable that mediates the relationship between teamwork and organizational performance. The role of mediation played by employee job satisfaction is *partially mediating*.

DISCUSSIONS

The influence of participatory leadership on employee job satisfaction obtained CR value of 5.241 with a significance level of 0.000. Thus it can be concluded that participatory leadership has an effect on increasing employee job satisfaction. The magnitude of the influence of participatory leadership on employee job satisfaction is 0.388 or 38.8%. This indicates that participatory leadership will have a positive and real influence on increasing employee job satisfaction. The results of this study are in line with the research of Safitri, Amri and Shabri (2012); Sugihandara, & Wayan, (2015); Damam (2015). They stated that participatory leadership contributed to employee job satisfaction. Employees will be very proud if the organization has participatory leadership. Pride is because employees are given the opportunity to consult, then given the opportunity to provide suggestions for decision making. Furthermore, there is also the management of democracy. This pride will make them smooth in completing their work. So that employees feel satisfied because of the participatory leadership.

The effect of teamwork on employee job satisfaction obtained CR value of 5.664 with a significance level of 0,000. Thus it can be concluded that team collaboration has an effect on increasing employee job satisfaction. The magnitude of the effect of teamwork on employee job satisfaction is 0.471 or 47.1%. This indicates that the higher the level of team collaboration will increase employee job satisfaction. Results p enelitian is relevant to the research Safitri, (2012); Damam (2015); and Syamsir et al. (2016). They stated that working together the team is a factor that is vital to employee satisfaction. Employees would be very happy if can build teamwork among employees and will tumbuhanya tumbuhny a job satisfaction. Teamwork will greatly support employee work. This is because with teamwork, employees can consult and exchange opinions on their work. With teamwork, the work assigned to the employee will not be a burden, making it easier to solve.

The influence of participatory leadership on organizational performance obtained CR value of 2.782 with a significance level of 0.005. Thus it can be concluded that participatory leadership influences organizational performance. The magnitude of the influence of participatory leadership on employee organizational performance is 0.169 or 16.9%. This indicates that the higher the level of participatory leadership will further improve organizational performance. The results of this study are relevant to the research of Safitri et al. (2012); Fitriani, (2013);

Partiningsih (2014); Marpaung (2014); Damam (2015); Lumbasi (2016); and Setiawan (2017). They stated that participatory leadership plays an important role in organizational performance. Karyawan is very happy if at work, the leaders provide consultation opportunities, decision making is also involved and democratic management is also felt. The pleasure of these employees will be realized in the form of increasing organizational performance in a way they improve individual performance. The results of this study are not relevant to the research of Hatta, Musnadi and Mahdani (2017). He stated that leadership styles cannot lead to performance improvements. This means that when the collision force increases or decreases, it does not cause performance to increase or decrease.

The influence of teamwork on organizational performance obtained CR value of 2.340 with a significance level of 0.019. Thus it can be concluded that team collaboration has an influence on improving organizational performance. The magnitude of the effect of teamwork on employee organizational performance is 0.156 or 15.6%. This indicates that the higher the level of team collaboration will further improve organizational performance. The results of this study are relevant to Marpaung's (2014) study; Lakoy (2015); Agwu (2015); and Syamsir et al. (2016). They stated that the work at the team contribute to organizational performance. Employees who have a goal together, trust, kekompakan, right, enthusiasm in work and communion kation effective would be very supportive of organizational performance. The teamwork will be realized in the form of increased enthusiasm and enthusiasm in completing their work. It is the result of working together teams that exist in the organization with which they work. The results of this study are not relevant to Damam's (2015) research; Lawasi, (2017); and Hatta et al. (2017). They revealed that team collaboration cannot affect performance. This shows that when teamwork increases or decreases, it cannot influence the increase or decrease in organizational performance.

