

The Influence of Participatory Leadership On Employee Performance At The Office of Women's Empowerment, Child Protection, And Family Planning In Tambrau Regency, Southwest Papua

Yeremias Assem^{1*}, Jeffry Sony Junus Lengkong², Romi Junior Mongdong³

^{1,2,3}Manajemen Pendidikan, Universitas Negeri Manado, Indonesia

Corresponden author:

Email: yeremiaskuliah@gmail.com

Abstract.

This study aims to empirically examine the influence of participative leadership on employee performance at the Department of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) of Tambrau Regency. The urgency of this study is driven by significant social service challenges, such as handling stunting and overcoming geographical constraints in the region. The research method utilizes a quantitative approach with a causal (explanatory research) design. A population of 38 employees was fully involved as respondents through a saturated sampling (census) technique. Primary data were collected via Likert-scale questionnaires, structured observations, and documentation studies, which were then analyzed using simple linear regression through SPSS software. The results show that the participative leadership style at DP3AKB is in the high enough category (average of 50.2895), while employee performance is in the good category (average of 50.2105). Hypothesis testing proves that participative leadership has a positive and significant effect on employee performance with a t-count (10.840) > t-table (2.037) and a significance level of $0.000 < 0.05$. The coefficient of determination (r^2) of 0.765 indicates that the participative leadership style contributes 76.5% to the variation in employee performance. In conclusion, the implementation of inclusive leadership through open communication and staff involvement in decision-making is proven effective in increasing work productivity. Leaders are advised to optimize their role as facilitators to maintain employee motivation in achieving organizational targets.

Keywords: Participative Leadership, Employee Performance, DP3AKB and Tambrau Regency.

I. INTRODUCTION

Human resources (HR) constitute the most valuable investment and the fundamental foundation for organizational success, both in the private sector and in government institutions. HR is no longer viewed merely as a factor of production, but as a strategic asset that determines organizational direction, sustainability, and competitiveness. In an increasingly competitive and dynamic work environment, institutions are required to manage their operations in a professional, adaptive, and results-oriented manner to ensure organizational continuity. Employee performance serves as a key indicator of bureaucratic effectiveness; without optimal performance, organizational goals are difficult to achieve efficiently and effectively, potentially leading to resource inefficiency and a decline in the quality of public services.

One of the most crucial determinants in enhancing productivity is the leadership style adopted by organizational leaders. Leadership is not only about directing tasks but also about the ability to influence, motivate, and empower subordinates. Participatory leadership is defined as a leadership style that actively involves subordinates in decision-making processes and organizational problem-solving. Through this approach, employees are not merely executors but become strategic partners in achieving organizational goals. According to Hasibuan (2016), participatory leaders are able to create harmony between work and employees, fostering loyalty, a sense of belonging, and a strong sense of responsibility toward the organization. This ultimately leads to improved individual and collective performance. Research by Aring (2023) indicates that participatory leadership has a positive and significant effect on employee performance, a finding further supported by Damayanti (2023) and Setiawan (2022), who emphasize that employee involvement in decision-making enhances work motivation and productivity.

In Indonesia, the effectiveness of participatory leadership is often integrated with local cultural values such as *musyawarah mufakat* (deliberation and consensus), which emphasizes togetherness, openness, and collective agreement in decision-making. This approach not only strengthens relationships among employees but also increases organizational commitment, as individuals feel that their contributions are valued. Amri,

Baharuddin, and Toding (2026) highlight that integrating local cultural values into leadership practices can create a harmonious and productive work environment. The urgency of implementing such an inclusive approach is particularly evident in institutions such as the Office of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) of Tambrauw Regency, which carries a complex mandate in addressing sensitive and multidimensional social issues.

Currently, the DP3AKB of Tambrauw Regency faces several strategic challenges, including a high prevalence of stunting, limited access to services in remote areas, and geographical constraints that hinder coordination and program distribution. These conditions require strong cross-sectoral synergy, effective communication, and active employee involvement in program planning and implementation. In this context, participatory leadership becomes highly relevant, as it fosters collaboration, strengthens collective responsibility, and accelerates decision-making processes that are responsive to community needs.

A prominent female figure from Tambrauw, Maria Hae (2024), emphasizes that the empowerment and independence of indigenous women in Tambrauw must be continuously promoted through sustainable development and proper regeneration. This underscores that institutions such as DP3AKB play not only an administrative role but also a strategic role in community capacity building. In a work environment characterized by geographical challenges and limited resources, leaders are expected to act not only as decision-makers but also as facilitators, mediators, and motivators who are capable of listening to staff aspirations and fostering inclusive participation. Research by Putri, Mahmud, and Fasihah (2025) further supports that harmonious relationships between leaders and employees enhance work motivation, which in turn drives optimal public sector performance.

