

The Effect of Participatory Leadership and Teamwork On Work Productivity With Job Satisfaction As An Intervening Variable

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Abstract: Employees are one of the main priorities for many organizations. High work productivity is greatly influenced by various factors, one of which is the quality of leadership and work culture within the team. This study aims to analyze the effect of participative leadership and collaborative teams on work productivity, with job satisfaction as an intervening variable on employees of PT Maha Putra Engineering. This study combines participative leadership and cooperation time as independent variables, with job satisfaction as an intervening variable to analyze work productivity. This study uses a quantitative approach, which aims to measure and analyze the relationship between variables that have been determined systematically and objectively. The population used in this study was 96 employees, the sample in this study was the entire sample of 96 employees. The data analysis technique used was the Partial Least Square (PLS) using Smart PLS software. The results of this study indicate that participative leadership has a positive and significant effect on productivity and work satisfaction, as well as work productivity through job satisfaction as an intervening variable (partial). Working time has a positive and significant effect on job satisfaction, and work productivity through job satisfaction as an intervening variable (full), but does not directly affect work productivity. The findings of this study provide new insights into the importance of job satisfaction as a relationship in the influence of working time on productivity as well as the conditions, organizational culture, and leadership dynamics in working time in companies must be more focused and relevant to the company.

Keywords: Job Satisfaction, Participative Leadership, Teamwork, Work Productivity

A. Introduction

In the current era of globalization, companies face challenges related to the quality of human resources which are still relatively low. Human resources play a vital role because without them, the company's activities cannot be carried out optimally to achieve its goals, namely to sustain its life and obtain maximum profit (Moko et al., 2021). In relation to achieving these goals, the company must strive to increase the work productivity of its employees. Human resources are the key to the development

of the company (Darmawan, 2020). So it is important for companies to pay attention to the feelings and attitudes of employees towards their work, which include productivity and job satisfaction. Work productivity is one of the important issues in human resource management. Productivity is understood as a mental attitude that encourages a person to always make progress, development, and innovation (Salas-Vallina et al., 2021). High employee work productivity can increase organizational productivity and accelerate the achievement of organizational goals.

One of the key factors that determine the success of an organization in achieving its goals is the leadership factor (Suherni et al., 2023). Among the various leadership styles, participative leadership has become the focus of attention in recent decades (Khasawneh & Elrehail, 2022). This leadership style involves the active participation of team members in decision-making, which not only increases their involvement but also increases their sense of responsibility for the work results achieved (Setiawan et al., 2021). Participative leadership is based on the assumption that when team members feel heard and involved in the decision-making process, they will be more motivated to work with higher dedication (Olayisade & Awolusi, 2021). This approach is considered an effective way to empower employees, improve morale, and promote a more collaborative work environment (ref). In a broader context, participative leadership is also seen as a tool to encourage innovation, as members are encouraged to submit new ideas and contribute to organizational development (Jambo & Hongde, 2020).

Previous research (Tamam et al., 2024) has shown that participative leadership has various positive impacts on various aspects of the organization, including job satisfaction, employee performance, and organizational commitment. However, there is still disagreement about the extent to which the influence of participative leadership applies in various organizational and cultural contexts. Therefore, this study aims to further examine the influence of participative leadership on organizational performance, especially in the industrial context. By revealing the relationship between participative leadership and organizational outcomes, this study is expected to provide new insights that are useful for organizational leaders in implementing a more effective leadership style that is in accordance with team needs.

Work productivity is one of the main indicators of an organization's success (Putri et al., 2024). High productivity not only reflects efficiency in the use of resources but also reflects the organization's ability to achieve goals effectively. One important factor that contributes to increased productivity is teamwork (Mustika et al., 2024).

Teamwork, often referred to as collaboration, is the ability of team members to work together effectively to achieve common goals. At one time, members are expected to share their knowledge, skills, and resources, and work synergistically to complete the tasks given (Sarah & Eryandra, 2024). When teamwork goes well, organizations can achieve greater results than if individuals work separately (Herman et al., 2023).

