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Participative Leadership and Employee Performance: The Mediating Roles of Work Motivation and Organizational Citizenship Behavior

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ABSTRACT

This study examines the effect of participative leadership on employee performance, with work motivation and organizational citizenship behavior (OCB) as mediating variables. The study employed a quantitative design involving all 74 employees of the Department of Public Works and Spatial Planning of Cilegon City through saturated sampling. Data were collected using a structured five-point Likert-scale questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 3. The measurement-model results confirmed that all indicators met the required criteria for validity and reliability. Participative leadership did not have a significant effect on employee performance. Work motivation also had a positive and significant direct effect on employee performance. OCB also positively and significantly affected employee performance. In addition, work motivation significantly mediated the relationship between participative leadership and employee performance. OCB significantly mediated the relationship between participative leadership and employee performance. These findings indicate that participative leadership does not automatically improve performance through a direct pathway. Instead, its effects operate primarily through work motivation and OCB. Consistent with Social Exchange Theory, meaningful participation, trust, and recognition may encourage employees to increase their motivation and demonstrate voluntary behaviors that support organizational effectiveness.

Keywords: ***Participative Leadership, Employee Performance, Work Motivation, Organizational Citizenship Behavior***

INTRODUCTION

In today's dynamic businesss environment, sustaining employee performance has become a major challenge for many organizations. Organizational researchers and management practitioners have consequently paid cinsuderable attention to the factors that influence employee performance, as identifying these factors can provide valueble insights into the antecedents of superior and sustainable performance and support organizational succes (Udin, 2023). Employee performance is particularly important in public-sector organizations because it reflects the extent to which employees accomplish their duties, responsibilities, and

organizational objectives (Hadiastutik et al., 2026). In this context, leadership represents one of the most important factors influencing performance because leaders are responsible for directing organizational members and coordinating their efforts to achieve established goals (Dewi et al., 2025). Moreover, a leader's actions may influence employees' behavior and performance; therefore, the application of an appropriate leadership style is essential for developing employees' potential and improving their work outcomes (Tanoto & Tangkawarow, 2023).

Among the various leadership approaches, participative leadership has attracted increasing attention because it provides employees with opportunities to participate in organizational decision-making (Muliadi, 2021). By involving employees in the decision-making process, participative leadership can encourage motivation and organizational commitment, which may subsequently contribute to improved employee performance (Mukwawaya, 2026). Employee participation may also strengthen employees' sense of responsibility and involvement in their work. In addition, participative leaders may enhance employees' job satisfaction by engaging them in positive and meaningful workplace activities (Dewi et al., 2025). Nevertheless, employee performance does not depend solely on individual abilities or leadership style. It may also be shaped by internal factors, such as work motivation, and by employees' willingness to contribute beyond their formal duties through organizational citizenship behavior. Therefore, examining work motivation and organizational citizenship behavior as mediating variables may provide a more comprehensive explanation of the mechanism through which participative leadership influences employee performance (Muliadi et al., 2023).

This issue is particularly relevant to the Department of Public Works and Spatial Planning of Cilegon City, a government agency that plays an important role in carrying out governmental responsibilities and delivering services to the community. As an institution concerned with public works and spatial planning, the Department requires employees to perform their duties effectively so that organizational programs, targets, and public services can be achieved optimally. The quality of public services depends substantially on the effectiveness of employees in carrying out their responsibilities (Wadu et al., 2023). Furthermore, the success of organizational programs, the achievement of institutional targets, and the quality of public services depend on the organization's ability to manage and optimize employee performance (Hadiastutik et al., 2026). Consequently, the Department of Public Works and Spatial Planning of Cilegon City provides a relevant setting for examining whether participative leadership improves employee performance through work motivation and organizational citizenship behavior. Such an investigation is also consistent with the view that participative leadership provides employees with space to participate in decision-making, which may strengthen their involvement and responsibility within the organization (Zuldiana et al., 2025).