Although leadership studies have been widely conducted, research specifically examining the impact of participatory leadership within institutions focused on women's and child protection, particularly in geographically unique regions such as Tambrauw Regency, remains limited. In fact, geographical, social, and cultural contexts can significantly influence the effectiveness of leadership styles. Therefore, this study is important in providing empirical contributions while enriching the literature on human resource management in the public sector.

Based on these considerations, this study aims to empirically examine the effect of participatory leadership on employee performance at the DP3AKB of Tambrauw Regency. The scope of the study is limited to participatory leadership indicators, including communication, teamwork, and employee involvement in decision-making, as well as employee performance indicators, including work quality, work quantity, and responsibility. The findings of this study are expected to provide strategic recommendations for improving employee performance and strengthening more inclusive and effective leadership practices within government institutions.

I. LITERATURE REVIEW

1. Human Resource Management (HRM)

Human Resource Management (HRM) is considered the most valuable asset and the fundamental foundation for organizational success, as human resources function as planners, implementers, and key determinants in achieving organizational goals. Hasibuan (2016) defines HRM as the science and art of managing relationships and the roles of employees to ensure effectiveness and efficiency in achieving organizational, individual, and societal objectives. Meanwhile, Mangkunegara (2017) states that HRM encompasses planning, organizing, implementing, and supervising the workforce to achieve organizational goals. The primary objective of HRM is to enhance employees' productive contributions to the organization through strategic, ethical, and socially responsible approaches.

2. Participatory Leadership

Leadership is understood as a social interaction process in which a leader seeks to influence, direct, and coordinate others to work collaboratively and productively. According to Sutrisno (2016), leadership is the process of directing group members' task-related activities to align with organizational goals. Theoretically, participatory leadership is strongly rooted in the Path-Goal Theory developed by Robert House, which

emphasizes the leader's role as a facilitator who supports subordinates in achieving goals by providing appropriate guidance and assistance.

Participatory leadership is defined as a condition in which leaders and followers jointly exchange ideas in problem-solving and decision-making processes. According to Hasibuan (2016), this leadership style fosters harmonious cooperation and encourages employee involvement, thereby developing loyalty and a sense of belonging toward the organization. The main indicators used to measure participatory leadership include:

- **Communication:** The leader's ability to convey information openly and engage in two-way communication.
- **Teamwork:** The ability to build collaborative working relationships with subordinates.
- **Employee Involvement:** The extent to which employees are engaged in work processes and strategic problem-solving.
- **Decision-Making:** The level of employee participation in determining policies through deliberation and consensus.

3. Employee Performance

Performance represents the manifestation of an individual's capabilities in producing tangible results in accordance with assigned duties and responsibilities within a specific period. Mangkunegara (2017) defines performance as the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. Employee performance does not occur spontaneously but is influenced by the interaction of various factors, including individual ability, work motivation, organizational support, and leadership style. To assess performance objectively, this study adopts the indicators proposed by Mangkunegara (2017), which include:

- **Work Quality:** The level of accuracy, neatness, and conformity of work outcomes with established standards.
- **Work Quantity:** The amount of output produced by employees within a certain period.
- **Task Implementation:** The ability to perform duties in accordance with job descriptions and established procedures.
- **Responsibility:** Employees' awareness of their obligations and commitment to completing tasks on time.

RELEVANT PREVIOUS STUDIES

A number of studies have examined the relationship between participatory leadership style and performance across various organizational contexts. The findings consistently indicate a positive and significant effect, as summarized below:

1. Damayanti (2023) investigated the influence of participatory leadership style on employee performance at PT Asta Kencana Farm. The quantitative analysis showed a positive and significant relationship between participatory leadership and employee performance ($t\text{-value} = 3.371 > t\text{-table} = 1.677$). The study concluded that better implementation of participatory leadership leads to improved performance outcomes.
2. Setiawan (2022) conducted a case study at PT Duta Rajagas in Depok City, examining the effect of participatory leadership on performance. The findings revealed a significant influence, with a $t\text{-value}$ of 7.428 and a contribution effect of 49.2%.
3. Putri, Mahmud, and Fasihat (2025) analyzed the impact of participatory leadership on employee performance at the Kandai Dua Village Office in Dompu, incorporating work motivation as a mediating variable. The results indicated that participatory leadership not only has a direct effect on performance but also significantly enhances work motivation, which subsequently becomes a key driver of optimal employee performance.
4. Saputra (2025) examined the influence of leadership style along with education and training factors on employee performance at the Office of Women's Empowerment and Child Protection in Jambi City. The study found that leadership style, both partially and simultaneously with other variables, has a significant effect on employee performance, which was categorized as very high.