Research (Nurfadhilah & Widiasih, 2024) has shown that well-functioning teams have the potential to significantly increase productivity. This is due to several factors, including increased communication, shared workloads, and the diversification of skills that each team member brings to the table. However, poor teamwork can actually be a barrier to productivity, leading to conflict, job dissatisfaction, and even lower quality of work output. Given the importance of teamwork in improving productivity, this study aims to examine in depth how teamwork affects work productivity. It will also explore the factors that influence the effectiveness of teamwork and how organizations can develop strategies to strengthen collaboration among team members.

Data from PT Maha Putra Engineering, a contractor company in Badung, shows that their employee productivity tends to fluctuate during the period from July to December 2023. Factors that affect employee productivity at PT Maha Putra Engineering include absenteeism, results, quality of work results, error rates, and work completion time. These fluctuations can be caused by various factors, including the participatory leadership style implemented by the company's management. Participatory leadership involves employees in the decision-making process, which can increase work productivity (Akbiyik et al., 2020).

In addition to participatory leadership, employee productivity is also influenced by teamwork. Effective teamwork can improve productivity, social relationships, communication, and work efficiency (Khaliq et al., 2020). However, observations show that the composition of members in the work divisions at PT Maha Putra Engineering is not ideal, which has an impact on the fluctuation of employee productivity. Employee job satisfaction is also an important factor that can affect work productivity. Participative leadership and good teamwork can increase employee job satisfaction, which in turn can increase work productivity (Bella, 2023).

Pre-survey data shows that employee job satisfaction at PT Maha Putra Engineering is still quite low, with an average score of 2.92 out of 5. Based on several previous studies, there is evidence that participative leadership and teamwork have an effect on work productivity and job satisfaction. In addition, job satisfaction can be an intermediary variable of the influence of participative leadership and teamwork on work productivity. Therefore, this study aims to examine the effect of participative leadership and teamwork on work productivity with job satisfaction as an intervening variable on employees of PT Maha Putra Engineering. With this research, it is hoped that it can provide useful insights for managers and organizational leaders in managing their teams more effectively, so that they can increase work productivity and achieve organizational goals optimally.

B. Methods

This study uses a quantitative approach, which aims to measure and analyze the relationship between predetermined variables systematically and objectively. The population in this study were all employees at the of PT Maha Putra Engineering, totaling 69 employees. Because the population size is relatively small, the sample selection method used is the saturated sample method (total sampling) (Sugiyono, 2011). In the saturated sample method, all members of the population are used as samples (Kim et al., 2022) so that the number of samples in this study was 69 employees, not 96 employees as previously stated. This study involves inferential analysis to test the relationship between variables using Smart PLS (Partial Least Square) software (Smart PLS is a popular tool in data analysis because it is able to handle complex structural models and data with non-normal distributions. This method is very suitable for research that has a recursive model with latent variables measured using formative, reflective, or mixed indicators. In variance-based Structural Equation Modeling (SEM) with PLS, the analysis is divided into two main parts:

Structural Model (Inner Model)

This part evaluates the relationships between latent variables, which are theoretical constructs that cannot be measured directly but are estimated through their indicators. This structural model is used to test hypotheses about the relationships between latent variables.

Measurement Model (Outer Model)

This part assesses the validity and reliability of the indicators used to measure the latent variables. In this model, convergent validity (the extent to which indicators measuring the same construct correlate with each other) and discriminant validity (the extent to which different constructs are represented by different sets of indicators) are tested. In addition, the reliability of the indicators is also evaluated. The steps in PLS analysis include:

Developing a Theory-Based Model

This stage involves developing a conceptual model based on existing theories and a review of relevant literature.

Path Diagram Creation

This diagram illustrates the relationship between latent variables and their indicators and between the latent variables themselves.

