THE EFFECT OF COLLABORATIVE LEADERSHIP AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

Aziz Maulana Pamunngkas[1], Upit Elya Rohimi[2*]
[1]Universitas Cendekia Mitra Indonesia
[2]Universitas Swadaya Gunung Jati, Indonesia

Corresponding Author:

Name : Aziz Maulana Pamunngkas
Afilias:
Universitas Cendekia Mitra Indonesia
Email:
aziz.maulanapamungkas@gmail.com

ABSTRACT

Collaborative leadership and job satisfaction have become key elements for improving employee performance in today's world, particularly given the increasing complexities within businesses. In Indonesia, the adoption of collaborative leadership still encounters obstacles, mainly because of a hierarchical work culture, resulting in low levels of job satisfaction and employee performance. This research aims to examine the effects of collaborative leadership and job satisfaction on employee performance. A quantitative approach utilizing descriptive correlational surveys is employed as the research method. The study sample includes 90 employees at PT XYZ, chosen through a purposive sampling technique. Data were collected via a questionnaire and analyzed using multiple regression to assess the influence of each variable. The research findings reveal that collaborative leadership and job satisfaction significantly affect employee performance both individually and collectively. Employees who feel engaged in the decision-making process and experience high job satisfaction tend to perform better. This study underscores the necessity for companies in Indonesia to implement a collaborative leadership model and enhance job satisfaction to achieve optimal performance. Additionally, this research contributes to the literature on leadership and human resource management in Indonesia and opens avenues for future studies to investigate other variables that may impact employee performance.
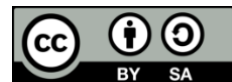
1. INTRODUCTION

Across the world, the modern work environment is increasingly focusing on adaptive and collaborative leadership models. This transformation is driven not only by the increasing demands of organizations that require speed in decision-making but also by the increasing complexity of problems faced by companies today. Organizations are faced with the need to innovate in the face of global competition and rapid technological developments. In this context, collaborative leadership becomes an important element because it is able to create space for team members to voice ideas, participate in decision-making, and feel ownership of shared achievements. Leadership that encourages collaboration not only increases productivity but also contributes to the development of employee competencies and skills. (Salsabila et al., 2024). According to research from Deloitte , a participative leadership

model enables organizations to achieve optimal performance . (Andriani Sariwardani, 2024). This is especially relevant in the post-pandemic era, where remote or hybrid working demands a more inclusive approach. A collaborative leadership model ensures that every employee feels involved in the decision-making process and has full support in carrying out their responsibilities, thereby increasing employee job satisfaction and loyalty.

However, in Indonesia, the implementation of collaborative leadership still faces various challenges. A work culture that tends to be hierarchical often prevents leaders from listening to ideas from subordinates and team members. (Syafitri et al., 2024). These barriers have a direct impact on employee job satisfaction, especially in terms of their motivation, career satisfaction, and emotional involvement with the company. When employees feel ignored or not involved in decision-making, their motivation and job satisfaction tend to decrease, which ultimately impacts their performance. (Pratiwi & Rizky, 2024). Based on a survey from a local HR agency, many employees feel that the lack of communication and involvement in the decision-making process has lowered their performance. (Bairizki, 2020). Especially in the private sector, the absence of collaborative leadership can affect employee retention and the achievement of company work targets. In addition, companies that fail to implement collaborative leadership tend to face more frequent turnover problems , which require additional costs for recruiting and training new employees.

In line with this issue, several previous studies have found the benefits of collaborative leadership on employee performance and job satisfaction. For example, a study by (Goleman, 2019)that collaborative leadership plays an important role in creating a healthier work environment, thereby increasing employee job satisfaction and productivity. In addition, research(Pranata & Haryanto, 2024) in Indonesia proves that companies that implement a participative leadership system tend to have lower employee (Erfan, 2024)turnover rates . Employees feel more appreciated when they can provide input and influence company policies. Furthermore, a study by revealed a positive relationship between collaborative leadership and team performance in various business sectors, especially in technology companies, indicating that this leadership model can increase innovation, which ultimately impacts employee satisfaction and performance.

This research has high urgency, considering that many organizations in Indonesia have not fully adopted the collaborative leadership model. In the midst of increasingly tight business competition, the shift towards collaborative leadership is becoming increasingly important in supporting the creation of an inclusive and productive work environment to improve organizational performance. Collaborative leadership is not only beneficial for employees but also for the organization as a whole, because it encourages innovation, stronger team engagement, and better performance sustainability. This research is also unique in exploring the direct relationship between collaborative leadership and employee job satisfaction as a factor that influences employee performance in Indonesia. In addition, this study will present an in-depth analysis of the role of job satisfaction as an intermediary variable in the relationship between collaborative leadership and employee performance, which is still rarely studied directly in Indonesia. Therefore, this research is a valuable scientific contribution to the literature on leadership and human resource management.

