

The Influence of Participatory Leadership, Work Motivation, and Organizational Communication on Employee Performance PERUMDA Tirtanadi Berastagi Branch

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ABSTRACT

This study aims to determine the influence of participatory leadership, work motivation, and organizational communication on the performance of employees of PERUMDA Tirtanadi Berastagi Branch both partially and simultaneously. The type of research used is quantitative research with an associative approach. The population in this study is all employees of PERUMDA Tirtanadi Berastagi Branch with a sample of 38 respondents determined using saturated sampling techniques. The data collection technique used a questionnaire with the Likert scale, while the data analysis technique used multiple linear regression analysis with the help of SPSS software. The results of the study show that partially participatory leadership and work motivation have a positive but insignificant effect on employee performance, while organizational communication has a positive and significant effect on employee performance. Simultaneously, participatory leadership, work motivation, and organizational communication have a significant effect on employee performance. The value of the determination coefficient (R^2) of 0.356 indicates that 35.6% of the variation in employee performance can be explained by all three independent variables, while the rest is influenced by other factors outside the research model. This study concludes that organizational communication is the dominant factor in improving the performance of employees of PERUMDA Tirtanadi Berastagi Branch.

Introduction

Employees are the most valuable asset and a determining factor for the success of an organization. The success of a company, both in the private sector and in public services, is highly determined by the quality of its human resources. PERUMDA Tirtanadi Berastagi Branch is one of the operational branches that serves the Karo Regency area and its

surroundings. As a public service provider, PERUMDA Tirtanadi Berastagi Branch is required to provide excellent service to the community. Good employee performance will have a direct impact on service quality, operational efficiency, and customer satisfaction. Without competent and dedicated employees, the vision and mission of the organization are difficult to achieve optimally.

According to the term, performance is defined as the embodiment of the results of work done by employees, which in general the word performance is used as a reference for the assessment of the employee in a company or organization (Rahman, Rizky and Alfahmi, 2023). According to (Hasibuan, 2019) performance is the result of work achieved by a person in carrying out his duties, based on skills, experience, seriousness, and time that has been set. Without the support of optimal employee performance, organizational performance will not be optimal. This shows that employee performance is important for the progress and goals of the organization (Saputra, Parashakti and Perkasa, 2023). Lack of performance shown by employees can threaten the continuity of a company, because the targets that have been set cannot be achieved (Rokib and Santoso, 2018). Performance that is in accordance with company standards and supports the achievement of the company's goals (Rizky, 2022). The higher or better the employee's performance, the easier it will be to achieve the organization's goals, and vice versa if the employee's performance is low or not good, the goal will be difficult to achieve and also the results received will not be in accordance with the organization's wishes (Makarim, 2023).

The quality of a leader is not only determined by the magnitude or small results he achieves, but is determined by the ability of the leader to achieve these results through the intermediary of others, namely through his subordinates, as well as the influence that the leader emits on his subordinates (Rosanah, 2019). One of the leadership styles that is considered effective in improving company performance is the participatory leadership style (Rokib and Santoso, 2018). According to (Yukl and Gardner, 2020) "Participatory leadership concerns the manager's efforts to encourage and facilitate others in important decision-making". Participatory Leadership Style has a significant positive influence on employee performance because this leadership style involves employees in decision-making so that it creates a sense of belonging for employees, so that it can motivate them to improve their performance (Sofyanti, 2022). When leaders open up space for participation, employees are more motivated to work well because they feel valued and involved. With the opportunity given by the leadership to subordinates in every company activity, employees will feel more appreciated so that they can be encouraged to show their efforts to improve their performance (Rokib and Santoso, 2018).