Evaluation of Model Suitability

After the model is developed, it is evaluated to assess the suitability of the data to the proposed theoretical model.

Validity and Reliability Testing

Convergent and discriminant validity and indicator reliability are tested to ensure that the model is reliable. The resulting model is evaluated using several measures such as R-square, which indicates how well the model can explain the dependent variable, and Q-square, which assesses the predictive relevance of the model. A higher R-square value indicates that the model has a good ability to explain the variability of the dependent variable, while Q-square is used to measure the extent to which the model has strong predictive ability.

With this approach, this study seeks to provide a comprehensive understanding of how various variables affect organizational performance at the PT Maha Putra Engineering, Jl. Raya Tumbakbayuh.

C. Results and Discussion

General Information

In the study conducted at PT Maha Putra Engineering, the instruments used were tested for validity and reliability to ensure the quality of the data collection process. These tests are essential to guarantee that the survey or questionnaire measures what it intends to measure (validity) and that it consistently produces similar results under consistent conditions (reliability).

Validity Testing

Validity refers to the degree to which an instrument accurately measures the concept it is supposed to measure. In this case, the questions related to leadership, teamwork, job satisfaction, and productivity were assessed to ensure they effectively capture the intended variables. The validity of the instruments likely involved content validity (whether the questions cover the full range of the concept), construct validity (whether the questions relate to the theoretical constructs they intend to measure), and possibly criterion-related validity (how well the instruments predict a particular outcome, such as employee productivity). To assess validity, correlation coefficients (typically above 0.30) are used to determine whether each question correlates well with the overall construct it is supposed to measure.

Reliability Testing

Reliability indicates the consistency of the instrument in producing stable results over time. In this study, reliability is likely measured using Cronbach's Alpha, a statistical measure that assesses internal consistency. A Cronbach's Alpha value above 0.70 generally indicates good reliability, meaning that the responses to the survey questions are consistent across different items measuring the same concept.

By ensuring that the instruments used in the study are both valid and reliable, the researchers at PT Maha Putra Engineering can be confident that the findings accurately reflect the relationships between participative leadership, teamwork, job satisfaction, and productivity. This strengthens the credibility of the study's results, making the conclusions about leadership and teamwork's influence on productivity more robust.

In the context of this study, the instruments used to collect data have been tested for validity and reliability. The test results show that all items in the instrument have high validity, with a correlation coefficient above 0.30. This indicates that the instrument used is able to measure what should be measured accurately. In addition, the reliability test shows that this instrument is also consistent in measuring, with a Cronbach Alpha value above 0.60. This means that the instrument can be relied on in further research and the results obtained tend to be accurate and reliable.

Overall, this study provides an in-depth view of PT Maha Putra Engineering, while also showing that the research instruments used have been tested and proven valid and reliable, so that the results of this study can be used as a reference for better decision making regarding improving health services in the area.

Correlation Coefficient

The results of the validity test showed that all statement items in the research instrument were valid with a correlation coefficient above 0.30. High validity ensures that the research instrument accurately captures the theoretical dimensions of the variables being studied. With a validity of more than 0.30, the results obtained from this instrument can be considered a true representation of the phenomenon being studied, so that the conclusions drawn from the data analysis will be more reliable.

Cronbach Alpha

The reliability test shows that the Cronbach Alpha value for all variables in this study is above 0.60, indicating that the instrument used has a good level of internal consistency. High reliability means that if this study is repeated using the same instrument, the results obtained tend to be consistent. This is important in the context of quantitative research because reliability ensures that the data collected is stable and

reliable for further analysis. In practice, a Cronbach Alpha value above 0.60 is often considered the minimum acceptable limit to indicate that the instrument is reliable. Higher values, such as 0.70 or 0.80, will indicate stronger reliability, but in certain contexts, values above 0.60 are considered adequate, especially if the instrument is newly developed or used in a new context. Overall, the results of the validity and reliability tests provide confidence that the instruments used in this study can be relied on to measure the variables being studied. High validity ensures that the instrument measures what is qualified to be measured, while good reliability indicates that the instrument is consistent in its measurement. Thus, the results of this study can be used to support theoretical and practical arguments that are relevant to the research topic.