5. Amri, Baharuddin, and Toding (2026) conducted a qualitative study in the PMTI community organization in Sorong City. The study found that participatory leadership integrated with local cultural values such as deliberation and consensus (*musyawarah mufakat*) is highly effective in enhancing decision legitimacy and organizational commitment in task implementation.

Research Novelty: Although numerous studies have explored leadership styles, this study offers a distinct contribution by specifically focusing on the direct effect of participatory leadership on the performance of civil servants without incorporating additional variables. Furthermore, it is conducted within the specific context of the DP3AKB of Tambrauw Regency, a public service institution operating in a region with unique geographical and social challenges in Southwest Papua. Therefore, this study provides new empirical insights into public sector management literature.

II. METHODS

This study employs a quantitative approach aimed at examining relationships between variables statistically, as proposed by Hardani (2020). The research design is causal (explanatory research), intended to explain the influence of leadership style on employee performance, in line with Sugiyono (2013). In addition, the study is both descriptive and verificative, as it seeks to describe field conditions and test the proposed hypotheses.

The research was conducted at the Office of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) of Tambrauw Regency, Southwest Papua Province, from January to March 2026. The population consisted of all employees of DP3AKB. Given the relatively small population size, a saturated sampling (census) technique was applied, in which all members of the population were included as respondents, totaling 38 individuals, as recommended by Aring (2023) and Debi Taini Muspa (2023) to minimize sampling error.

The study involves two variables: participatory leadership as the independent variable, measured through communication, teamwork, involvement, and joint decision-making based on Sugiyono in Ihsan (2016); and employee performance as the dependent variable, measured through work quality, work quantity, task implementation, and responsibility based on Mangkunegara (2017).

Data were collected using a five-point Likert scale questionnaire, considered effective by Sugiyono (2016), supported by documentation studies to strengthen data validity as suggested by Djaali (2020), and structured observation following Subhaktiyasa (2024). Data analysis was conducted using SPSS, including validity testing (Pearson Correlation) and reliability testing (Cronbach's Alpha), classical assumption tests such as normality using the Kolmogorov-Smirnov method based on Ghozali (2016), and simple linear regression analysis. Hypothesis testing was performed using the t-test, while the coefficient of determination (R^2) was used to determine the magnitude of the independent variable's effect on the dependent variable, referring to Widarjono (2016).

III. RESULTS AND DISCUSSION

RESULTS

1. Overview of the Research Location

The Office of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) of Tambrauw Regency is a regional government agency that plays a strategic role in administering governmental affairs in the areas of women's empowerment, child protection, population control, and family planning within Tambrauw Regency, Southwest Papua Province. The institution is located in Fef District, the regency capital, and operates under the coordination of the local government, with primary responsibilities in formulating and implementing technical policies in its respective sectors. Currently, DP3AKB is led by dr. Lenny Florensia Hae, who serves as the head of the agency and is responsible for coordinating all organizational programs and activities.

Functionally, DP3AKB plays a crucial role in improving the quality of life of the community, particularly for vulnerable groups such as women and children. Through various programs, the agency seeks

to regulate population growth through integrated family planning services while simultaneously promoting women's empowerment across economic, social, and political dimensions. In addition, DP3AKB actively provides protection for children against various forms of violence, exploitation, and discrimination by offering responsive and sustainable integrated services.

Beyond its service functions, DP3AKB of Tandrauw Regency also holds a coordinating role in cross-sectoral programs, notably as the coordinator of the Stunting Reduction Acceleration Team (TPPS). In this capacity, the agency is not only responsible for program implementation but also conducts monitoring and evaluation, integrates interventions from various sectors, and promotes family-based and data-driven approaches. This approach is particularly important in ensuring the effectiveness of stunting reduction programs, especially in regions facing geographical challenges and limited accessibility such as Tandrauw Regency.

Within the context of bureaucratic reform, DP3AKB is required to continuously enhance governance quality and the effectiveness of public service delivery. This includes strengthening human resource capacity, optimizing inter-agency coordination, and improving service systems to reach remote communities. Therefore, DP3AKB serves not only as a policy implementer but also as a driving force for social development aimed at improving overall community welfare and quality of life.

