

The Influence of Participative Leadership Style, Work Discipline, and Work Environment on Employee Performance at Cleanwear Indonesia Shoe Cleaning Store

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ABSTRACT

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This study addresses the declining employee performance at Cleanwear Indonesia, particularly evident in the significant increase in tardiness rates observed between April and September 2024. The research aims to analyze the influence of participative leadership style, work discipline, and work environment on employee performance in the shoe cleaning service industry. Using a quantitative approach, data was collected through questionnaires with a Likert scale from employees at the Panglima Sudirman branch. The study employed multiple linear regression analysis using SPSS. Results indicate that participative leadership style, work discipline, and work environment simultaneously have a significant effect on employee performance, with these variables explaining a portion of the variance in employee performance. Individual analysis reveals that participative leadership style and work environment have significant positive effects on employee performance, while work discipline shows no significant impact. The findings suggest that organizations in the service sector should focus on implementing participative leadership approaches and maintaining an optimal work environment to enhance employee performance. This study contributes to the limited research on human resource management in niche service industries, particularly in the context of digital transformation.

INTRODUCTION

In today's era of digitalization and globalization, information and communication technology has become an inseparable part of human life. Technological advancements have simplified tasks, increased productivity, and created new opportunities for companies to grow more rapidly. The digital era has had a significant impact on how companies recruit, train, and motivate their employees (Sudiantini et al., 2023). Digital transformation has significantly reshaped the business world, prompting organizations to rethink and adjust their human resource strategies to remain relevant and efficient in improving employee performance.

Employee performance has a significant influence on a company's success and objectives. Ratnasari et al. (2021) defines performance as the result of collaboration achieved based on established standards. Pratiwi dan Rizky (2024) states that employee performance is observable and measurable behavior in achieving organizational goals. Meanwhile, Sinaga (2020) describes performance as the outcome of job functions influenced by various factors over a specific period. In addition to leadership, work discipline is also a key factor in improving employee performance. Sutrisno (2019) and Agustini and Dewi (2019) emphasize that work discipline is not only a form of compliance with regulations but also a management communication tool that reflects organizational

culture. Properly implemented discipline can create consistency in employee productivity and work quality.

Furthermore, the work environment also plays an important role in supporting employee performance. Ahyari, as cited in Handoko et al. (2021), revealed that a conducive work environment, both physically and non-physically, positively impacts employee comfort and morale. A supportive environment includes adequate facilities, harmonious work relationships, and an organizational culture that values each individual's contributions.

Considering these various factors, organizations need to adopt a holistic approach to human resource management. The implementation of technology in HR management, participative leadership, structured work discipline, and the creation of a conducive work environment can be a strategic combination to enhance employee performance. Thus, companies can achieve their business objectives more effectively and sustainably in this digital era.

Figure 1 Percentage of Employee Delays at Cleanwear Indonesia for the Period of April - September 2024

No	Month	Total Employees	Number of Late Employees	Percentage of Tardiness
1.	April	35 people	24	68,5%
2.	May	35 people	28	80%
3.	June	35 people	30	85,7%
4.	July	35 people	29	82,8%
5.	Agustus	35 people	31	88,5%
6.	September	35 people	32	91,4%

Source : CEO Clenwer Indonesia, 2024

Cleanwear Indonesia is a shoe cleaning service business with three branches in Surabaya and Sidoarjo. Over the years, the company has built a reputation for delivering high-quality shoe care services. However, based on an interview with the company's CEO, there has been a noticeable decline in employee performance over the past six months, particularly concerning work discipline. The data reveals a significant increase in employee tardiness, rising from 68.5% in April 2024 to 91.4% in September 2024. This sharp increase suggests underlying issues in leadership dynamics, work discipline, and the overall work environment, which have negatively impacted employee productivity and efficiency.

This concerning trend highlights the need for a deeper understanding of the factors affecting employee performance. Given this phenomenon, this

study aims to analyze the influence of participative leadership style, work discipline, and work environment on employee performance within the shoe cleaning service industry. Unlike previous studies that tend to focus on large-scale industries, the novelty of this research lies in the integration of these three variables specifically within the context of a niche business such as shoe cleaning services in the digital era. This sector has not been extensively explored in past research, making this study particularly valuable.