Descriptive Analysis

Descriptive analysis showed that the characteristics of the respondents consisted of 56% women and 44% men. The majority of respondents were aged 26-35 years (47.8%), had a diploma education (59.4%), and had worked for 6-10 years (33.3%). This shows the dominance of women in the a contractor company sector, with productive age and diploma education being more common in PT Maha Putra Engineering. These findings provide important insights into the profile of the workforce in the a contractor company sector, particularly in the context of PT Maha Putra Engineering.

Female Dominance (56%)

These results indicate that the majority of the workforce at the PT Maha Putra Engineering are women. The dominance of women in this workforce can also be linked to the characteristics of jobs in the health sector that require empathy, attention, and strong interpersonal communication, which are often identified as qualities possessed by women. In addition, the increasing participation of women in the workforce may also be a contributing factor to these findings.

Productive Age (47.8% aged 26-35 years)

Most respondents are in the productive age group, namely 26-35 years, which is the age at which a person tends to reach peak work performance and productivity. This is the ideal age to adapt to the demands of health care work, which often requires energy and good technical skills. This age group also tends to be more open to change and professional development. In the context of a contractor company, employees of productive age are often more adaptive to new technologies, treatment methods, and evidence-based practices that can improve the quality of services.

Diploma Education (59.4%)

Most respondents have a diploma level of education, which may reflect the educational standards for positions in the PT Maha Putra Engineering. Diploma education is considered adequate to provide the technical and practical skills needed in their roles. The high proportion of workers with diploma education also indicates that the PT Maha Putra Engineering, as a basic a contractor company service unit focuses on intermediate qualifications in recruiting staff, where practical and technical skills are more important than higher academic qualifications. However, this may also indicate opportunities for further professional development, such as additional training or continuing education to improve the quality of services.

Work Experience (33.3% have worked for 6-10 years)

Most respondents have between 6-10 years of work experience, indicating that they have had sufficient experience to understand the demands and responsibilities of the job at the PT Maha Putra Engineering. This experience is important in the context of health services, because the longer someone works, the more skilled they are in handling various administrative situations. This fairly long work experience also indicates the stability of the workforce at PT Maha Putra Engineering, which can improve the quality of service because more experienced employees are usually more efficient and able to handle various challenges better.

Overall, the descriptive analysis shows that the workforce at the PT Maha Putra Engineering is dominated by women who are of productive age and have a diploma level of education. This indicates that the workforce at the PT Maha Putra Engineering has good potential to carry out key roles in providing a company service. Sufficiently long work experience also contributes to the quality of services provided. The results of this study can be used as recommendations for PT Maha Putra Engineering management to focus more on efforts to improve workforce capacity, such as providing training opportunities and career development for experienced employees, and maintaining gender balance by considering the role and contribution of male workers. In addition, it is also important to continue to support productive-age workers in improving their technical and professional skills in order to provide better services to the community.

The results of the study indicate that organizational justice has a positive and significant influence on employee commitment in PT Maha Putra Engineering. The higher the level of organizational justice, the higher the employee commitment. This finding emphasizes the importance of management to pay attention to organizational justice in increasing employee commitment. This study is in line with various previous studies stating that organizational justice can increase employee commitment. In addition, the study also found that organizational justice has a positive and significant effect on the quality of work life. In other words, better justice in the organization has

the potential to improve the quality of employee work life. This finding suggests that management should focus on improving organizational justice to improve the quality of work life. This result is consistent with studies suggesting that organizational justice has a positive impact on the quality of work life.