Many factors are considered to be able to improve employee performance. Employee motivation itself is one of them (Rosanah, 2019). According to (Mangkunegara, 2017) Work motivation is an encouragement of needs in employees that need to be met so that the employee can adjust to his environment and be able to achieve the goals that have been set. Motivation is a will impulse that causes a person to do an act to achieve a certain goal (Setiawan et al., 2018). Motivation is how to increase employee morale so that employees

have a sense of hard work with the desire to achieve the company's goals by using their strengths (Kellin and Wasiman, 2023). Meanwhile, according to (Rizky and Husna, 2023) Motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and motivated to carry out activities with seriousness, pleasure, and sincerity of heart so that the results of the activities carried out obtain good and quality results. Motivation is the enthusiasm and determination of employees to encourage their involvement and consistency in achieving the organization's business goals (Rizky, M., Faried and Purba, 2024). With work motivation, it will be a driving force to increase the enthusiasm of human resources, integrate well with each other and they are willing to work together effectively (Tarmizi and Hutasuhut, 2022). Providing work motivation can be interpreted as giving more motivation to an employee, the more work results that will be achieved can be maximized (Prayetno and Darmilisani, 2024). Highly motivated employees will show dedication, discipline, and productivity in completing their work. However, employee motivation is not always consistent, especially when there is a lack of clarity in the reward system, a lack of self-development opportunities, or an unbalanced workload.

According to (Sofyanti, 2022) Communication in an organization is one of several factors that affect employee performance. Employees are required to communicate with each other (Nasution and Rizky, 2024). Establishing good working relationships in the organization is one aspect of communication. Good communication is very effective in helping an organization in making it easier for all its employees to complete the assigned tasks (Kellin and Wasiman, 2023). Effective communication between leaders and employees as well as between fellow employees will create good coordination, speed up information delivery, and reduce misunderstandings in the execution of tasks. On the other hand, unsmooth communication can hinder the work process, cause internal conflicts, and lead to a decrease in the quality of service to the community. Organizational communication must be built more with a sense of kinship so that employees have loyalty to the company because employees will feel that the company is a second home (Wakhyuni and Andika, 2019). If communication is done well by all employees in an organization, it will have a great influence in bridging the creation of improved employee performance in the organization (Wibowo, 2017).

Previous research that used variables in this study still found research gaps so that the variables in this study are still very interesting to research. Such as research conducted by (Rosanah, 2019), (Tarmizi and Hutasuhut, 2022), (Saputra, Parashakti and Perkasa, 2023) Where the results of the research state that participatory leadership and motivation affect employee performance, as well as research (Sofyanti, 2022), (Rokib and Santoso, 2018), and (Kellin and Wasiman, 2023) that communication affects employee performance. However, it is different from the research conducted by (Jiputra, 2019) that participatory leadership has no effect on performance, as well as research (Tanjung, Romi and Firmansyah, 2023) that motivation has no effect on performance, and (Noviherni and Hanifah, 2020) that research states that communication has no effect on employee performance.

Based on this description, it is important to conduct research on the Influence of Participatory Leadership, Work Motivation, and Organizational Communication on the Performance of Employees of PERUMDA Tirtanadi Berastagi Branch. This research is expected to contribute to understanding the factors that affect employee performance, so that it can be used as a basis for management in improving the quality of public services.

Method

The methodology of this study uses a type of quantitative research with an associative approach, which aims to analyze the influence of participatory leadership, work motivation, and organizational communication on the performance of employees of PERUMDA Tirtanadi Berastagi Branch. The population in this study is all employees of PERUMDA Tirtanadi Berastagi Branch which totals 38 employees, and because the population is relatively small, the sampling technique uses saturated samples (census), so that all population members are used as research samples. The type of data used consists of quantitative data, with primary data sources obtained directly from respondents through the dissemination of structured questionnaires, as well as secondary data derived from company documents, internal reports, and relevant literature. The data collection technique was carried out through questionnaires with the Likert scale, direct observation, and documentation. Furthermore, data analysis techniques include descriptive statistical analysis, instrument quality tests (validity and reliability tests), classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), and multiple linear regression analysis followed by hypothesis tests through t-tests (partial), F tests (simultaneous), and determination coefficients (R^2). The multiple linear regression equation in this study is formulated as follows: $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$,

where:

- Y : Employee Performance
- X_1 : Participatory Leadership
- X_2 : Work Motivation
- X_3 : Organizational Communication
- A : Constant
- β_1 – β_3 : Regression Coefficient
- ε : Term Error

Results and Discussion

Overview of Research Objects

PERUMDA Tirtanadi Berastagi Branch is a service unit of the North Sumatra Provincial Drinking Water Company which plays a role in providing and managing clean water

services for the people of Berastagi District and its surroundings, in line with the company's vision in improving the quality of public services. The Berastagi Branch was formed as part of the development of PERUMDA Tirtanadi's distribution network to meet the needs of decent, safe, and sustainable drinking water, as well as support the growth of urban areas and tourism. Structurally, PERUMDA Tirtanadi Berastagi Branch is led by a branch head who is directly responsible to the central management, and is supported by several work units such as administration, finance, engineering, and customer service sections, with the number of employees adjusted to operational needs, thus allowing effective work coordination in providing clean water services to the community.