2. Respondent Characteristics/Profile

The description of respondent characteristics aims to provide a comprehensive overview of the employee profile at the Office of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) of Tandrauw Regency, which serves as the subject of this study. Based on the 2025 employee registry, and excluding the Head of Office and the Secretary, the total number of respondents analyzed was 38 individuals. This profile analysis includes gender, age, educational level, and length of service to better understand the composition of human resources in relation to organizational performance.

a. Gender

In terms of gender, respondents were predominantly female, totaling 23 individuals (60.5%), while male employees accounted for 15 individuals (39.5%). This female dominance reflects the institutional focus on women's empowerment and child protection, where significant female representation is expected to enhance sensitivity and effectiveness in program implementation.

b. Age

Based on age, all respondents fall within the productive age range, with birth years spanning from 1968 to 2002. Senior employees born between the 1960s and 1970s constitute approximately 31.5% of respondents, while the majority (68.5%) consists of middle-aged and younger employees born between the 1980s and 2000s. This distribution indicates that the organization possesses a strong workforce with substantial energy and capacity to perform public service tasks dynamically.

c. Education Level

In terms of educational attainment, respondents exhibit diverse qualifications, with the majority holding secondary education (senior high school or equivalent), accounting for 55.3% (21 individuals), primarily occupying administrative, field, and contract staff positions. Meanwhile, employees with higher education qualifications (Master's, Bachelor's, and Diploma degrees) comprise 44.7% (17 individuals). These higher qualifications are generally concentrated among structural officials and technical staff with relevant academic backgrounds such as Sociology, Law, Economics, and Public Health, serving as key drivers of organizational strategy.

d. Length of Service

Regarding length of service, the workforce reflects a combination of experienced personnel and newer employees. Senior employees with more than 15 years of service (appointed between the 1990s and early 2000s) account for approximately 15.8%. Those with moderate tenure (appointed between 2010 and 2016) represent 34.2%, while newer and contract employees (appointed from 2021 to the present) constitute the largest group at 50% of respondents. This composition creates an organizational dynamic where the

experience of senior staff is complemented by the enthusiasm of younger employees, collectively influencing responses to participatory leadership in improving performance at DP3AKB Tambrauw Regency.

3. Descriptive Analysis of Variables

Table 1. Descriptive Analysis

Descriptive Statistics							
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Kepemimpinan Partisipatif	38	36,00	24,00	60,00	50,2895	7,71418	59,509
Kinerja Pegawai	38	29,00	31,00	60,00	50,2105	7,22667	52,225
Valid N (listwise)	38						

Based on Table 1 (Descriptive Analysis), an overview of the research data involving 38 respondents can be observed. For the participatory leadership variable, the scores range from 24 to 60, with a mean value of 50.2895. This indicates that, in general, the level of participatory leadership is relatively high. Meanwhile, the standard deviation of 7.71418 suggests that respondents' answers vary, but the differences are not substantial, indicating a relatively stable distribution.

For the employee performance variable, the scores range from 31 to 60, with a mean value of 50.2105. This shows that employee performance is also at a good level and closely aligns with the level of participatory leadership. The standard deviation of 7.22667 indicates that the data are fairly homogeneous and not widely dispersed, suggesting that most respondents have relatively consistent assessments.

Overall, this table illustrates that both participatory leadership and employee performance are in fairly good condition, with a reasonable level of data variation. This implies that respondents' perceptions of both variables tend to be consistent and do not exhibit significant disparities

4. Classical Assumption Test

a. Normality Test

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,49955336
Most Extreme Differences	Absolute	,152
	Positive	,121
	Negative	-,152
Test Statistic		,152
Asymp. Sig. (2-tailed)		,266 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on Table 2 (Normality Test) using the One-Sample Kolmogorov-Smirnov method, the total number of observations analyzed was 38 respondents. The test results show an Asymp. Sig. (2-tailed) value of 0.266. In normality testing, the criterion used is that if the significance value (Asymp. Sig.) is greater than 0.05, the data are considered normally distributed.

Since the value of 0.266 is well above the threshold of 0.05, it can be concluded that the data in this study do not exhibit any deviation from normality. In other words, the data distribution follows a normal pattern. This is important because it indicates that the data meet one of the key assumptions required for statistical analysis, allowing further tests such as regression analysis or hypothesis testing to be conducted without the need for data transformation.

b. Multicollinearity Test

Table 4.3 Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kepemimpinan Partisipatif	,789	1,240

a. Dependent Variable: Kinerja Pegawai

Based on Table 4.3, the results of the multicollinearity test show that the Participatory Leadership variable has a tolerance value of 0.789 and a Variance Inflation Factor (VIF) value of 1.240. A tolerance value greater than 0.10 and a VIF value less than 10 indicate that there is no multicollinearity issue in the regression model.

Thus, it can be concluded that the independent variable in this study does not exhibit a high correlation with other variables, meaning the regression model is appropriate for further analysis and the estimated results can be considered reliable.

c. Heteroscedasticity Test

Table 4. Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,179	2,504		,870	,390
	Kepemimpinan Partisipatif	,009	,049	,030	,178	,860

a. Dependent Variable: ABSRESID

Based on Table 4, the results of the heteroscedasticity test using the Glejser method show that the significance value (Sig.) for the Participatory Leadership variable is 0.860. This value is greater than 0.05, indicating that the independent variable does not have a significant effect on the absolute residual values (ABSRESID).