The Effect of Organizational Justice on Employee Commitment The results of this study found that the higher the organizational justice, the higher the employee commitment. This emphasizes the importance of implementing the principle of justice in the work environment, especially in the distribution of workload, decision making, and treatment of employees. Organizational justice, which includes distributive justice (fairness in the location of resources), procedural justice (fairness in the decision-making process), and interactional justice (fairness in interpersonal relationships), has been shown to be a factor that drives employee commitment. When employees feel fair treatment from management, they will be more committed to the organization because they feel valued and respected. High employee commitment is very important in the context of company services, such as in the PT Maha Putra Engineering, where the quality of service is highly dependent on employee dedication and loyalty. High commitment will result in better performance, longer employee retention, and reduced.

The Effect of Organizational Justice on Quality of Work Life The results of the study also found that organizational justice has a positive and significant effect on quality of work life (QWL). Quality of work life refers to the level of employee well-being in the workplace, including job satisfaction, work-life balance, and a supportive work environment. Good organizational justice creates a more positive work environment, where employees feel that their contributions are recognized and treated fairly. This contributes to improved quality of work life because employees who feel treated fairly tend to be more satisfied with their jobs, have higher motivation, and show better psychological well-being. This study also found that organizational justice not only increases commitment, but also has a broader positive impact on employee well-being and work-life balance, which ultimately impacts overall organizational performance.

Based on the findings of this study, the management of PT Maha Putra Engineering should pay greater attention to implementing the principle of justice in managerial policies and practices. This can include re-evaluating decision-making procedures, ensuring openness and transparency in resource allocation, and providing fair rewards to employees for their contributions. In addition, effective communication and interactions that respect the values of justice also need to be improved to strengthen the sense of justice among employees. By creating a fair environment, organizations not only improve commitment and quality of work life, but can also improve productivity and company service performance. Human resource development efforts that focus on improving perceptions of organizational justice can be done through managerial and supervisory training that encourages fair communication skills, participatory decision-making, and fair conflict resolution.

Overall, this study confirms that organizational justice has a positive and significant impact on employee commitment and quality of work life. This finding underscores the importance of management to continue to pay attention to aspects of justice in various organizational processes. By improving justice in the organization, management can build a more positive, productive, and sustainable work environment.

Table 1. Results of Direct Effect Hypothesis Testing

No.	Relationship Between Variables	Path Coefficient	T-statistics	Information
1.	Participative Leadership (X_1) - Work productivity (Y_2)	0,230	2,119	H_1 accepted
2.	Teamwork (X_2) - Work productivity (Y_2)	0,050	0,396	H_2 rejected
3.	Participative Leadership (X_1) - Job satisfaction (Y_1)	0,559	3,970	H_3 accepted
4.	Teamwork (X_2) - Job satisfaction (Y_1)	0,286	2,343	H_4 accepted
5.	Job satisfaction (Y_1) - Work productivity (Y_2)	0,630	8,229	H_5 accepted

Source: Data processing results

Table 1 show that participative leadership and teamwork have different effects on work productivity at PT Maha Putra Engineering. First, participative leadership is proven to have a positive and significant effect on work productivity. This means that the higher the employee's perception of participative leadership, the higher their work productivity. This finding is consistent with the theory that leaders who involve subordinates in decision-making can increase job satisfaction, motivation, and productivity, as well as improve the quality of decisions taken (Rowan et al., 2022). At PT Maha Putra Engineering, participative leadership contributes significantly to employee work productivity, supporting previous studies by (Yusuf et al., 2022) and (Baldwin, 2020), but contradicts the findings of (Torlak et al., 2022) which states that participative leadership does not have a significant effect on employee work productivity. According to (Owusu-Agyeman, 2021), participative leadership involves followers in the decision-making process, provides understanding and opportunities to voice opinions, and considers employee ideas. This is reflected in the perception of PT Maha Putra Engineering employees, which shows that they feel that the leadership gives all members the opportunity to voice their opinions. Descriptive analysis shows that employee perceptions of participatory leadership at PT Maha Putra Engineering are very high, with the most important indicator being the use of work group suggestions to make decisions that affect the group. However, this indicator needs to be further improved to achieve maximum participatory leadership.