However, the empirical evidence concerning the effect of participative leadership on employee performance remains inconclusive. Although studies conducted in hospitality, manufacturing, government, higher education, and other organizational settings generally

report that participative leadership enhances employee performance, the strength of this relationship varies across contexts (Dewi et al., 2025; Mukwawaya, 2026; Ukil et al., 2025). For example, Alsulaimi & AL-Aasri (2026) found that participative leadership explained approximately 25% of the variance in employee performance, with the human-relations dimension emerging as the strongest predictor. Similarly, positive relationships have been reported in other organizations (Asfiah et al., 2025; Monica et al., 2023; Usman et al., 2021). Nevertheless, other studies have produced non-significant findings. Qustolani & Reviani (2024) reported that participative leadership did not significantly influence employee performance, while Suryani et al. (2021) reached a similar conclusion in a local organization in Papua. These divergent findings indicate that participative leadership may not generate performance improvements automatically and that its effectiveness may be contingent upon the degree to which participative practices are genuinely implemented within an organization.

One possible explanation for these inconsistencies is that the relationship between participative leadership and employee performance may not be strictly linear. Lam et al. (2014) argued that participative leadership produces meaningful performance benefits only after reaching a moderate level of implementation, particularly when leaders actively share relevant information with employees. Below this threshold, employee participation may be too limited to influence performance, which may explain the insignificant findings reported by Suryani et al. (2021). In addition, the consequences of participative management may not always be positive. Excessive reliance on employee involvement can increase employees' workload and psychological stress, thereby reducing or offsetting the potential benefits of participation (Wang et al., 2022). The mixed evidence regarding organizational commitment further demonstrates that the mechanisms underlying this relationship remain unsettled. Although organizational commitment has been found to mediate the relationship between participative leadership and job performance, it has also been reported to have a negative and non-significant effect on social-business performance (Asfiah et al., 2025; Monica et al., 2023). These findings suggest that the quality of leadership and the behavioral processes it stimulates may be more important than commitment alone in explaining employee outcomes.

The inconsistency is also evident in research concerning the mediating mechanisms linking leadership to performance and organizational citizenship behavior. Work motivation is generally viewed as a fundamental force that encourages employees to exert effort, demonstrate responsibility, and achieve organizational objectives; however, its mediating role may vary depending on the organizational context (Hadiastutik et al., 2026). Likewise, participative management may promote organizational citizenship behavior by activating employees value-based motivations and strengthening their emotional engagement, rather than merely relying on contingent rewards (Kim, 2023). Nevertheless, leadership does not consistently exert a direct influence on OCB. For instance, ethical leadership was found to improve performance only through OCB, indicating that citizenship behavior may function as a necessary transmission mechanism in certain contexts (Tanoto & Tangkawarow, 2023). In another study, transformational leadership had a positive but non-significant direct effect on

OCB, whereas work motivation remained a significant predictor of citizenship behavior (Zuldiana et al., 2025). Furthermore, job satisfaction has been identified as a partial mediator between leadership and OCB, suggesting that leadership may influence discretionary behavior through both direct and indirect pathways (Kusuma & Gorda, 2025). Accordingly, the contradictory findings provide a research gap for examining whether work motivation and OCB mediate the relationship between participative leadership and employee performance among employees of the Department of Public Works and Spatial Planning of Cilegon City.

RESEARCH METHODS

This study used a quantitative design to examine the effect of participative leadership on employee performance, with work motivation and organizational citizenship behavior as mediating variables. Data were collected using a structured questionnaire based on the theoretical dimensions and indicators of the variables. The population comprised all 74 employees of the Department of Public Works and Spatial Planning of Cilegon City, including 68 civil servants and 6 government employees under employment agreements. Because the population was relatively small, the study used saturated sampling, meaning that all population members were included as respondents. The respondents consisted of male and female employees aged 30–56 years, with educational backgrounds ranging from junior high school to bachelor's degree. The study used primary and secondary data. Primary data were collected through questionnaires and personal interviews, while secondary data were obtained from relevant institutional documents. The questionnaire consisted of two sections: respondent demographic information and statements measuring participative leadership, work motivation, organizational citizenship behavior, and employee performance. All items were measured using a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The instrument was tested for validity and reliability before being administered to the respondents.

The data were analyzed using SmartPLS 3. The analysis involved data preparation, measurement-model assessment, and structural-model assessment. The measurement model was evaluated using factor loadings, Cronbach's alpha, composite reliability, and convergent and discriminant validity. The structural model was assessed through path coefficients and R-square values. Mediation analysis was conducted to determine whether work motivation and organizational citizenship behavior mediated the relationship between participative leadership and employee performance.