Descriptive Statistical Analysis

Describe the minimum, maximum, mean, and standard deviations of each research variable (participatory leadership, work motivation, organizational communication, and employee performance).

Table 1. Descriptive Statistical Analysis
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Kepemimpinan Partisipatif_X1	38	18	30	24.16	3.080
Motivasi Kerja_X2	38	21	30	26.03	2.635
Komunikasi Organisasi_X3	38	28	49	38.79	6.581
Kinerja Pegawai_Y	38	15	24	19.53	2.719
Valid N (listwise)	38				

Based on the results of descriptive statistical analysis, it is known that out of 38 respondents, the participatory leadership variable has a minimum value of 18, a maximum of 30, with an average of 24.16 and a standard deviation of 3.080, which shows that the respondents' perception is in the category of being quite good. The work motivation variable has a minimum value of 21 and a maximum of 30 with a mean value of 26.03 and a standard deviation of 2.635, which indicates that the level of employee work motivation is relatively high and homogeneous. Furthermore, organizational communication showed a minimum score of 28 and a maximum of 49 with an average of 38.79 and a standard deviation of 6.581, reflecting a fairly diverse variation in respondents' perceptions. Meanwhile, the employee performance variable has a minimum value of 15 and a maximum of 24 with an average value of 19.53 and a standard deviation of 2.719, which shows that the performance of employees of PERUMDA Tirtanadi Berastagi Branch is in the category of quite good.

Instrument Quality Test

a. Validity Test

The validity test is a test to find out whether the question items in the questionnaire are able to measure the research variables correctly, carried out by looking at the correlation value (r counted) of each item which must be greater than the r table.

Table 2. Validity Test

Variabels	Indicators	r-hitung	r-tabel	Keterangan
Kepemimpinan Partisipatif_X1	X1.1	.610**	.3202	Valid
	X1.2	.478**	.3202	Valid
	X1.3	.772**	.3202	Valid
	X1.4	.673**	.3202	Valid
Motivasi Kerja_X2	X2.1	.610**	.3202	Valid
	X2.2	.623**	.3202	Valid
	X2.3	.859**	.3202	Valid
	X2.4	.581**	.3202	Valid
	X2.5	.697**	.3202	Valid
Komunikasi Organisasi_X3	X3.1	.651**	.3202	Valid
	X3.2	.787**	.3202	Valid
	X3.3	.781**	.3202	Valid
	X3.4	.787**	.3202	Valid
	X3.5	.822**	.3202	Valid
Kinerja Pegawai_Y	Y1	.646**	.3202	Valid
	Y2	.800**	.3202	Valid
	Y3	.848**	.3202	Valid
	Y4	.879**	.3202	Valid

Based on the results of the validity test, all indicators on the variables of participatory leadership, work motivation, organizational communication, and employee performance had a value of r calculated $>$ r table (0.3202), so that all statement items were declared valid and suitable for use in the study.

b. Reliability Test

The reliability test is a test to determine the consistency and reliability of research instruments in measuring variables repeatedly, which is generally assessed through Cronbach's Alpha \geq value of 0.70.

Table 3. Reliability Test

	Cronbach's Alpha	N of Items	Keterangan
Kepemimpinan Partisipatif_X1	.642	4	Reliabel
Motivasi Kerja_X2	.795	5	Reliabel
Komunikasi Organisasi_X3	.864	5	Reliabel
Kinerja Pegawai_Y	.831	4	Reliabel

Based on the results of the reliability test, all research variables had a Cronbach's Alpha > value of 0.60, so that participatory leadership instruments, work motivation, organizational communication, and employee performance were declared reliable and consistent for use in the study.