Therefore, it can be concluded that there is no heteroscedasticity problem in the regression model. In other words, the residual variance tends to be constant (homoscedasticity), meaning that the model satisfies one of the classical assumptions and is appropriate for further analysis.

5. Simple Linear Regression Analysis

The results of the simple linear regression test are presented as follows:

$$Y = 8.992 + 0.826X$$

Table 5. Simple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,992	3,846		2,338	,025
	Kepemimpinan Partisipatif	,820	,076	,875	10,840	,000

a. Dependent Variable: Kinerja Pegawai

The interpretation of the regression equation is as follows:

a) The constant value of 8.992 indicates that when the Participatory Leadership variable is assumed to remain constant or unchanged, the Employee Performance value is 8.992.

b) The regression coefficient for the Participatory Leadership variable (X) of 0.826 indicates that every one-unit increase in Participatory Leadership is followed by an increase of 0.826 in Employee Performance, assuming other variables remain constant.

6. Hypothesis Testing

Table 4.6 t-Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,992	3,846		2,338	,025
Kepemimpinan Partisipatif	,820	,076	,875	10,840	,000

a. Dependent Variable: Kinerja Pegawai

Before drawing conclusions, the t-table value is determined as a comparison. The t-table value is obtained using the degrees of freedom formula: $df = n - k - 1$, where n is the number of samples and k is the number of independent variables. Based on the data, with a sample size of 35 and 2 independent variables, the result is $df = 35 - 2 - 1 = 32$. At a significance level of 0.05 (two-tailed), the t-table value for $df = 32$ is approximately 2.037.

Based on Table 4.6 (t-test results), the Participatory Leadership variable has a t-value of 10.840 and a significance value of 0.000. Since the significance value is less than 0.05, it can be concluded that Participatory Leadership has a significant effect on Employee Performance. Furthermore, because the t-value (10.840) is greater than the t-table value (2.037), the hypothesis is accepted. Thus, partially, the Participatory Leadership variable is proven to have a positive and significant influence on Employee Performance.

7. Coefficient of Determination

Table 7. Coefficient of Determination (R²)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,875 ^a	,765	,759	3,54783

a. Predictors: (Constant), Kepemimpinan Partisipatif

b. Dependent Variable: Kinerja Pegawai

Based on Table 4.7, the coefficient of determination (R²) shows an R Square value of 0.765. This indicates that the Participatory Leadership variable explains 76.5% of the variation in Employee Performance. In other words, most of the changes in Employee Performance can be attributed to Participatory Leadership in this study.

The remaining 23.5% is influenced by other factors outside the research model that were not examined. Therefore, it can be concluded that Participatory Leadership has a substantial contribution and plays a significant role in explaining Employee Performance.

V. DISCUSSION

1. Participatory Leadership Style at DP3AKB of Tambrauw Regency

The implementation of participatory leadership at the Office of Women's Empowerment, Child Protection, and Family Planning (DP3AKB) of Tambrauw Regency can be comprehensively understood through the processing and interpretation of raw data collected from 38 respondents. Overall, the findings indicate that the level of participatory leadership falls within a high category, as reflected by a mean score of 50.2895 out of a maximum score of 60. This figure not only represents employees' positive perceptions of the

leadership style applied but also indicates the presence of consistent, structured, and well-internalized leadership practices within the organizational culture.

A deeper analysis reveals that the communication dimension serves as the primary foundation in establishing participatory leadership within the institution. The openness of leaders in conveying organizational goals, along with their willingness to listen to subordinates' aspirations, is evident from the dominance of high scores on items X1, X2, and X3. Most respondents expressed agreement to strong agreement, with some consistently assigning the highest scores across all communication indicators. This suggests that communication is not one-directional but rather dialogical in nature. Leaders act not only as directive authorities but also as active facilitators of communication, fostering an open, transparent, and trust-based working environment. Such conditions are essential prerequisites for meaningful participation within the organization.

Furthermore, the teamwork dimension reinforces the notion that participatory leadership at DP3AKB Tambrauw extends beyond communication and is reflected in daily collaborative practices. Harmonious relationships between leaders and staff, as well as leaders' direct involvement in team activities, serve as strong indicators of effective organizational synergy. Although some variation in responses exists, the majority of respondents provided high ratings, suggesting that leaders are neither authoritarian nor distant, but rather present as integral members of the team. In this role, leaders function as facilitators and motivators, working alongside employees to achieve organizational targets, including strategic issues such as stunting reduction. Consequently, the collaboration established is not only structural but also emotional and collective in nature.