Table 1. Indicators of Variables

Variables	Indicator	Source	Scale
Partisipative Leadership	Decision domain Level of partisipation Structure Justification Participation goal	(Dewi et al., 2025)	Likert

Employee Performance	Task performance Contextual performance Counterproductive work behavior	(Dewi et al., 2025)	Likert
Work motivation	Need for achievement Instrinsic motivation Spiritual work motivation Sense of ownership	(Wadu et al., 2023) (Liu et al., 2024; Udin, 2023) (Rahman & Sriwiyani, 2025) (Zuldiana et al., 2025)	Likert
Organizational citizenship behavior	Altruism Conscientiousness Sportsmanship Courtesy Civic virtue	(Dewanti & Nurhayati, 2025)	Likert

RESULTS AND DISCUSSION

Description of Respondents

The dataset analyzed in this study comprises completed questionnaires from 74 respondents, which accurately represent the sample size used in the research.

Table 2. Characteristics of Respondent

Category	Description	Frequency	Percent (%)
Age	30-40 years	25	33.78
	41-50 years	35	47.29
	51-57years	14	18.91
Gender	Male	21	28.37
	Female	53	71.62
Last education level	Senior High School	4	5.40
	Diploma III (D3)	12	16.21
	Strata 1(S1)	53	71.62
	Strata 2 (S2)	5	6.76
Years of service	1-5 years	3	4.05
	6-10 years	19	25.67
	11-15 years	26	35.13
	16-20 years	3	4.05
	21-25 years	1	1.35
	26-30 years	14	18.91
	31-35 years	8	10.81
Employment status	Permanent (PNS)	68	91.89

Casual (PPPK)	6	8.10

Source: Data Processing (2026)

The respondent profile shows that most employees were aged 41–50 years, comprising 35 respondents (47.29%). This was followed by employees aged 30–40 years, with 25 respondents (33.78%), while 14 respondents (18.91%) were aged 51–57 years. The distribution indicates that the respondents were largely within the mature working-age group and likely possessed substantial experience in performing their organizational duties. Female employees represented the majority of respondents, with 53 individuals (71.62%), whereas male employees accounted for 21 respondents (28.37%). In terms of education, most respondents held a bachelor's degree (S1), totaling 53 employees (71.62%). The remaining respondents had Diploma III qualifications (16.21%), master's degrees (6.76%), or senior high school education (5.40%). This educational profile suggests that most respondents possessed a formal academic background relevant to professional administrative and technical responsibilities. Regarding years of service, the largest group had worked for 11–15 years, consisting of 26 respondents (35.13%), followed by those with 6–10 years of service, totaling 19 respondents (25.67%). Fourteen respondents (18.91%) had served for 26–30 years, while the remaining respondents were distributed across other service-length categories. These results indicate that a substantial proportion of respondents had considerable institutional experience and familiarity with organizational procedures. Finally, most respondents were permanent civil servants (PNS), accounting for 68 employees (91.89%), while 6 employees (8.10%) were employed under government employment agreements (PPPK). Overall, the respondents were predominantly female, bachelor's degree holders, aged 41–50 years, experienced employees, and permanent civil servants. This profile provides a relevant basis for assessing perceptions of participative leadership, work motivation, OCB, and employee performance within the Department of Public Works and Spatial Planning of Cilegon City.

Outer Model Analysis

Convergent validity is evaluated by examining the relationship between each variable and its indicators. A construct is considered valid when its loading value exceeds 0.700, its indicators show a strong correlation. A score between 0.500 and 0.600 is deemed adequate for early-stage research applications. For a construct to have sufficient convergent validity, its Average Variance Extracted (AVE) value must be more than 0.500. In the meantime, the reliability of the measurement in measuring a specific construct is assessed using composite reliability. An instrument is regarded as reliable if the composite reliability value is greater than o.700.

Table 3. Loading Factor

Variables	Code	Loading Factor	Cronbach' Alpha	Composite Reliability	Average Variance Extracted
Partisipative Leadership	PL1	0.839	0.849	0.892	0.624
	PL2	0.749			
	PL3	0.855			
	PL4	0.756			
	PL5	0.743			
Work motivation	WM1	0.889	0.885	0.920	0.743
	WM2	0.896			
	WM3	0.838			
	WM4	0.823			
Organizational citizenship behavior	OCB1	0.839	0.958	0.968	0.859
	OCB2	0.963			
	OCB3	0.968			
	OCB4	0.953			
	OCB5	0.911			
Employee Performance	EP1	0.918	0.856	0.911	0.773
	EP2	0.879			
	EP3	0.839			

Source: Data Processing (2026)

The measurement model results indicate that all indicator achieved acceptable factor loadings ranging from 0.7434 to 0.968. these finding demonstrate that each indicator adequately represents its corresponding construct. The strongest loading was recorded for OCB3 (0.968), followed by OCB2 (0.963) and OCB4 (0.953), indicating that these indicators are particularly strong measures of organizational citizenship behavior. The lowest loading was found for PL5 (0.743), but it remains within an acceptable range for indicator retention. Overall, the loading results confirm that the indicators have satisfactory convergent representation of their respective latent variables.