Classic Assumption Test

a. Normality Test

The normality test in this study was carried out using the Kolmogorov–Smirnov test to determine whether the residual data is normally distributed, with the criterion that the significance value (Asymp. Sig.) greater than 0.05 indicates normally distributed data.

Table 4. Uji Kolmogorov–Smirnov
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual		
N		38		
Normal Parameters ^{a,b}	Mean	.000000		
	Std. Deviation	2.18152023		
Most Extreme Differences	Absolute	.097		
	Positive	.097		
	Negative	-.080		
Test Statistic		.097		
Asymp. Sig. (2-tailed) ^c		.200 ^d		
Monte Carlo Sig. (2-tailed) ^e	Sig.	.484		
		99% Confidence Interval	Lower Bound	.471
		Upper Bound	.497	

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Based on the results of the Kolmogorov–Smirnov normality test, an Asymp value was obtained. Sig. is $0.200 > 0.05$, so it can be concluded that the residual data is normally distributed and meets the assumption of normality.

b. Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation between independent variables in the regression model, which is assessed through a Tolerance value of > 0.10 and a Variance Inflation Factor (VIF) < 10 , thus showing a model free of multicollinearity.

Table 5. Multicollinearity Test Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Kepemimpinan Partisipatif_X1	.734	1.362
	Motivasi Kerja_X2	.972	1.029
	Komunikasi Organisasi_X3	.743	1.346

a. Dependent Variable: Kinerja Pegawai_Y

Based on the results of the multicollinearity test, all independent variables had a Tolerance value of > 0.10 and $VIF < 10$, so it can be concluded that the regression model did not experience multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test in this study was carried out using scatterplot graphs, with the criterion that if the data points are randomly spread above and below the zero axis and do not form a certain pattern, then the regression model is declared not to experience heteroscedasticity.

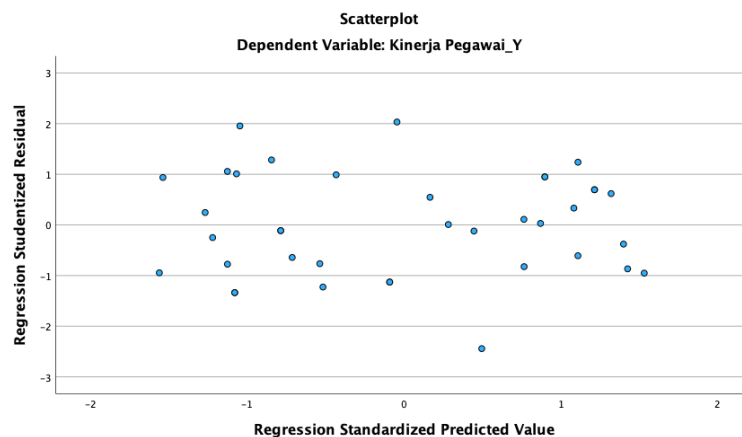


Figure 1. Scatterplot

Based on Figure 1. Scatterplot, it is seen that the data points are randomly spread above and below the zero axis and do not form a specific pattern, so it can be concluded that the regression model does not experience heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine and analyze the influence of participatory leadership, work motivation, and organizational communication simultaneously or partially on employee performance.

Table 6. Multiple Linear Regression Analysis
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.778	5.042		.353	.727
Kepemimpinan Partisipatif_X1	.171	.142	.194	1.209	.235
Motivasi Kerja_X2	.266	.144	.258	1.851	.073
Komunikasi Organisasi_X3	.172	.066	.416	2.608	.013

a. Dependent Variable: Kinerja Pegawai_Y

Based on the results of multiple linear regression analysis, regression equations were obtained, namely:

$$Y = 1.778 + 0.171X_1 + 0.266X_2 + 0.172X_3$$

A constant value of 1.778 indicates that if the variables of Participatory Leadership, Work Motivation, and Organizational Communication are zero, then employee performance will have a value of 1.778 units. The Participatory Leadership regression coefficient (X1) of 0.171 indicates that every increase in one participatory leadership unit will increase employee performance by 0.171 units assuming other variables are constant. The Work Motivation regression coefficient (X2) of 0.266 indicates that every increase in one unit of work motivation will increase employee performance by 0.266 units assuming other variables are constant, and is the largest coefficient among the three independent variables. Meanwhile, the regression coefficient of Organizational Communication (X3) of 0.172 shows that every increase in one unit of organizational communication will increase employee performance by 0.172 units assuming other variables are fixed.

