



Research Article

The Effect of Participative Leadership Style and Workload on Employee Satisfaction in the Hospital

Nur Rahmawati¹, Pipit Festi Wiliyanarti^{2*}, Ansarul Fahrudda³

1) Department of Hospital Administration, Faculty of Medicine, Universitas Muhammadiyah Surabaya

2) Department of Community Nursing, Faculty of Nursing, Universitas Muhammadiyah Surabaya

3) Department of Hospital Administration, Faculty of Medicine, Universitas Muhammadiyah Surabaya

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***Correspondence:**

pipitfestiwiliyanarti@um-surabaya.ac.id

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ABSTRACT

Employee job satisfaction is a crucial aspect in the health sector, which directly impacts the quality of patient care. In hospitals, job satisfaction is often affected by key factors such as leadership style and workload. According to data from the Central Statistics Agency of 2021, job satisfaction in the health sector is lower than in other sectors, with only 65% employees expressing satisfaction with their work. This study aims to analyze the effect of participative leadership style and workload on employee job satisfaction in the outpatient unit of Gresik Petrokimia Hospital. This current research employed a quantitative method with a cross-sectional design. Data were collected using a questionnaire distributed to 41 respondents, and then analyzed using multivariate multiple linear regression with SPSS version 25. The findings revealed that the participative leadership style had no significant effect on job satisfaction. However, workload partially had a significant effect. When assessed together, both participative leadership style and workload demonstrate a statistically significant influence on job satisfaction.



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INTRODUCTION

Job satisfaction among healthcare employees is an important factor that affects the quality of service provided to patients (Chen et al., 2022). Leadership style and workload are often key determinants of job satisfaction levels. Effective leadership creates a supportive work environment and increases employee motivation and commitment. In contrast, an imbalanced workload can lead to stress, burnout, and turnover (Yang, J., & Li, 2020). Burnout due to a high workload has been shown to negatively impact the mental health, productivity, and job satisfaction of healthcare workers (Maslach, C., & Leiter, 2016). A study at Hospital X in Jakarta revealed that 70% of nurses experienced burnout due to a heavy workload. This highlights the necessity of effective workload management to ensure high levels of job satisfaction among employees.

In addition to workload, leadership style significantly affects employee job satisfaction. Previous studies revealed that a participative leadership style was better suited to modern working conditions oriented toward collaboration and synergy (Insan & Yuniawan, 2016). This leadership style makes employees feel valued and involved in decision-making, which can significantly increase job satisfaction. Employees with high satisfaction are more likely to be loyal to the company, reducing turnover and increasing organizational effectiveness (Ramadhani, 2012).

Regarding the fact of job satisfaction in enhancing employee performance, retention, and service quality in the health sector, it is concerning that hospital turnover rates exceeded 10% in 2023. Research by (Bari et al., 2022) defines a normal turnover rate as 5-10% per year, with anything above 10%

considered high. A high turnover rate indicates potential low job satisfaction.

Research on employee job satisfaction at Gresik Petrokimia Hospital remains limited, particularly regarding the effect of a participative leadership style and workload. Therefore, this study aims to analyze the significant impact of participative leadership style and workload on job satisfaction. By understanding key factors contributing to job satisfaction, this research is expected to provide strategic recommendations for hospital management on how to increase job satisfaction, improve workforce retention, and support organizational effectiveness in providing optimal health services.

METHODS

This study utilized a quantitative research design with a cross-sectional approach to analyze the relationship between participative leadership style and job satisfaction in relation to workload at Gresik Petrokimia Hospital. The population was all employees in the hospital's outpatient unit, and the sample size was 41 permanent employees, selected using simple random sampling.

Inclusion Criteria for sample selection were: Employees who had worked for a minimum of one year, employees who voluntarily agreed to participate as respondents in this study, and employees with permanent or active contract status during the data collection period. Exclusion Criteria included: Employees who were on extended leave or not actively working during the research period, and employees who refused to provide informed consent.