The effect of employee job satisfaction on organizational performance was obtained by CR value of 6.468 with a significance level of 0.000. Thus it can be concluded that employee job satisfaction influences organizational performance. The magnitude of the influence of participatory leadership on organizational performance is 0.602 or 60.2%. This indicates that the higher job satisfaction of employees will have a direct influence on improving organizational performance. The results of this study are relevant to the research of Safitri et al. (2012); Fitriani, (2013); Partiningsih (2014); Marpaung (2014); Damam (2015); Lumbasi (2016); and Setiawan (2017). They stated that participatory leadership plays an important role in organizational performance. Karyawan is very happy if at work, the leaders provide consultation opportunities, decision making is also involved and democratic management is also felt. The pleasure of these employees will be realized in the form of increasing organizational performance in a way they improve individual performance.

The results of this study are not relevant to the research of Hatta et al. (2017). He stated that leadership styles cannot lead to performance improvements. This means that when the collision force increases or decreases, it does not cause performance to increase or decrease.

CONCLUSIONS

1. The influence of participatory leadership on employee job satisfaction is positive 0.338, which means that the better participatory leadership will increase job satisfaction of employees.
2. The influence of teamwork on employee job satisfaction is positive 0.471, which means that the better teamwork will increase job satisfaction of employees.
3. Effect of participative leadership to organizational performance is positive 0.169, which means that the better the participative leadership will shortly ingkatkan organizational performance.
4. Effect of teamwork to organizational performance is positive 0.156, which means that the better the teamwork it will shortly ingkatkan organizational performance.
5. The effect of employee job satisfaction on organizational performance is positive 0.602, which means that the better employee job satisfaction will improve organizational performance.
6. The direct influence between participatory leadership and significant organizational performance at $\alpha = 5\%$ and the influence of participatory leadership on employee job satisfaction is significant at $\alpha = 5\%$ and the influence of employee job satisfaction on organizational performance is also significant at $\alpha = 5\%$ so the employee job satisfaction variable plays a role as a variable that mediates the relationship between participatory leadership and organizational performance. The role of mediation played by employee job satisfaction is *partially mediating*.
7. Direct influence between teamwork with organizational performance were significant at $\alpha = 5\%$ and the effect of teamwork on employee job satisfaction is significant at $\alpha = 5\%$ and the effect of employee satisfaction on organizational performance is also significant at $\alpha = 5\%$, it can be concluded that the variable satisfaction Employee work acts as a variable that mediates the relationship between teamwork and organizational performance. The role of mediation played by employee job satisfaction is *partially mediating*.

Recommendations

1. To improve organizational performance, the organization is advised to increase the intensity of consultation between employees and leaders.

2. To improve employee job satisfaction, the organization is advised to recognize that the completion of the task has been completed by the employee.
3. To improve participatory leadership, the leadership is advised to increase the chance of giving opinions by employees to the leadership.
4. To improve teamwork, it is advisable for employees to increase commitment to team goals.