On the other hand, research shows that teamwork does not have a significant effect on work productivity at PT Maha Putra Engineering. This is in accordance with the findings of (Araffat et al., 2020). Although teamwork is considered important in an organization, the composition of the team that does not match the needs of the work

and the problem of delegating tasks in project divisions indicate that teamwork is not optimal in this company. However, the analysis shows that employees have a positive perception of teamwork, especially on good environmental indicators. However, a focus on improving a good environment and trust between members needs to be done to achieve more optimal teamwork. In addition, participatory leadership has also been shown to have a positive and significant effect on job satisfaction at PT Maha Putra Engineering. This is in accordance with the theory of (Araffat et al., 2020), which states that employee involvement in decision-making can increase job satisfaction. This study supports the findings of (Sarah & Eryandra, 2024) and rejects the findings of (Kim et al., 2022) which state the opposite. Descriptive analysis shows that employees have a very good perception of participative leadership, with the most influential indicator being coworkers (work group), but job satisfaction is more reflected in work conditions (work condition). This study also found that teamwork has a positive and significant effect on job satisfaction. This shows that a positive perception of teamwork can increase job satisfaction, in accordance with the theory put forward by (Jufrizen & Kandhita, 2021). This study also supports the findings of (Jufrizen & Kandhita, 2021). Descriptive analysis shows that a good environment is the most important indicator in creating teamwork. However, employee perceptions tend to be reflected in the level of trust between members, indicating that teamwork is not optimal in this company. Job satisfaction has been shown to have a positive and significant effect on work productivity at PT Maha Putra Engineering. The higher the job satisfaction, the higher the employee's work productivity. This is in accordance with the opinion of (Al Sabei et al., 2022) which states that job satisfaction can increase productivity. Descriptive analysis shows that indicators such as working conditions, salary, work itself, coworkers, and promotions contribute to employee job satisfaction and work productivity.

Furthermore, the results of the hypothesis test show that participative leadership has a positive and significant effect on work productivity through job satisfaction as an intervening variable. This finding is in accordance with the empirical studies of (Araffat et al., 2020). Mediation analysis shows that participative leadership can affect work productivity both directly and through job satisfaction.

Finally, the study shows that teamwork has a positive and significant effect on work productivity through job satisfaction as an intervening variable. Mediation analysis shows that job satisfaction fully mediates the effect of teamwork on work productivity, in accordance with the study of (Owusu-Agyeman, 2021). Although teamwork does not have a direct effect on work productivity, job satisfaction resulting from teamwork can increase employee work productivity.

D. Conclusion

Based on the results of the analysis, it can be concluded that participative leadership has a positive and significant effect on work productivity, while teamwork has no

significant effect. Participative leadership and teamwork have a positive and significant effect on job satisfaction. In addition, job satisfaction has a positive and significant effect on work productivity. Participative leadership also has a positive and significant effect on work productivity through job satisfaction as an intervening variable (partial mediation), while teamwork has a positive and significant effect on work productivity through job satisfaction as an intervening variable (full mediation). For PT Maha Putra Engineering, the company should continue to evaluate and improve the implementation of participative leadership to improve work satisfaction and productivity. The findings of this study can be used to improve the quality of participatory leadership and the formation of teamwork according to employee needs in order to improve job satisfaction and productivity. For further researchers, it is recommended to examine other factors that influence work satisfaction and productivity besides participatory leadership and teamwork, such as competence, training, work environment, and organizational culture, and use additional data collection methods such as interviews and observations to support more objective research results. Companies need to evaluate and improve the delegation of tasks to divisions to improve teamwork effectiveness, by forming teams that have complementary skills to produce optimal synergy. In addition, company management needs to conduct periodic work productivity assessments to monitor and improve employee work productivity, as well as provide awards to improve job satisfaction and maintain work productivity stability.

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