The reliability results further demonstrate that all constructs possess adequate internal consistency. Cronbach's alpha values ranged from 0.849 for participative leadership to 0.958 for organizational citizenship behavior. These values exceed the commonly accepted minimum threshold of 0.70, indicating that the indicators within each construct consistently measure the same underlying concept. Similarly, composite reliability values ranged from 0.892 to 0.968, confirming that all constructs meet the required reliability criteria. The highest reliability was observed for organizational citizenship behavior, suggesting a particularly strong level of consistency among its five indicators.

The Average Variance Extracted (AVE) values for all constructs were also satisfactory. Participative leadership produced an AVE of 0.624, work motivation obtained 0.743, organizational citizenship behavior obtained 0.859, and employee performance obtained 0.773. Since all values exceed the recommended minimum of 0.50, the constructs demonstrate adequate convergent validity. This means that each construct explains more than half of the variance in its indicators. The particularly high AVE for organizational citizenship behavior indicates that the construct accounts for a substantial proportion of the variance in its measurement items.

R-Square

Table 4. R-Square

Variables	R-Squared	R-Squared Adjusted
Work Motivation	0.617	0.614
Organizational Citizenship Behavior	0.546	0.534
Employee Performance	0.740	0.735

Source: Data Processing (2026)

The R^2 results show that the model explains 61.7% of the variance in work motivation and 54.6% of the variance in organizatioanal citizenship behavior, with adusted R^2 values of the 0.614 and 0.534, respectively. Employee performance has the highest explanatory value, with an R^2 of 0.740 and an adjusted R^2 of 0.735. This indicates that partisipative leadership, work motivation and OCB collectively explain 74.0% of employee performance variation, the propposed model has strong explanatory power.