REFERENCES

- Agwu, MO. (2015). Teamwork and Employee Performance in the bonny Nigeria Liquefied Natural Gas Plant. *Strategic Management Quarterly*. Vol.3. No.4:39-60.
- Bungin, Burhan. (2011). *Metode Penelitian Kuantitatif*. Edisi Kedua. Cetakan Keenam. Jakarta: Kencana.
- Damam. (2015). Pengaruh Kerjasama, Gaya Kepemimpinan Kepala Sekolah dan Iklim Organisasi terhadap Kepuasan Kerja dan Kinerja Guru pada Sekolah Dasar di Kecamatan Sungai Durian. *Jurnal Ilmiah Ekonomi Bisnis*. Vol.1. No.2:385-300.
- Fitriani.(2013). Pengaruh Gaya Kepemimpinan Partisipatif terhadap Kinerja Pegawai pada Dinas Pendidikan Provinsi Kalimantan Timur.*Ejurnal Administrasi Negara*. Vol.1. No.3:989-1002.
- Gunawan. (2012). Pengaruh Konflik Peran, Ketidakjelasan Peran, Kelebihan Peran dan Gaya Kepemimpinan terhadap Kinerja Auditor di Kantor Akuntan Publik Wilayah DKI Jakarta. *Binus Business Review*. Vol.3. No.2:825-839.
- Hatta, M., Musnadi, S., & Mahdani. (2017). Pengaruh Gaya Kepemimpinan, Kerjasama Tim, dan Kompensasi terhadap Kepuasan Kerja serta Dampaknya pada Kinerja Karyawan PT. PLN (Persero) Wilayah Aceh. *Jurnal Magister Manajemen Fakultas Ekonomi dan Bisnis Unsyiah*. Vol.1. No.1:70-80.
- Hughes, RL., Robert C., Ginnet.,& Gordon.,JC. (2012).*Leadership, Enhancing the Lessons of Experience, Alih Bahasa: Putri Izzati*. Jakarta: Salemba Humanika.
- Herujito, MY. (2016). *Dasar-dasar Manajemen*. Jakarta: Grasindo.
- Juliandi, Azuar., Irfan., & Saprial, M. (2014). *Metodologi Penelitian Bisnis, Konsep dan Aplikasi*. Medan: Umsu Press.

- Lakoy, AC. (2015). Pengaruh Komunikasi, Kerjasama Kelompok, dan Kreativitas terhadap Kinerja Karyawan pada Hotel Aryaduta Manado. *Jurnal Emba*. Vol. 3. No. 3: 981-991.
- Lawasi, ES., & Boge, T., (2017). Pengaruh Komunikasi, Motivasi dan Kerjasama Tim terhadap Peningkatan Kinerja Karyawan. *Jurnal Manajemen dan Kewirausahaan*. Vol.5. No.1:47-57.
- Lomanto, SL. (2012). Pengaruh Gaya Kepemimpinan terhadap Kepuasan Kerja dengan Moderasi Locus of Control dan Kejelasan Tugas pada Peran Auditor Yuniior. *Jurnal Ilmiah Mahasiswa Akuntansi*. Vol.1. No.1:21-25.
- Lumbasi, GW., George, OK., & Caren, AO. (2016). The Effect of Participative Leadership Style on the Performance of Coya Senior Managers in Kenya. *Research journalis Journal of Management*. Vol.3. No.5:1-12.
- Mangkuprawira, TB., & Sjafri. (2014). *Manajemen Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- Mathis, LR., & Jackson, JH. (2011). *Human Resource Management, Eedisi10*. Jakarta: Salemba Empat.
- Mangkunegara, AA. Anwar Prabu. (2010). *Evaluasi Kinerja SDM*. Bandung: Refika Aditama.
- Marpaung, M. (2014). Pengaruh Kepemimpinan dan Team Work terhadap Kinerja Karyawan di Koperasi Sekjen Kemendikbud Senayan Jakarta. *Jurnal Ilmiah Widiya*. Vol.2. No.1:30-40.
- Nasution, E.H., Musnadi, S., & Faisal. (2018). Faktor-faktor yang Mempengaruhi Kepuasan Kerja dan Dampaknya terhadap Kinerja Pegawai Kanwil Direktorat Jenderal Kekayaan Negara Aceh. *Jurnal Magister Manajemen, Fakultas Ekonomi dan Bisnis Unsyiah*. Vol.2. No.1:123-134.
- Noor, Juliansyah. (2013). *Penelitian Ilmu Manajemen, Tinjauan Filosofis dan Praktis*. Jakarta: Kencana.
- Partiningsih, S. (2014). Pengaruh Gaya Kepemimpinan Partisipatif terhadap Kinerja Pegawai pada Rumah Sakit Umum Daerah Abdul Wahab Sjahranie Kota Samarinda. *Ejurnal Ilmu Pemerintahan*. Vol.2. No.1:1787-1801.