T-test (Partial)

The t-test (partial) is carried out by comparing the value of t calculated with the t table, where if t calculates > t of the table and the significance value < 0.05, then the independent variable has a partial significant effect on employee performance.

**Table 7. T test (Partial)
 Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.778	5.042		.353	.727
Kepemimpinan Partisipatif_X1	.171	.142	.194	1.209	.235
Motivasi Kerja_X2	.266	.144	.258	1.851	.073
Komunikasi Organisasi_X3	.172	.066	.416	2.608	.013

a. Dependent Variable: Kinerja Pegawai_Y

Based on the results of the t-test (partial) with a significance level of $\alpha = 0.05$ and a degree of freedom ($df = n-k-1 = 38-3-1 = 34$), a table t-value of 2.032 was obtained.

For the Participatory Leadership variable (X1), the calculated t value of 1.209 is smaller than the of table 2.032 ($1.209 < 2.032$) with a significance value of $0.235 > 0.05$, so it can be concluded that H_0 is accepted and H_a is rejected, which means that participatory leadership partially does not have a significant effect on the performance of employees of PERUMDA Tirtanadi Berastagi Branch.

For the Work Motivation variable (X2), the calculated t-value of 1.851 was smaller than the t-table of 2.032 ($1.851 < 2.032$) with a significance value of $0.073 > 0.05$, so that H_0 was accepted and H_a was rejected, indicating that work motivation partially had no significant effect on employee performance, even though the significance value was close to the tolerance limit.

Meanwhile, for the Organizational Communication variable (X3), the calculated t value of 2.608 is greater than the t table of 2.032 ($2.608 > 2.032$) with a significance value of $0.013 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that organizational communication partially has a positive and significant effect on the performance of employees of PERUMDA Tirtanadi Berastagi Branch.

F Test (Simultaneous)

The F test (simultaneous) was carried out by comparing the value of F calculated with the F table, where if F calculates $> F$ table and the significance value < 0.05 , then participatory leadership, work motivation, and organizational communication together have a significant effect on employee performance.

**Table 8. F Test (Simultaneous)
ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	97.390	3	32.463	6.268	.002 ^b
Residual	176.084	34	5.179		
Total	273.474	37			

a. Dependent Variable: Kinerja Pegawai_Y

b. Predictors: (Constant), Komunikasi Organisasi_X3, Motivasi Kerja_X2, Kepemimpinan Partisipatif_X1

Based on the results of the F (simultaneous) test with a significance level of $\alpha = 0.05$, the degree of freedom of the numerator (df_1) = 3, and the degree of freedom of the denominator (df_2) = 34, the value of F of the table was obtained of 2.88. The results of the analysis showed that the calculated F value of 6.268 was greater than the F of table 2.88 ($6.268 > 2.88$) with a significance value of $0.002 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that the variables of Participatory Leadership (X1), Work Motivation (X2), and Organizational Communication (X3) together (simultaneously) have a positive and significant effect on the Performance of Employees (Y) of PERUMDA Tirtanadi Berastagi Branch.

Coefficient of Determination (R^2)

The determination coefficient (R^2) was used to find out how much participatory leadership, work motivation, and organizational communication were able to explain variations in employee performance, while the rest was explained by other variables outside the research model.

**Table 9. Coefficient of Determination (R^2)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.356	.299	2.276

a. Predictors: (Constant), Komunikasi Organisasi_X3, Motivasi Kerja_X2, Kepemimpinan Partisipatif_X1

b. Dependent Variable: Kinerja Pegawai_Y

Based on the results of the determination coefficient (R^2), an R Square value of 0.356 was obtained, which showed that 35.6% of employee performance variations could be explained by participatory leadership, work motivation, and organizational communication, while the remaining 64.4% were influenced by other factors outside the research model.