The research was conducted from April to May 2024. The research instrument used in this study was a questionnaire distributed via Google Forms to collect data. Adapted from previous studies and modified to suit the specific conditions of this research, the



questionnaire was structured into three main sections: participative leadership style (X1), workload (X2), and employee job satisfaction (Y). Each section contained 10 statements assessed using a Likert scale ranging from 1 to 5, in which 1 represented strongly disagree to 5 indicated strongly agree. To analyze the influence of the two independent variables—leadership style and workload—on job satisfaction, statistical analysis was conducted using multiple linear regression methods. Data

analysis was performed using SPSS version 25. This study obtained ethical approval from the Health Research Ethics Committee of Universitas Muhammadiyah Surabaya 021/KET/II.3/AU/F/2025

RESULTS

The characteristics are categorized by gender, age, tenure, education, and employment status, as described below:

Table 1. Respondents' Characteristics

Gender		
	Total	Percentage
Female	20	48.8%
Male	21	51.2%
Age (Year)		
20-29	19	46.3%
30-39	16	39%
40-49	5	12.2%
>50	1	2.4%
Tenure (Year)		
1-3	14	34.1%
4-6	12	29.3%
7-9	10	24.4%
>10	5	12.2%
Education		
Senior High School	9	21.9%
Diploma III	7	17.1%
Diploma IV	4	9.8%
Bachelor Degree	21	51.2%
Employment Status		
Permanent	5	12.2%
Contract	28	68.3%
Outsourcing	8	19.5%



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Table 2. The results of descriptive statistics

Variable	N	Min	Max	Mean	Std. Deviation	Variance
Leadership style	41	34.00	50.00	45.1707	4.98449	24.845
Workload	41	34.00	50.00	40.5854	3.27853	10.749
Job satisfaction	41	31.00	50.00	43.3659	5.82991	33.988
Valid N (listwise)	41					

Table 3. T-Test

Model	Beta	t	Sig.
(Constant)	-9.105	-1.867	0.07
Leadership style	0.263	1.795	0.081
Workload	1.119	5.463	0.000

As shown in Table 1, the largest group of respondents is male, with 21 people (51.2%). The highest percentage based on age is 46.3%, with 19 people (20-29 years old). Based on length of employment, the highest percentage is 34.1% for those with 1-3 years of experience, with 14 people in this category. Among educational statuses, 51.2% (21 people) were Bachelor graduates. Based on employment status, 68.3% of respondents were contract employees.

The results of the descriptive statistics carried out show the characteristics of the data used in this study.

Three main variables emerged (Table 2), including leadership style, workload, and job satisfaction. The analysis showed that the leadership style variable ranged from a min score of 34.00 to a maximum score of 50.00, an average score of 45.17, and a standard deviation of 4.98. This variable exhibited moderate data variation, with a variance value of 24.85.

Furthermore, the minimum and maximum scores for the workload variable were 34.00 and 50.00, respectively, and an average of 40.59 with a standard deviation of 3.28. These values resulted in low data variation, with a variance of 10.75. For the job satisfaction variable, it obtained a minimum value of 31.00 and a maximum value of 50.00. Job satisfaction's average score was 43.37, with a standard deviation of 5.83. This indicated a relatively high level of variation in job satisfaction, with a variance of 33.99.

From the descriptive statistics, it can be concluded that the three variables had a fairly normal distribution and a relatively high range of scores. However, the job satisfaction variable had the greatest level of variation in responses compared to the other two variables. This suggested that respondents' perceptions of job satisfaction were more diverse than their perceptions of leadership style and workload.

Multiple linear regression testing produced three outputs from the T-test, F-test, and



determination coefficient test (R^2). The results can be summarized as follows:

To determine the effect of the independent variable on the dependent variable, a T-test was performed. The T-test compared the t-value with the t-table. If the t-count value was greater than the t-table value, meaning that there was an effect of the independent variable on the dependent variable. Meanwhile, if the significance value of each independent variable was less than 0.05, it indicated that the effect was significant. According to the data in Table 3, the t-value for the leadership style variable was 1.795, while the t-table value was 2.0195. Since the t-value was lower than the t-table value, the leadership style variable did not affect job satisfaction. Additionally, the significance value of leadership style (Table 2) was 0.081, greater than 0.05, confirming that the leadership style did not significantly affect job satisfaction.

The t-value of the workload variable (5.643) exceeded the t-table value (2.0195). This confirmed that the workload variable affected job satisfaction. Based on the Sig value in the table

above, the Sig value was obtained. The Sig value for workload was 0.000, less than 0.05. This indicated the significance of the effect of workload on job satisfaction.

The F-test results (Table 4) indicated that the regression analysis produced an F-count of 58.456, exceeding the F-table value of 3.23 (at 0.05, 2, and 41 degrees of freedom). Therefore, this confirmed that the participative leadership style and workload had a significant simultaneous effect on job satisfaction. Furthermore, the independent variables' effect on the dependent variable was reinforced by the significant results, smaller than the alpha (α) level ($0.000 < 0.05$). Therefore, the results reinforced the substantial impact of these independent variables on job satisfaction.