Based on the background above , this study aims to analyze the effect of collaborative leadership on employee performance, identify the role of job satisfaction in strengthening the relationship between collaborative leadership and employee performance, and provide recommendations for organizations in Indonesia to implement an effective collaborative leadership model in order to improve employee satisfaction and work performance. In terms of benefits, this study is expected to provide theoretical contributions

that enrich the literature on collaborative leadership and the role of job satisfaction in employee performance management. In addition, this study can be a practical guide for managers and company leaders in Indonesia in formulating a more collaborative leadership strategy to improve employee performance. With the findings produced, it is hoped that companies can adopt a leadership approach that is more flexible, adaptive, and open to input from employees. Companies in Indonesia will benefit from the implementation of stronger collaborative leadership, especially in terms of increasing employee productivity and retention. For employees, this study is expected to motivate them to actively participate in the decision-making process, feel appreciated, and ultimately feel satisfied with their work environment .

2. METHOD

This study uses a quantitative approach with a survey method. The type of research used is descriptive correlational , which aims to identify the influence of independent variables (collaborative leadership and job satisfaction) on the dependent variable (employee performance). This approach is suitable for testing the relationship between several variables and measuring how much influence the independent variables have on the dependent variable in the context of the organization.

The population in this study were all employees at PT XYZ, totaling around 120 people, covering various divisions such as production, marketing, and administration. The sampling technique used was purposive sampling with a sample of 90 people selected based on certain criteria. Inclusion criteria included permanent employees with work experience of more than 1 year, while exclusion criteria were contract employees or employees with a work period of less than 1 year.

The main instrument used in this study was a questionnaire with a Likert scale of 1-5, consisting of 3 parts, namely collaborative leadership, job satisfaction, and employee performance. Each part has a different number of items, with validity and reliability tested before being used in the main study. Validity testing was carried out using the Pearson test Products Moment , while reliability was tested with Cronbach's Alpha to ensure internal consistency of each item.

Table 1. Validity and Reliability of Instruments

Variables	Number of Items	Cronbach's Alpha	Validity Value
Leadership Collaborative	12	0.87	0.73
Satisfaction Work	10	0.85	0.70
Employee performance	8	0.88	0.76

The data in this study were collected through questionnaires and structured interviews. The questionnaire was distributed online via Google Forms to all employees who met the criteria, while interviews were conducted online using Zoom or Google Meet . These interviews aimed to gain a deeper understanding of the relationship between collaborative leadership, job satisfaction, and employee performance.

The data obtained will be analyzed using descriptive statistics (such as mean, median, and standard deviation) to describe the basic characteristics of each variable. In addition, classical assumption tests such as normality test , multicollinearity test, and heteroscedasticity test will be conducted to ensure the data meets the requirements for further analysis. Hypothesis testing will be conducted using t-test, ANOVA, linear regression

analysis, and Pearson correlation . All of these analyses will be conducted using SPSS software version 25

3. RESULTS AND DISCUSSION

Respondent Description

Study This involving 90 respondents consisting of from PT XYZ employees with characteristics diverse based on type gender , age , and background behind education . Table following This serve description statistics about characteristics general Respondents :

Table 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Type Sex	Man	50	55.6
	Woman	40	44.4
Age	21-30 years	30	33.3
	31-40 years	40	44.4
	41-50 years	20	22.2
Education	SENIOR HIGH SCHOOL	15	16.7
	D3	25	27.8
	S1	40	44.4
	S2	10	11.1

Based on Table 1, the majority of respondents in this study were male, as many as 50 people or 55.6% of the total sample, while female respondents numbered 40 people or 44.4%. In terms of age, most respondents were in the 31-40 year range, which was 40 people or 44.4%. The 21-30 year age group was 30 people (33.3%) and the 41-50 year age group was 20 people (22.2%). In terms of educational background, the majority of respondents had a Bachelor's degree (S1), which was 40 people or 44.4%, followed by Diploma 3 (D3) as many as 25 people (27.8%). Respondents with high school education numbered 15 people (16.7%), and the rest, namely 10 people (11.1%), had a Bachelor's degree (S2). These data show that most respondents have a fairly high level of education, with more than half having at least a diploma.