The Influence of Participatory Leadership on Employee Performance

The results of the hypothesis test showed that participatory leadership did not have a significant effect on the performance of employees of PERUMDA Tirtanadi Berastagi Branch, which was evidenced by a calculated t value of $1.209 < t \text{ table } 2.032$ and a significance value of $0.235 > 0.05$. Although it has a positive regression coefficient of 0.171 which indicates the direction of a positive relationship, the influence is not strong enough to be statistically significant. The application of a participatory leadership style that involves employees in decision-making has not been optimal in improving employee performance at PERUMDA Tirtanadi Berastagi Branch. This may be due to several factors such as the lack of intensity of employee participation in the strategic decision-making process, the existence of an organizational hierarchy that is still rigid as a characteristic of a BUMD company, or the varying level of readiness and competence of employees in contributing ideas and inputs to the leadership.

The Effect of Work Motivation on Employee Performance

The results of the hypothesis test showed that work motivation did not have a significant effect on the performance of employees of PERUMDA Tirtanadi Berastagi Branch, with a calculated t value of $1.851 < t \text{ table } 2.032$ and a significance value of $0.073 > 0.05$. The results of this study show that higher motivation will not necessarily improve employee performance. Although the salaries and bonuses of PERUMDA employees are relatively good and relatively stable, the compensation has been perceived as a definite right, no longer as a driver to improve performance. This condition makes financial motivation function as a hygiene factor, so that it does not encourage employees to work beyond the standards that have been set. In addition, the performance of PERUMDA employees is greatly influenced by a structured work system and is bound by standard operating procedures (SOPs) and public service regulations. The space for employees to express personal motivation in the form of increased productivity or innovation has become limited. As a result, even though employees have different levels of motivation, the work output produced is relatively the same because they must follow the rules and targets of the organization that have been determined.

The Influence of Organizational Communication on Employee Performance

The results of the hypothesis test showed that organizational communication had a positive and significant effect on the performance of employees of PERUMDA Tirtanadi Berastagi Branch, which was evidenced by a calculated t value of $2.608 > t \text{ table } 2.032$ and a significance value of $0.013 < 0.05$. With a regression coefficient of 0.172 and the highest beta value of 0.416, organizational communication is the most dominant variable in influencing employee performance compared to the other two variables. The effectiveness of organizational communication, which includes vertical communication (between superiors and subordinates), horizontal communication (between colleagues), and information disclosure within the organization has a vital role in improving employee performance. Good communication allows employees to clearly understand their duties

and responsibilities, receive constructive feedback, coordinate more effectively between work units, and reduce the potential for conflicts and misunderstandings that can hinder productivity. PERUMDA Tirtanadi Berastagi Branch which has various work units such as technical, administrative, and customer service, smooth communication is the key to ensuring work synchronization and the achievement of organizational targets.

The Influence of Participatory Leadership, Work Motivation, and Organizational Communication Simultaneously on Employee Performance

The results of simultaneous hypothesis testing showed that participatory leadership, work motivation, and organizational communication together had a positive and significant effect on the performance of employees of PERUMDA Tirtanadi Berastagi Branch, which was evidenced by an F value of $6.268 > F$ of a table of 2.88 and a significance value of $0.002 < 0.05$. A determination coefficient value (R^2) of 0.356 showed that the three independent variables were able to explain 35.6% of the variation in employee performance changes, while the remaining 64.4% were influenced by other factors outside the research model. Although only partially organizational communication has a significant effect, when the three variables work synergistically and integrated, they are able to make a significant contribution to improving employee performance. This shows the importance of a holistic approach in human resource management, where participatory leadership needs to be supported by an effective motivation system and good organizational communication to produce optimal impact on performance.

Conclusion

Based on the results of the research and discussions that have been conducted, it can be concluded that participatory leadership and partial work motivation do not have a significant effect on the performance of employees of PERUMDA Tirtanadi Berastagi Branch, which shows that these two variables have not been able to make a meaningful contribution in improving employee performance when tested individually. Meanwhile, partial organizational communication has been proven to have a positive and significant effect on employee performance, indicating that effective communication is a key factor that can improve employee performance directly through information delivery, task coordination, and a better understanding of organizational goals. However, when tested together, participatory leadership, work motivation, and organizational communication simultaneously had a positive and significant effect on employee performance, where the three independent variables were able to explain some of the variation in employee performance changes, while the rest were influenced by other variables outside the research model, thus emphasizing the importance of a comprehensive approach in managing employee performance by considering various factors organizational aspects simultaneously.

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