The results of the statistical assessment of the coefficient of determination in Table 5 indicate that an R-Square value of 0.755 (75.5%), meaning that leadership style and workload collectively affected job satisfaction by 75.5%. The remaining 24.5% was attributed to other variables not included in this study.

Table 4. F-test

<i>Model</i>	<i>F</i>	<i>Sig.</i>
Regression	58.456	.000 ^b

Table 5. Determination Coefficient Test

<i>Model</i>	<i>R</i>	<i>R Square</i>
1	.869 ^a	0.755



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DISCUSSION

The data analysis indicates that the participatory leadership style has a limited effect on job satisfaction. This suggests that the applied participatory leadership style is effective in providing subordinates with opportunities to contribute to decision-making processes. By interacting with employees fairly, leaders foster a comfortable work environment and make decisions for the common good. In contrast, an unfavorable leadership style causes employees to be less creative and productive, which reduces employees' ability to fulfill work demands. Consequently, employees feel stressed at work, leading to decreased job satisfaction (Hasibuan, 2023).

Even though the participative leadership style did not significantly affect job satisfaction, this did not diminish the importance of leadership. Instead, these findings underscored the importance of understanding the complex factors affecting employee job satisfaction and the need for a more comprehensive leadership approach (Setiawan, 2017). The effectiveness of a participative leadership style on job satisfaction largely depends on organizational context, employee characteristics, and other situational factors.

Meanwhile, workload had a significant effect on job satisfaction, reinforcing previous research that emphasized the importance of aligning workloads with employees' abilities and capacity. Employees with excessive workloads may experience depression and dissatisfaction (Roni Widianoro, 2024). Additionally, a heavy workload makes employees feel stressed and panicked, preventing them from enjoying their work. This highlights workload as a key determinant of job satisfaction.

The F-test results indicate that the calculated F value of participative leadership style and workload was greater than the F-table value ($58.456 > 3.23$), confirming that participative leadership style and workload significantly and simultaneously affected job satisfaction. The Sig table value (0.00) was less than 0.05, indicating a strong relationship between these variables and employee satisfaction.

These findings are consistent with previous research indicating that participative leadership, workload, and cooperation influence job satisfaction (Arifuddin et al., 2021). To enhance employee satisfaction, hospitals should adopt a participative leadership style and manage workloads effectively. Higher job satisfaction leads to increased employee performance (Syafri et al., 2021).

Additionally, leadership styles and workload levels lead to better employee performance, which should be balanced with job satisfaction (Widiastuti et al., 2022). Good leadership can inspire and motivate employees, and an appropriate workload can foster a productive work environment (Damaris, F., Umboh, A., & Surya, 2024). In contrast, workload emerged as a critical determinant, where excessive demands led to negative emotional responses such as stress and dissatisfaction, ultimately affecting job engagement (Roni Widianoro, 2024); (Damaris, F., Umboh, A., & Surya, 2024). Importantly, both participative leadership and workload showed a simultaneous and statistically significant effect on job satisfaction (Arifuddin et al., 2021), highlighting the interplay between leadership dynamics and work demands in shaping employee attitudes (Widiastuti et al., 2022). These findings emphasize that improving job satisfaction requires not only adaptive leadership but also rational workload management that respects



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individual capacity (Syafrizal et al., 2021). In sum, leadership must be context-sensitive, and organizational interventions should integrate both relational and structural considerations to improve job satisfaction holistically (Damaris, F., Umboh, A., & Surya, 2024).

The novelty of this study lies in its simultaneous analysis of participative leadership and workload within a healthcare setting, a sector often overlooked in leadership-satisfaction discourse. By employing both individual and interactional effects through F-tests, the study contributes a more integrated perspective on how relational (leadership) and structural (workload) variables jointly influence job satisfaction. This dual focus provides a refined lens for organizational decision-making, particularly for human resource strategies in high-demand environments.

However, this study is not without limitations. The research was conducted within a single institutional context and may not reflect the experiences across different sectors or regions. Moreover, the use of cross-sectional data restricts the ability to infer causal relationships. Future research should consider longitudinal designs and explore other moderating variables such as organizational culture, employee resilience, or the role of digital leadership in post-pandemic work settings.

CONCLUSION

This study concludes that participatory leadership style, while theoretically beneficial, has only a limited effect on employees' job satisfaction in the observed organizational context. This suggests that a participatory approach, although facilitating decision making, inclusion, and fostering fairness, is insufficient on its own to substantially increase job satisfaction.

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