

The Influence Of Participative Leadership Style On The Performance Of Labae Village Officials

Reski Rahmat Yuliana¹, Mansur², Asmajaya³

¹Department of Management, Universitas Lamappoleonro, Indonesia

²Department of Management, Universitas Lamappoleonro, Indonesia

³Department of Management, Universitas Lamappoleonro, Indonesia

*Corresponding Author : reskiyuliana379@gmail.com

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Abstract

This study aims to determine and analyze the effect of participative leadership style on the performance of village officials in Labae Village, Citta District, Soppeng Regency. Participative leadership is viewed as a leadership approach that can enhance subordinate involvement in decision-making, strengthen two-way communication, and foster a sense of responsibility and cooperation within village government organizations. This research employs a quantitative approach using descriptive and correlational methods. The research population consists of all village officials in Labae Village, totaling 14 individuals, with total sampling applied as the sampling technique. Data were collected through Likert-scale questionnaires, observation, and documentation, and then analyzed using descriptive statistics, Pearson correlation tests, and simple linear regression with the assistance of SPSS software. The results indicate that participative leadership style has a positive and significant effect on the performance of village officials, as shown by a significance value of less than 0.05 and a strong level of relationship. These findings suggest that the better the implementation of participative leadership by the village head, the higher the performance of village officials, as reflected in improved work discipline, responsibility for tasks, teamwork capability, and quality of public services. Therefore, the application of participative leadership is considered crucial for improving village officials' performance and supporting the realization of effective, transparent, and professional village governance.

INTRODUCTION

Leadership is one of the most decisive factors in determining the success of an organization, including at the village government level. In the context of village governance, the role of the village head and village officials is crucial, as they serve as the frontline in delivering public services and managing government administration. One of the main challenges in village governance is ensuring that the performance of village officials remains optimal despite limitations in resources, administrative burdens, and increasing public demands for service quality. (Mansur, Suhairi, 2025)

Participative or democratic leadership style is regarded as an approach capable of encouraging the involvement of village officials in decision-making, increasing work motivation,

and building a shared sense of responsibility. Leaders who apply a participative style typically invite members to actively participate, listen to their input, and provide opportunities for village officials to contribute. As a result, a more open and collaborative work environment can be created, which in turn has a positive impact on overall performance. Participative leadership has been proven to improve employee performance, although its effects may be influenced by institutional factors and organizational culture. This indicates that in government organizations such as villages, the effectiveness of participative leadership may vary depending on the surrounding social and institutional context. Temuan serupa menunjukkan bahwa gaya kepemimpinan berpengaruh positif terhadap kinerja pegawai pada instansi sektor publik (Mansur, Suhairi, & Apriliani, 2025).

Leadership style refers to the behavioral norms used by a leader when attempting to influence subordinates' behavior. Leadership styles may include autocratic, democratic, and laissez-faire styles, each of which has different implications for subordinate motivation and performance. Several studies conducted by academics have also demonstrated consistent findings regarding the importance of leadership style in organizations. For example, studies have shown that leadership style as a whole has a significant influence on employee performance. Although such studies do not directly examine the village government context, their results confirm that leadership is a strategic factor that plays an important role in improving performance across various types of organizations. Selain faktor kepemimpinan, peningkatan literasi digital juga dilaporkan berpengaruh positif dan signifikan terhadap kinerja tenaga kependidikan (Adawiah & Nurhidayati, 2024).

These findings indicate that the better the implementation of leadership style and organizational culture in the workplace, the higher the level of employee performance achieved. Therefore, improving employee performance depends not only on individual capabilities but also on the extent to which leaders are able to build a supportive organizational culture that fosters motivation, discipline, and work commitment among employees a healthy organization that supports the creation of motivation, discipline, and work loyalty among employees (Mansur, Andi Rahma Nur Alam, Umar, Suhairi, 2025). Organizational culture and work discipline have also been proven to influence employee performance, so both need to be managed consistently within the organization (Ibrahim, Suhairi, & Asmini, 2024). Strengthening financial literacy is also relevant to supporting resource management, as financial literacy has been proven to have a significant impact on students' consumption behavior (Aini, Masyadi, Rahmah, & Aslina, 2025).