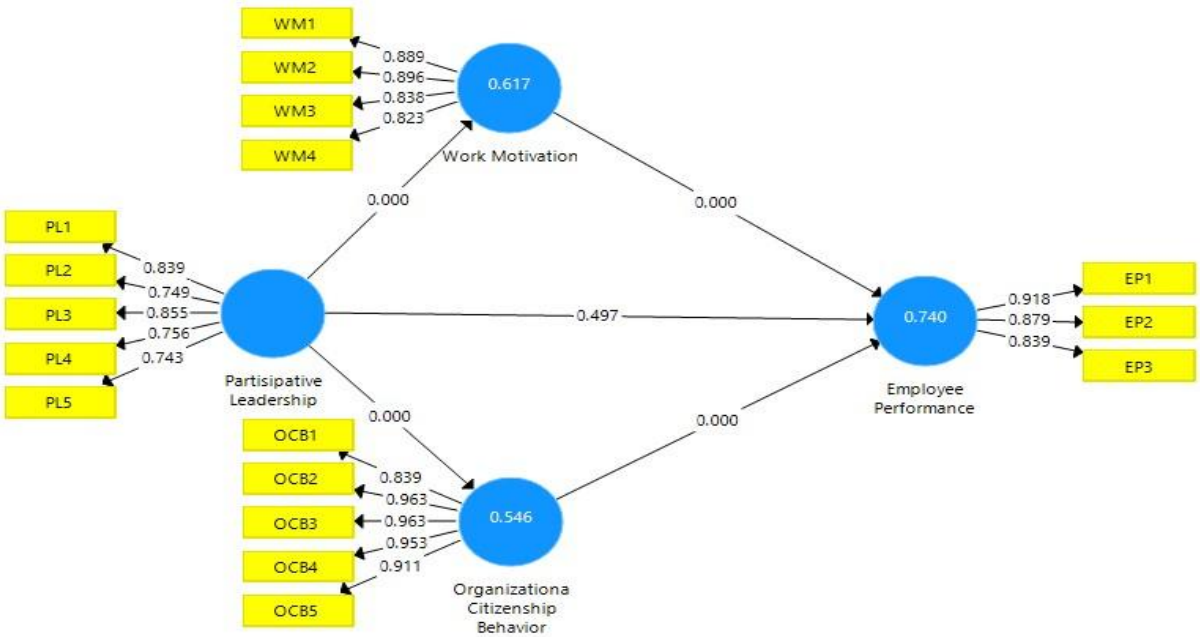


Figure 1. Results of Path Coefficient Test Using the Bootstrapping Technique

Table 5. Path Analysis Direct and Indirect Effect

Correlation	*Sample Mean (M)*	*Standard Deviation (STDEV)*	*T Statistics (|O/STDEV|)*	*P-Value*	*Conclusion*
Partisipative Leadership (X_1)→ Employee Performance (Y)	0.035	0.072	0.496	0.497	Rejected
Partisipative Leadership (X_1) →Work Motivation (Z1)→ Employee Performance (Y)	0.784	0.042	8.851	0.000	Accepted
Work Motivation (Z1)→ Employee Performance (Y)	0.739	0.043	6.027	0.000	Accepted
Partisipative Leadership (X_1) →Organizational Citizenship Behavior (Z2)→ Employee Performance (Y)	0.246	0.070	3.490	0.000	Accepted
Organizational Citizenship Behavior (Z2)→ Employee Performance (Y)	0.632	0.062	5.155	0.000	Accepted

Source: Data Processing (2026)

The path analysis indicates that participative leadership does not have a significant direct effect on employee performance. The relationship has a path coefficient of 0.035, a t-statistic of 0.496, and a p-value of 0.497. Therefore, H1 is rejected. However, participative leadership has a significant indirect effect on employee performance through work motivation, as shown by a coefficient of 0.784, a t-statistic of 8.851 and a p-value of 0.000. Thus, H2 is accepted, indicating that work motivation significantly mediates the relationship between participative leadership and employee performance. Work motivation also has a positive and significant direct effect on employee performance, with a coefficient of 0.739, a t-statistic of 6.027 and a p-value of 0.000. Therefore, H3 is accepted. Furthermore, participative leadership significantly affects employee performance through OCB, with a coefficient of 0.246, a t-statistic of 3.490 and p-value of 0.000. Hence, H4 is accepted, demonstrating that OCB mediates the relationship

between participative leadership and employee performance. OCB also has a positive and significant direct effect on employee performance, reflected by a coefficient of 0.632, a t-statistic of 5.155 and p-value of 0.000. Therefore, H5 is accepted.

Discussion

Partisipative Leadership, Work Motivation and Employee Performance

The findings indicate that participative leadership did not have a significant direct effect on employee performance, as shown by a path coefficient of 0.035, a statistic of 0.496, and a ppp-value of 0.497. Therefore, H1 was rejected. This finding suggests that employee involvement in decision-making alone is insufficient to improve performance in the Department of Public Works and Spatial Planning of Cilegon City. Participative practices may be limited to consultation without being accompanied by meaningful authority, adequate information, managerial follow-through, or the implementation of employees' suggestions. From the perspective of Social Exchange Theory, employees may not reciprocate participative treatment through improved performance when they perceive that their participation does not produce tangible changes in work processes or organizational decisions. This result differs from previous studies reporting a positive and significant relationship between participative leadership and employee performance (Assem et al., 2026; Dewi et al., 2025; Hasibuan, 2023; Mukwawaya, 2026; Rokib & Santoso, 2018; Siregar, 2022), but is consistent with findings showing that the relationship may be insignificant when participative leadership is implemented inadequately or does not reach an effective level (Qustolani & Reviani, 2024; Suryani et al., 2021).

H2 is accepted because work motivation significantly mediates the relationship between participative leadership and employee performance, with an indirect-effect coefficient of 0.784, a t-statistic of 8.851, and a p-value of 0.000. The finding indicates that participative leadership influences performance primarily by stimulating employees' internal enthusiasm, sense of responsibility, willingness to contribute, and persistence in completing their duties. In other words, participation becomes effective when employees interpret leaders' involvement practices as genuine recognition, trust, and empowerment; these perceptions subsequently strengthen motivation and translate into improved performance. The significant indirect effect, combined with the non-significant direct effect in H1, indicates an indirect-only mediation pattern, whereby work motivation functions as the principal transmission mechanism between leadership and performance. This result is consistent with Hadiastutik et al. (2026), who found that leadership can improve employee performance indirectly through work motivation, and is consistent with recent public-sector evidence showing that motivation significantly mediates the effect of supportive organizational conditions on employee performance. The finding also demonstrates that participative leadership should not be evaluated solely by the extent to which employees are invited to provide input, but by its ability to create motivational conditions that encourage employees to convert participation into effective work behavior.