Classical Assumption Test Results

Normality Test (Kolmogorov-Smirnov)

Normality test results show variable data distribution study as following :

Table 3. Normality Test

Variables	Kolmogorov-Smirnov Z	Sig. (p)
Leadership Collaborative	0.955	0.320
Satisfaction Work	0.921	0.275
Employee performance	0.891	0.344

Based on Table 2, results of normality test with Kolmogorov-Smirnov showing mark significant (Sig. p) for each variable . Variables leadership collaborative own Kolmogorov-Smirnov Z value of 0.955 with p = 0.320, satisfaction Work has Z = 0.921 with p = 0.275, and performance employee has Z = 0.891 with p = 0.344. Because p- value for third variable This more big from 0.05, can concluded that the data is normally distributed .

With Thus , the model analysis that requires assumption normality can applied to variables in study This .

Test Multicollinearity

Test multicollinearity done For see existence relationship between variables independent . Results test show mark Tolerance and VIF as following :

Table 4. Test Multicollinearity

Variables	Tolerance	VIF
Leadership Collaborative	0.685	1,460
Satisfaction Work	0.742	1,348

Based on Table 3, multicollinearity test results show Tolerance and Variance Inflation Factor (VIF) values for each variable . Variables leadership collaborative own The Tolerance value is 0.685 and the VIF is 1.460, while satisfaction Work own Tolerance value is 0.742 and VIF is 1.348.

Because the Tolerance value for second variable more big than 0.10 and VIF value is more small out of 10, can concluded that No there is problem multicollinearity between variable independent in this model . With Thus , both variable can used in analysis regression without risk disturbance from correlation tall intervariable independent .

Heteroscedasticity Test (Glejser Test)

Heteroscedasticity test done For know whether there is variance that is not constant on the error in the regression model .

Table 5. Heteroscedasticity Test

Variables	Sig. (p)
Leadership Collaborative	0.234
Satisfaction Work	0.198

Based on Table 4, results of heteroscedasticity test show mark significance (Sig. p) for variable leadership collaborative of 0.234 and for variable satisfaction Work of 0.198.

Because the p- value for second variable This more big from 0.05, then can concluded that No there is problem heteroscedasticity in the regression model . This is show that variance from error is constant , so that assumption homoscedasticity fulfilled and the regression model used in study This considered valid.

Results Test Regression Multiple

Table 6. Regression Test Multiple

Variables	Coefficient B	Std. Error	t	Sig. (p)
(Constant)	5.432	1.123	4,839	0.000
Leadership Collaborative	0.321	0.072	4.458	0.000
Satisfaction Work	0.288	0.067	4.299	0.000

Based on Table 5, regression test results multiple show coefficient regression For variable independent and constant .

a. Constants own coefficient amounting to 5,432 with t value = 4.839 and p = 0.000, indicating that constant significant at the 5% level .

b. Leadership Collaborative own coefficient B is 0.321, with t value = 4.458 and p = 0.000, which indicates influence positive and significant to performance employees . This means that every improvement one unit on leadership collaborative estimated will increase performance employee of 0.321, with assumption other variables remain constant .

c. Satisfaction Work own coefficient B is 0.288, with t value = 4.299 and p = 0.000, also shows influence positive and significant to performance employees . This means every improvement one unit in satisfaction Work expected increase performance employee of 0.288, with assumption variable other still .

Pearson Correlation Test

Pearson correlation was performed For measure connection between variable leadership collaborative , satisfaction work , and performance employee .

Table 7. Pearson Correlation Test

Variables	Leadership Collaborative	Satisfaction Work	Employee performance
Leadership Collaborative	1	0.685**	0.713**
Satisfaction Work	0.685**	1	0.752**
Employee performance	0.713**	0.752**	1

Based on Table 6, the results of the Pearson correlation test show connection between variable leadership collaborative , satisfaction work , and performance employee .

a. Leadership Collaborative own correlation strong positive with Satisfaction Work ($r = 0.685, p < 0.01$), indicating that improvement in leadership collaborative tend followed with improvement satisfaction Work employee .

b. Leadership Collaborative also has correlation strong positive with Employee Performance ($r = 0.713, p < 0.01$), indicating that the more tall leadership collaborative , increasingly high performance employee .

c. Satisfaction Work show correlation very positive strong with Employee Performance ($r = 0.752, p < 0.01$), which means that the more tall satisfaction work , more and more great performance employee .

ANOVA Test Results

ANOVA test was performed For test regression model suitability in a way overall .