In terms of employee involvement, the findings indicate that the organization has successfully created broad opportunities for participation across various aspects of work, including strategic matters. The predominance of high scores on items X7, X8, and X9 demonstrates that employees feel actively engaged—not merely as implementers of policies but also as contributors to decision-making processes. This involvement directly enhances employees' sense of belonging toward the organization. When employees feel valued and given space to contribute, stronger psychological commitment and loyalty naturally emerge. This aligns with participatory leadership theory, which emphasizes that employee involvement is key to improving performance and job satisfaction.

The final dimension, shared decision-making, further confirms that participatory values have been effectively embedded in organizational governance. The practice of deliberation and consensus (*musyawarah mufakat*), reflected in items X10, X11, and X12, indicates that leaders do not monopolize decision-making but rather consider input from multiple stakeholders before finalizing policies. The high scores on this dimension suggest that decision-making processes are inclusive and democratic. In addition to improving decision quality, this approach also strengthens policy legitimacy among employees. In the local context, such practices are particularly relevant as they align with cultural values that emphasize collective deliberation as a mechanism for problem-solving and decision-making.

Overall, the data analysis demonstrates that the research instrument used has a very high level of reliability, as indicated by a Cronbach's Alpha value of 0.942. The consistency of respondents' answers, predominantly scoring 4 and 5, further reinforces the validity of the findings that participatory leadership has a significant influence on employee performance, as reflected in the coefficient of determination (R Square) of 76.5%. Thus, it can be concluded that participatory leadership at DP3AKB Tambrauw Regency is not merely a normative concept but has been practically implemented in communication, teamwork, employee involvement, and decision-making processes. Ultimately, this practice contributes substantially to improving organizational effectiveness and overall performance

2. Employee Performance at DP3AKB of Tambrauw Regency

Based on the results of data processing, employee performance (Variable Y) at DP3AKB of Tambrauw Regency is categorized as good, with a mean score of 50.2105 out of a maximum score of 60. This value indicates that, in general, employees have a positive perception of their performance quality. The high consistency of respondents' answers, as reflected by a Cronbach's Alpha value of 0.936, further confirms that

this assessment is not incidental but represents a relatively stable and consistent condition within the organization.

A more detailed analysis shows that the work quality dimension serves as an initial indicator of employees' professionalism in carrying out their duties. Based on items Y1, Y2, and Y3, employees not only complete tasks with a high level of accuracy but also adhere to established quality standards and strive to minimize errors in each work process. The dominance of scores 4 and 5, with several respondents consistently assigning maximum values, indicates that high-quality output has become an embedded organizational culture. This is particularly important in the context of public service, especially in sectors such as women's empowerment and child protection, which require precision, empathy, and strong professional responsibility. The work quantity dimension reflects employees' ability to meet work targets effectively and efficiently. Through indicators Y4, Y5, and Y6, it is evident that most employees are able to complete tasks within the निर्धारित timeframe, maintain productivity, and manage their time effectively. High scores in this dimension demonstrate a strong work ethic and the ability to adapt to dynamic workloads. This is highly relevant considering the complexity of DP3AKB's responsibilities, particularly in implementing strategic programs such as stunting reduction and family planning services in geographically challenging areas. Thus, high work quantity not only indicates the volume of output but also reflects efficiency in resource management. In the task implementation dimension, employee performance appears even more robust through a high level of compliance with job descriptions and standard operating procedures. Responses to items Y7, Y8, and Y9 indicate that employees perform their duties according to their respective roles and responsibilities while maintaining strong work discipline. The maximum scores given by several respondents, especially regarding adherence to SOPs, suggest that the bureaucratic system functions effectively and in a structured manner. Such compliance forms a critical foundation for effective coordination, particularly in cross-sectoral programs that require synchronization among various organizational units at the regional level.

The responsibility dimension further complements the overall picture of employee performance by emphasizing commitment and integrity. Based on items Y10, Y11, and Y12, employees demonstrate not only a focus on task completion but also a strong sense of accountability for their work outcomes and associated consequences. High scores in this aspect indicate that ethical values are deeply embedded among employees. This becomes even more meaningful when considered alongside field conditions that are often challenging, such as geographical constraints and limited infrastructure in Tandrauw Regency. In such circumstances, commitment and dedication are key factors in maintaining optimal performance quality.

Overall, the data distribution shows that most employees fall within the high score range (40 to 60), with only one respondent scoring relatively low. This pattern indicates that employee performance is not only individually strong but also collectively consistent. Furthermore, statistical analysis reveals a very strong relationship between performance and participatory leadership, with a coefficient of determination of 76.5%. This means that a large proportion of the variation in employee performance can be explained by the extent to which leaders apply participatory practices—engaging, listening to, and empowering their subordinates. Thus, employee performance at DP3AKB of Tandrauw Regency is not merely the result of technical competence but also a reflection of a supportive organizational climate in which leaders provide broad opportunities for participation. When employees feel involved in decision-making processes and their contributions are valued, intrinsic motivation emerges, leading them to work more effectively, responsibly, and with greater commitment to organizational goals.