H3 was accepted because work motivation had a positive and significant direct effect on employee performance, with a coefficient of 0.739, a t-statistic of 6.027, and a p-value of 0.000. This result demonstrates that employees with stronger motivation are more likely to perform their duties effectively and demonstrate greater effort, responsibility, and persistence. This result demonstrates that employees with stronger motivation are more likely to show persistence, responsibility, initiative, and greater effort in completing their duties, thereby achieving better work quality and effectiveness. The finding is theoretically consistent with Social Exchange Theory because motivated employees may reciprocate organizational support and positive leadership treatment through higher effort and stronger task performance. It also confirms that work motivation is not merely an intervening psychological state but a substantive determinant of performance in the public-sector context. The finding supports the results of Hadiastutik et al. (2026) and Prasetyaningrum et al. (2025), who reported that work motivation significantly improves employee performance. Therefore, work motivation represents an important determinant of employee performance and a key mechanism through which participative leadership can generate positive employee outcomes.

Partisipative Leadership, Organiational Citizenship Behavior and Employee Performance

H4 is accepted because organizational citizenship behavior (OCB) significantly mediates the relationship between participative leadership and employee performance, as indicated by the indirect-effect coefficient of 0.246, t-statistic of 3.490, and p-value of 0.000. This result suggests that participative leadership improves employee performance partly by encouraging discretionary behaviors, such as helping colleagues, sharing knowledge, supporting organizational activities, and contributing beyond formal job requirements. From the perspective of Social Exchange Theory, employees who experience trust, respect, and involvement from participative leaders may feel motivated to reciprocate through voluntary behaviors that support the organization. The finding is consistent with Baihaqi & Saifudin (2021), who demonstrated that OCB mediated the relationship between organizational commitment and employee performance, and with Asfiah et al. (2025), who found that OCB mediated the influence of leader–member exchange on social-business performance. Therefore, although participative leadership does not directly improve performance, it can generate better employee outcomes when it successfully stimulates OCB. The relatively lower indirect coefficient compared with the work-motivation pathway also suggests that OCB is a supplementary behavioral mechanism, whereas work motivation appears to be the stronger channel through which participative leadership affects performance.

H5 is accepted because OCB has a positive and significant direct effect on employee performance, with a path coefficient of 0.632, t-statistic of 5.155, and p-value of 0.000. This finding indicates that employees who willingly assist colleagues, maintain cooperative relationships, demonstrate conscientiousness, and support organizational activities tend to achieve higher levels of performance. OCB may improve performance by strengthening

teamwork, facilitating coordination, reducing work-related obstacles, and enabling employees to respond more effectively to organizational demands. The result supports the argument of Qalati et al. (2022) and Tanoto & Tangkawarow (2023) that discretionary behavior can enhance organizational effectiveness, efficiency, adaptability, and innovation. It is also consistent with Prasetyaningrum et al. (2025) and Baihaqi & Saifudin (2021), who found that OCB positively and significantly influenced employee performance. Accordingly, OCB represents an important behavioral resource within the Department of Public Works and Spatial Planning of Cilegon City, particularly because public-sector performance depends not only on formal task completion but also on employees' willingness to cooperate and contribute beyond their prescribed responsibilities. However, the development of OCB should be supported by fair treatment, trust, and a positive work environment so that extra-role behavior emerges voluntarily rather than becoming an additional informal obligation.

CONCLUSION

The findings show that participative leadership did not have significant effect on employee performance. However, work motivation significantly mediated the relationship between participative leadership and employee performance. Work motivation had a positive and significant direct effect on employee performance. Similarly, OCB significantly mediated the relationship between participative leadership and employee performance. OCB also positively and significantly affected employee performance. These findings indicate that participative leadership does not automatically improve performance through a direct pathway. Instead, its effects operate primarily through work motivation and OCB. Consistent with Social Exchange Theory, meaningful participation, trust, and recognition may encourage employees to increase their motivation and demonstrate voluntary behaviors that support organizational effectiveness.

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