In this context, the performance of village officials can be assessed through indicators such as work discipline, public service delivery, responsibility for assigned tasks, and the ability to Service recipient satisfaction can be improved through the right strategy, as marketing strategies have been proven to influence consumer satisfaction in the context of services (Rahmah, Surianti, Minarti, Amrial, & Idrus, 2025). The use of online media as an organizational communication channel has also proven to be effective,

As online promotion (Surianti, Rahmah, Minarti, Abbas, & Amrial, 2024). cooperate within the village government organization. Good performance of village officials will strongly support the realization of effective, transparent, and accountable village governance. (Mansur, Andi Adawiah, Asmini, Andi Rahmah Nualam, 2024).

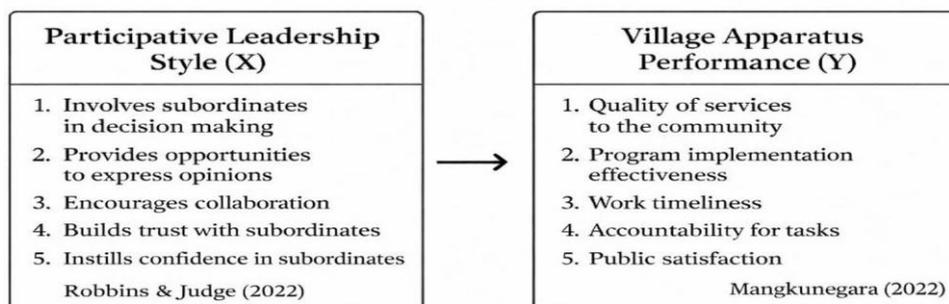
METHOD

This study employs a quantitative research design with descriptive and correlational approaches. Quantitative research is chosen because it aims to measure the effect of

participative leadership style on the performance of village officials in a numerical and objective manner. The descriptive approach is used to describe the actual conditions of leadership style and village officials' performance in Labae Village. Meanwhile, the correlational approach is applied to analyze the relationship between the independent variable (participative leadership style) and the dependent variable (village officials' performance), in order to determine the extent of leadership influence on performance.

The independent variable in this study is participative leadership style (X), which is measured through three indicators: subordinate involvement in decision-making, two-way communication between leaders and subordinates, and the provision of opportunities to offer suggestions. The dependent variable is village officials' performance (Y), which is measured by work discipline, task responsibility, quality of public services, and cooperation within the organization.

Data in this study were collected through questionnaires, observation, and documentation. Questionnaires were used to measure village officials' perceptions of the village head's participative leadership style and their assessment of individual performance. Observation was conducted to directly examine village officials' work behavior, interactions with the village head, and community service activities, using observation sheets prepared according to the research variable indicators. Secondary data documentation was obtained from official village documents, such as performance reports, attendance records, and administrative notes relevant to the research variables. These data collection techniques aim to obtain valid and comprehensive data so that the analysis results can accurately reflect the actual relationship between participative leadership style and the performance of village officials. The conceptual framework of this study can be illustrated as follows:



RESULTS AND DISCUSSION

The results of this study provide a comprehensive overview of the village officials of Labae Village, totaling 14 respondents. All village officials were included as research samples using a total sampling technique due to the relatively small population size. The respondents had diverse characteristics in terms of gender, age, education level, and position. This diversity indicates that the data obtained represent the overall condition of village officials.

The majority of respondents were male, although female respondents also played roles in village governance. This indicates that the government structure of Labae Village is still dominated by males; however, female participation has begun to emerge and develop. Most respondents were within the productive age range of 31–50 years, indicating that village officials possess adequate physical and mental capacity to carry out their duties. Respondents aged over 50 years contributed through more mature work experience. The respondents' educational backgrounds varied from senior high school to bachelor's degree (S1), indicating that village

officials have sufficiently adequate educational qualifications to support the implementation of government tasks. Respondents also held various positions, such as hamlet heads, administrative heads (Kaur), section heads (Kasi), and administrative staff, ensuring that the research results reflect the overall performance condition of village officials.