3. The Influence of Participatory Leadership on Employee Performance at DP3AKB of Tandrauw Regency

Based on the statistical analysis of data from 38 respondents at DP3AKB of Tandrauw Regency, it can be confirmed that participatory leadership has a positive and significant influence on employee performance. This relationship is not only evident descriptively but is also quantitatively validated through regression and hypothesis testing conducted systematically.

Mathematically, the relationship between the two variables is represented by the simple linear regression equation, where the constant value of 8.992 reflects the baseline level of employee performance

when participatory leadership remains unchanged. Meanwhile, the regression coefficient of 0.826 indicates that each one-unit increase in participatory leadership is associated with an increase of 0.826 in employee performance. This confirms that the relationship between the variables is positive and directly proportional, meaning that the better the implementation of participatory leadership, the higher the level of employee performance

The strength of this influence is further supported by the results of the hypothesis test (t-test), which show a t-value of 10.840, significantly higher than the t-table value of 2.037, along with a significance level of 0.000, which is below the 0.05 threshold. These findings provide strong empirical evidence to accept the alternative hypothesis (H_a), indicating that participatory leadership partially has a significant effect on employee performance. Furthermore, the coefficient of determination (R Square) of 0.765 indicates that 76.5% of the variation in employee performance can be explained by participatory leadership, while the remaining proportion is influenced by other factors outside the scope of this study.

From an organizational perspective, this strong influence is closely related to leadership practices that emphasize open communication, employee involvement in decision-making, and collaborative teamwork. Such a work environment fosters intrinsic motivation, a sense of belonging, and a high level of responsibility among employees, which in turn directly enhances their performance, particularly in delivering complex public services.

The findings of this study are also consistent with previous research. Damayanti (2023) found that participatory leadership has a positive and significant effect on employee performance, as evidenced by a t-value greater than the t-table value. Similarly, Setiawan (2022) reported a significance value of 0.000 and a contribution of 49.2%, reinforcing the importance of participatory leadership in improving performance, despite the presence of other influencing variables.

Furthermore, Putri, Mahmud, and Fasihah (2025) extended these findings by demonstrating that work motivation serves as a significant mediating variable. This implies that participatory leadership not only has a direct impact on performance but also indirectly influences it through increased employee motivation. In addition, Saputra (2025) emphasized that leadership, along with education and training, significantly affects employee performance both partially and simultaneously, highlighting the critical role of leaders in creating a supportive and open work environment.

Moreover, Amri, Baharuddin, and Toding (2026) showed that within culturally based organizations, participatory leadership combined with local values such as deliberation and consensus (*musyawarah mufakat*) enhances decision legitimacy and organizational commitment. This underscores that the effectiveness of participatory leadership is also influenced by its alignment with local social and cultural values.

Therefore, the findings at DP3AKB of Tandrauw Regency not only stand independently but also reinforce previous studies that consistently demonstrate participatory leadership as a key factor in improving employee performance. With a contribution of 76.5%, this study highlights that leadership practices that involve, empower, and value employees play a dominant role in enhancing overall organizational performance.

VI. CONCLUSION

Based on the results of the study, it can be concluded that participatory leadership at DP3AKB of Tandrauw Regency is at a relatively high level, characterized by open communication, strong collaboration, and active employee involvement in decision-making processes. Employee performance is also categorized as good, as reflected in the quality and quantity of work as well as a high level of responsibility. Furthermore, participatory leadership has been proven to have a positive and significant effect on employee performance, thereby supporting the acceptance of the research hypothesis.