- Putri, PYA., & Made, YL. (2013). Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan Sektor Publik, dengan in Role Performance dan Innovative Performance sebagai Variabel Mediasi. *Ejurnal Akuntansi Universitas Udayana*. Vol.5. No.3:627-638.
- Republik Indonesia. Peraturan Pemerintah RI No.17 Tahun 2010 tentang Pengelolaan dan Penyelenggaraan Pendidikan Tinggi.
- Rivai, ZV., Ramly, M., Mutis., T., & Arafah, W., (2015). *Manajemen Sumber Daya Manusia Untuk Perusahaan, Dari Teori ke Praktek*. Edisi Keempat., Jakarta: Raja Grafindo Persada.
- Robbins, Stephen P., (2016). *Perilaku Organisasi*, Edisi Kedua Belas. Jakarta: Salemba Empat.
- Rosita, T., & Tri., T. Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan dengan Komitmen Organisasional sebagai Variabel Intervening. *Jurnal Ilmu dan Riset Manajemen*. Vol.5. No.1:1-20.
- Safitri, HM., Amri & Shabri, M. (2012). Pengaruh Gaya Kepemimpinan, Kerjasama Tim dan Gaya Komunikasi terhadap Kepuasan Kerja serta Dampaknya terhadap Kinerja Pegawai pada Sekretariat Daerah Kota Sabang. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*. Vol.2. No.1:1-17.
- Santoso, Singgih. (2010). *Statistik Multivariat, Konsep dan Aplikasi dengan SPSS*. Jakarta: Elex Media Komputindo.
- Sarinah & Mardalena. (2017). *Pengantar Manajemen*. Yogyakarta: Deepublish.
- Sekaran, Uma. (2006). *Metodologi Penelitian untuk Bisnis*. Jilid 1 dan 2, Edisi 4. Jakarta: Salemba Empat.
- Setiawan, A. (2017). Pengaruh Gaya Kepemimpinan Partisipatif terhadap Kinerja Karyawan melalui Motivasi Kerja dan Kepuasan Kerja. *Agora*. Vol.5. No.3:1-7.
- Simanjuntak, Payaman J. (2015). *Manajemen dan Evaluasi Kinerja*. Jakarta: Lembaga Penerbit Fakultas Ekonomi Universitas Indonesia.
- Suwatno & Priansa, D. (2011). *Manajemen SDM dalam organisasi Publik dan Bisnis*. Bandung: Alfabeta.
- Sinambela, Lijan Poltak. (2010). *Reformasi Pelayanan Publik: Teori, Kebijakan, dan Implementasi*. Jakarta. Bumi Aksara.

Sugiyono.(2007). *Statistika Untuk Penelitian*. Bandung: Alfabeta.

Supranto, J. (2000). *Statistik Teori dan Aplikasi*. Jakarta: Erlangga.

Shaskin, Marshall & Molly G. Sashkin.(2011). *Prinsip-prinsip Kepemimpinan*. Jakarta: Erlangga.

Sugihandara, B., & Supartha., WG. (2015). Pengaruh Kepemimpinan Partisipatif, Komitmen Organisasional dan Imbalan Finansial terhadap Kepuasan Kerja Karyawan. *Ejurnal Manajemen Unud*. Vol.4. No.10:2886-2911.

Shujaat, S., Amir, M., & Nadeem., AS. (2014). Impact of Team Work on Employee Satisfaction. *Ibt Journal of Business Studies, Formerly Journal of Management and Social Sciences*. Vol.10. No.2:71-80.

Syamsir, Gunawan, & Idris, M. (2016). Pengaruh Profesionalisme, Kredibilitas, Responsif, dan Tim Work terhadap Kepuasan Kerja Pegawai pada Dinas Kependudukan dan Catatan Sipil Kabupaten Gowa. *Jurnal Mirai Management*. Vol.1. No.1:50-75.

Winardi, J. (2013). *Teori Organisasi & Pengorganisasian*. Jakarta: Rajawali Press.

Yukl, G., & Wexley, K. (2010). *Perilaku Organisasi dan Psikologi Personal*. Jakarta: Rineka Cipta.