This descriptive analysis involved all 14 village officials of Labae Village, Citta District, Soppeng Regency, as research respondents using total sampling. The diversity of respondent characteristics in terms of gender, age, education level, and position suggests that the data were obtained from various backgrounds, enabling comprehensive representation of village officials' conditions. Differences in age indicate a combination of work experience and productive-age work motivation, while variations in education levels reflect differences in the ability to understand tasks and responsibilities. Variations in positions indicate that respondents were directly involved in village governance implementation. Therefore, the findings are expected to provide a more objective depiction of the influence of the village head's participative leadership style on the performance of village officials in Labae Village.

The results of the simple linear regression analysis produced the equation $Y = 0.842 + 0.693X$, indicating that each one-unit increase in participative leadership style increases the performance of village officials by 0.693 units, assuming other variables remain constant. This result indicates that the better the implementation of participative leadership by the village head, the higher the performance of village officials. The coefficient of determination ($R^2 = 0.611$) shows that 61.1% of the variation in village officials' performance is influenced by participative leadership style, while the remaining 38.9% is influenced by other factors outside the research model. Furthermore, the hypothesis testing results indicate a significance value of $0.000 < 0.05$, meaning that H_1 is accepted and H_0 is rejected. Thus, it can be concluded that participative leadership style has a positive and significant effect on the performance of village officials in Labae Village.

These findings indicate that the participative leadership style applied by the village head has a highly positive impact on improving the performance of village officials, as evidenced by a significance value of $0.001 < 0.05$, which means the results are statistically significant. Participative leadership is a form of leadership that involves subordinates in various work processes, including decision-making, task implementation, and problem-solving within the village organization. This leadership pattern creates more open, harmonious, and mutually respectful working relationships between leaders and village officials.

In practice, the village head provides opportunities for village officials to express opinions, ideas, and suggestions in various village governance activities. Such involvement makes village officials feel valued and recognized. This sense of appreciation fosters a sense of ownership toward both their work and the village government organization. As a result, village officials no longer work merely out of obligation, but also from a shared awareness to advance the village. Participative leadership is also characterized by open two-way communication between the village head and village officials. Effective communication creates healthier working relationships, reduces misunderstandings, and accelerates the resolution of problems encountered during task implementation. Village officials do not feel hesitant to convey the challenges they face, as the village head is open and receptive to input. Consequently, problems can be resolved collectively through deliberation and consensus.

CONCLUSIONS AND SUGGESTION

Based on the results of the study on the influence of participative leadership style on the performance of village officials in Labae Village, Citta District, Soppeng Regency, it can be concluded that the participative leadership style implemented by the village head has a positive and significant effect on improving the performance of village officials. This is evidenced by statistical test results with significance values below 0.05 and a strong level of relationship. These findings confirm that the involvement of village officials in decision-making, the establishment of open two-way communication, the provision of opportunities to express opinions, and the delegation of responsibilities according to individual capabilities create a harmonious work environment, foster a sense of ownership, increase work motivation, and encourage village officials to work more disciplinarily, responsibly, and cooperatively. (Asnia Minarti, Nural Idrus, Riskayani, 2025) Ultimately, these factors contribute to improved public service quality and the realization of more effective, transparent, and professional village governance.

Based on these findings, the village head of Labae Village is expected to maintain and further develop the implementation of participative leadership in managing village governance by continuously involving village officials in decision-making processes, maintaining open and harmonious communication, and providing trust and responsibility fairly according to each official's duties. Village officials are also expected to continuously improve professionalism, discipline, and the quality of public services. Furthermore, district and regency governments are encouraged to provide continuous guidance, mentoring, and training in leadership and village governance management. Future researchers are recommended to expand this study by incorporating additional variables that influence village officials' performance in order to obtain broader and more in-depth research findings.

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