REFERENCES

- [1]. Amri, S., Baharuddin, & Toding, A. (2026). Kepemimpinan partisipatif dan pengambilan keputusan dalam organisasi kemasyarakatan berbasis budaya: Studi pada PMTI Kota Sorong. *Jurnal Ekonomi Holistik (ECOHOLIC)*, 2(1), 59–66.
- [2]. Aring, J. O. (2023). Analisis pengaruh etos kerja, kepemimpinan partisipatif dan lingkungan kerja terhadap kinerja pegawai pada Kantor Kecamatan Alor Barat Laut Kabupaten Alor. *Jurnal Ilmiah Wahana Pendidikan*, 9(17), 854–868.
- [3]. Armstrong, M. (2017). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. London: Kogan Page.
- [4]. Bintoro, & Daryanto. (2017). *Manajemen penilaian kinerja karyawan*. Yogyakarta: Gava Media.
- [5]. Damayanti, A. (2023). *Pengaruh gaya kepemimpinan partisipatif terhadap kinerja karyawan pada PT Asta Kencana Farm*. Skripsi. Universitas Pakuan, Bogor.
- [6]. Dessler, G. (2020). *Human resource management* (16th ed.). New York: Pearson Education.
- [7]. Djaali. (2020). *Metodologi penelitian kuantitatif*. Jakarta: Bumi Aksara.
- [8]. Fahmi, I. (2017). *Manajemen sumber daya manusia*. Bandung: Alfabeta.
- [9]. Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- [10]. Gibson, J. L. (2016). *Organisasi: Perilaku, struktur, proses (Jilid 1)*. Jakarta: Erlangga.
- [11]. Hae, M. (2023, Mei 22). Ini komitmen Maria Hae bagi kaum perempuan Tambrauw. *Kalawainews.com*.
- [12]. Hamali, A. Y. (2018). *Pemahaman manajemen sumber daya manusia*. Yogyakarta: CAPS.
- [13]. Handoko, T. H. (2020). *Manajemen personalia dan sumber daya manusia*. Yogyakarta: BPFE.
- [14]. Hardani. (2020). *Metode penelitian kualitatif & kuantitatif*. Yogyakarta: Pustaka Ilmu.
- [15]. Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia (Edisi revisi)*. Jakarta: Bumi Aksara.
- [16]. Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Bandung: PT Remaja Rosdakarya.
- [17]. Mathis, R. L., & Jackson, J. H. (2016). *Manajemen sumber daya manusia*. Jakarta: Salemba Empat.
- [18]. Mondy, R. W., Noe, R. M., & Premaux, S. R. (1996). *Human resource management* (6th ed.). New York: Prentice Hall.
- [19]. Muin, A. (2023). *Buku ajar metode penelitian kuantitatif*. Malang: CV Literasi Nusantara Abadi.
- [20]. Palilingan, V. (2017). Pengaruh kreativitas, entrepreneurship dan kecerdasan kompetitif terhadap kinerja pimpinan program studi. *Innovation of Vocational Technology Education*.
- [21]. Papising, Y., Lengkong, J. S. J., & Rotty, V. N. (2024). Implementasi manajemen kinerja pegawai pada Dinas Pendidikan di Kabupaten Maybrat. *Economics and Digital Business Review*, 5(2), 618–628.
- [22]. Pontoh, S., Rawis, J. A. M., & Sumual, S. D. (2025). The influence of school principals' transformational leadership and teachers' self-efficacy on teacher performance at SMP Negeri 1 Tomohon. *International Journal of Science and Environment (IJSE)*, 5(2), 32–39.
- [23]. Putri, J., Mahmud, & Fasihat, D. U. (2025). Dampak kepemimpinan partisipatif terhadap kinerja pegawai dengan peran mediasi motivasi kerja. *SEIKO: Journal of Management & Business*, 8(2), 374–387.
- [24]. Sadili, S. (2010). *Manajemen sumber daya manusia*. Bandung: Pustaka Setia.
- [25]. Sedarmayanti. (2017). *Perencanaan dan pengembangan SDM*. Bandung: Refika Aditama.
- [26]. Setiawan, A. (2022). *Pengaruh gaya kepemimpinan partisipatif terhadap kinerja karyawan pada PT Duta Rajagas Kota Depok*. Skripsi. Universitas Pakuan, Bogor.
- [27]. Soesana, A., Subakti, H., Karwanto, Fitri, A., Kuswandi, S., Sastri, L., Falani, I., Aswan, N., Hasibuan, F. A., & Lestari, H. (2023). *Metodologi penelitian kuantitatif*. Medan: Yayasan Kita Menulis.
- [28]. Subhaktiyasa, P. G. (2024). Menentukan populasi dan sampel: Pendekatan metodologi penelitian kuantitatif dan kualitatif. *Jurnal Ilmiah Profesi Pendidikan*.
- [29]. Sugiyono. (2017). *Metode penelitian kuantitatif, kualitatif dan R&D*. Bandung: Alfabeta.
- [30]. Sumual, S. D., Rawis, J. A., Kasih, F. R., & Umboh, A. M. (2024). Hubungan prinsip dan gaya kepemimpinan dengan manajemen pendidikan: Tinjauan teori. *J-CEKI: Jurnal Cendekia Ilmiah*, 4(1), 361–369.
- [31]. Sutrisno, E. (2016). *Manajemen sumber daya manusia*. Jakarta: Kencana.
- [32]. Thoha, M. (2017). *Kepemimpinan dalam manajemen*. Jakarta: Raja Grafindo Persada.
- [33]. Widarjono, A. (2016). *Analisis regresi*. Yogyakarta: UPP STIM YKPN.