Table 8. ANOVA test

Source Variation	JK	df	MK	F	Sig. (p)
Regression	102.35	2	51.175	24,563	0.000
Residue	172.65	87	1.985		
Total	275.00	89			

Based on Table 7, the results of the ANOVA test show the significance of the regression model used For evaluate influence variable independent to variable dependent .

a. Source Variation Regression own Amount Square (JK) of 102.35, degree freedom (df) 2, and Mean Square (MK) of 51.175, with F value = 24.563 and p = 0.000. A higher p value small from 0.05 shows that the regression model This significant at the 5% level .

b. Source Variation Residue has a JK of 172.65 and df of 87, with MK of 1,985.

Because F value is significant (p < 0.05), can concluded that model overall regression Enough Good in explain Variance performance affected employees by variable leadership collaborative And satisfaction Work .

Results Test Hypothesis t- test

t- test was performed For know influence individual variable leadership collaborative And satisfaction Work to performance employee .

a. Leadership Collaborative : t = 4.458, p = 0.000 (significant)

b. Satisfaction Work : t = 4.299, p = 0.000 (significant)

P value < 0.05 in both variable show that leadership collaborative and satisfaction Work own influence significant to performance employee .

Results F Test

F test is used For know influence variable independently together with variable dependent .

Table 9. F Test

F statistic	Sig. (p)
24,563	0.000

The results of the F test show p value < 0.05, which means that variable leadership collaborative and satisfaction Work in a way simultaneous influential significant to performance employee .

Discussion

Influence Leadership Collaborative On Employee Performance

Leadership should collaborate in a way that consistently demonstrates a positive influence on employee performance. According to research conducted by (Wang et al., 2011), Leaders who prioritize collaboration and engage their team members tend to create an environment conducive to productivity for employees. In this context, collaborative leadership allows employees to actively contribute to decision-making, which increases their sense of ownership over their work and the team's achievements. This result shows that inclusive leadership, which gives room for employees to present their ideas and solutions, can enhance individual performance as well as overall team effectiveness.

A study conducted by (Canavesi & Minelli, 2022)also showed similar results, where employees feel involved in organizational decision-making and their own job satisfaction is higher, which directly impacts performance. The study indicated that leaders who commit to a collaborative approach can increase creativity and employee motivation. This is especially relevant in complex and demanding work environments, such as in the technology and service industries, where contributions from various perspectives are very valuable. Collaborative leadership creates synergy that helps reduce conflict, build trust, and significantly enhance employee performance way.

Furthermore, research by (Zhao et al., 2022) revealed that leadership collaborative Strong influence fosters employee loyalty and reduces turnover rates. Employees who work under collaborative leaders tend to be more dedicated and passionate about completing tasks. Through close involvement between leaders and employees, companies can create a more inclusive and sustainable work environment. Employees who feel their contributions are recognized will be more motivated to perform and assist the organization in achieving its goals .

Influence Satisfaction Work On Employee Performance

Satisfaction Work is a factor important influential significant to performance of employees. According to studies (Locke, 1976), Employees who are satisfied with their jobs tend to perform better because job satisfaction is closely related to their motivation and commitment to the company. When employees feel that their work is appreciated and the work environment is supportive, they are more likely to contribute optimally to the tasks at hand. Factors like recognition, career development, and a positive work environment play a significant role in enhancing the performance of employees.

A study from (Judge & Robbins, 2019) also supports the connection between job satisfaction and performance, showing that satisfied employees have lower absenteeism and tend to stay longer with the company. The study concluded that job satisfaction strengthens loyalty among employees and reduces the intention to change jobs. In a competitive business environment, maintaining high-performing employees becomes a main challenge for companies. Therefore, job satisfaction is not only beneficial for employees but also for companies in achieving stability and operational efficiency.

Furthermore, research (Anitha & Rao, 2014) finds that satisfaction with Work plays a role in mediation between the condition of work and the performance of employees . This means that companies that focus on improving satisfaction Work tend to see improvement in performance through the involvement of more employees . Factors like flexibility inrelationships with colleagues work , and support from superiors contribute to satisfaction among employees , which ultimately impact the performance of individuals and teams. Companies that recognize the importance of satisfaction Work will be more Ready to face the challenges of productivity and competition business .

Influence Leadership Collaborative and Satisfaction Work On Employee Performance

The combination of collaborative leadership and work satisfaction has a greater impact on employee performance than treating them separately. According to(Chen et al., 2020), collaborative leadership increases work satisfaction by creating a more inclusive and appreciative work environment. When employees feel involved in the decision-making process and have the opportunity to express their aspirations, they are more likely to feel satisfied with their jobs. This high level of work satisfaction, coupled with strong collaborative leadership, has been proven to significantly enhance employee performance.

Furthermore, research from (Kim & Mauborgne, 2019) indicates that the combination of collaborative leadership and work satisfaction strengthens employee

engagement and loyalty, directly boosting productivity. The study found that employees who feel valued and have the space man

4. CONCLUSION

The conclusion of this study shows that collaborative leadership and job satisfaction significantly affect employee performance. Collaborative leadership creates a work environment that supports active participation, strengthens a sense of ownership, and increases employee loyalty and productivity. On the other hand, job satisfaction strengthens employee engagement and commitment to their work, thus having a positive impact on individual and organizational performance. The combination of collaborative leadership and job satisfaction has been shown to be more effective in improving employee performance than the influence of each factor separately, where employees who feel involved and satisfied tend to show consistent performance and innovation in the work environment.

These findings provide several important recommendations for companies in Indonesia. It is expected that companies will be more active in implementing collaborative leadership models by encouraging employee involvement in the decision-making process through open communication and regular team discussion sessions. In addition, increasing job satisfaction through appropriate rewards, career development, and a supportive work environment should be a priority. From an academic perspective, this study enriches the literature on leadership and human resource management in Indonesia, and further research can explore additional variables, such as organizational culture or leader communication style, and use longitudinal methods to understand the long-term effects of this approach across various industry sectors.

REFERENCES

Andriani Sariwardani, S. E. (2024). Ilmu Manajemen Era Society 5.0 BAB. *Ilmu Manajemen: Era Society 5.0*, 26.

Anitha, H. M., & Rao, A. N. (2014). Active learning techniques in engineering education. *International Journal of Research in Engineering and Technology*, *3*(11), 462–465.

Bairizki, A. (2020). *Manajemen Sumber Daya Manusia (Tinjauan Strategis Berbasis Kompetensi)-Jilid 1* (Vol. 1). Pustaka Aksara.

Canavesi, A., & Minelli, E. (2022). Servant leadership and employee engagement: A qualitative study. *Employee Responsibilities and Rights Journal*, *34*(4), 413–435.

Chen, L., Wadei, K. A., Bai, S., & Liu, J. (2020). Participative leadership and employee creativity: a sequential mediation model of psychological safety and creative process engagement. *Leadership & Organization Development Journal*, *41*(6), 741–759.

Erfan, M. (2024). Strategi Pengembangan Kepemimpinan Inovatif Untuk Tenaga Kerja Pasca-Pandemi. *Economics and Digital Business Review*, *5*(2), 811–822.

Goleman, D. (2019). *The emotionally intelligent leader*. Harvard Business Press.

Judge, T. A., & Robbins, S. P. (2019). *Organizational Behavior, (18 (Global Edition))*. New York: Pearson Education Limited.

Kim, W. C., & Mauborgne, R. (2019). Nondisruptive creation: Rethinking innovation and growth. *MIT Sloan Management Review*, *60*(3), 46–55.

Locke, E. A. (1976). The nature and causes of job satisfaction in Dunnette. *Handbook of Industrial and Organizational Psychology*.

Pranata, Y., & Haryanto, H. (2024). Pengaruh Kompetensi, Kepuasan Kerja, Partisipasi Anggaran Dan Motivasi Terhadap Kinerja Perangkat Desa Di Kabupaten Demak. *Diponegoro Journal of Accounting*, *13*(3).

Pratiwi, A., & Rizky, M. C. (2024). Analisis Gaya Kepemimpinan, Employee Engagement dan Kepuasan Kerja Terhadap Kinerja Karyawan pada PT Sarana Baja Perkasa Medan. *MANEGGIO: Jurnal Ilmiah Magister Manajemen*, *7*(2), 161–171.

Salsabila, E. N., Putri, N. F. R., & Wildan, M. A. (2024). Peran Kepemimpinan Transformasional Dalam Pengembangan Sumber Daya Manusia. *J-CEKI: Jurnal Cendekia Ilmiah*, *4*(1), 727–739.

Syafitri, Y., Dema, H., & Syarifuddin, H. (2024). Analisis Gaya Kepemimpinan Kepala Desa dalam Meningkatkan Disiplin Kerja: Kasus Desa Taulan Menggunakan Nvivo. *PAMARENDA: Public Administration and Government Journal*, *4*(1), 29–41.

Wang, G., Oh, I.-S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, *36*(2), 223–270.

Zhao, Y., Lu, Z., Cheng, X., & Li, J. (2022). The effect of organizational trust on turnover intention of rural kindergarten teachers: the mediating role of teaching efficacy and job satisfaction. *International Journal of Environmental Research and Public Health*, *19*(19), 12403.