The findings of this research are expected to contribute significantly to the development of human resource management strategies in similar industries. By understanding how leadership approaches, discipline, and work environment impact employee performance, businesses in service-oriented sectors can implement targeted interventions to enhance workforce productivity and maintain high service quality standards. Additionally, this study may serve as a reference for future research on workforce management in small to medium-sized service enterprises, particularly those operating in increasingly digitalized market environments.

LITERATURE REVIEW

Human Resource Management

According to Maria et al. (2021), Human Resource Management (HRM) is a management approach that focuses on maximizing the capabilities of employees or members through various strategic steps to enhance employee performance and optimize organizational goals. HRM is a process that deals with various issues related to employees, staff, workers, managers, and other personnel to support the activities of an organization or company in achieving its predetermined objectives. According to Hasibuan (2021), the functions of human resource management include planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and termination.

Therefore, managers must ensure that a company or organization has the right workforce in the right place, at the right time, with the necessary skills to complete tasks that will help the company succeed.

Employee Performance

According to Sinambela (2021), employee performance is their ability to carry out specific skills. Performance is essential to assess how well they can execute assigned tasks. Madjid (2016) defines performance as everything employees do or do not do, which affects their contribution to the organization. The better the performance, the greater the contribution.

Employee performance is influenced by several factors, such as Participative Leadership Style, Work Discipline, and Work Environment. Participative leadership enhances employee engagement and motivation. Work discipline reflects adherence to rules, which impacts productivity. A comfortable work environment also plays a role in boosting employee morale and performance. By managing these factors, organizations can optimize employee performance to achieve corporate goals effectively.

H1: Participative Leadership Style, Work Discipline, and Work Environment simultaneously have a significant effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

Participative Leadership Style

Manampiring et al. (2021) states that participative leadership significantly enhances employee performance by encouraging involvement in decision-making, boosting motivation, and fostering responsibility. Nurhakiki & Widyantoro (2024) found that participative leadership positively influences millennial employee performance in Banyuwangi through consultation, idea-sharing, and joint decision-making. Similarly, Fanisius Gorang et al. (2022) confirmed a significant impact of participative leadership on employee effectiveness.

H2: Participative Leadership Style has a significant partial effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

Work Discipline

Work discipline is essential for ensuring employees adhere to organizational rules and fulfill their responsibilities effectively. It reflects commitment and accountability, contributing to organizational goals through consistency and efficiency (Tanjung & Rasyid, 2023).

Companies can enhance discipline by implementing structured regulations, including a reward and punishment system, ensuring fairness and motivation (Winda & Enang, 2020). Effective time management further optimizes productivity Yuliya (2021), while discipline fosters smooth operations and a positive work environment (Tanjung & Rasyid, 2023).

H3: Work Discipline has a significant partial effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

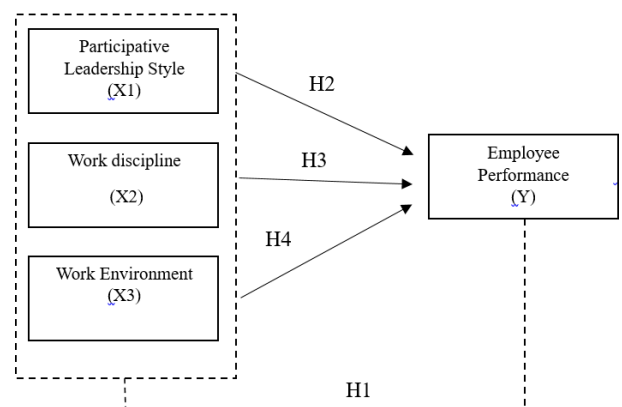
Work Environment

A supportive work environment, including comfortable workspace, good interpersonal relationships, and adequate facilities, enhances employee motivation and productivity. Lu et al., (2023) found that a positive work environment, as an extrinsic motivator, significantly influences job satisfaction and performance. Employees who feel supported tend to have higher morale, leading to improved performance.

Research by Nasution et al. confirmed that work environment positively impacts employee performance. Similarly, Handoko et al. (2021) found that work environment significantly influences employee performance at the Land Office of Ponorogo Regency.

H4: Work Environment has a significant partial effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

Figure 3. Conceptual Framework



Source :Processed by the author, 2025

METHOD

This study employs a quantitative approach with primary data analysis. Quantitative research involves the use of statistics or other measurement methods to obtain objectively measurable results (Winarni, 2021). Data is collected through a questionnaire using a 5-point Likert scale, categorized as strongly disagree, disagree, neutral, agree, and strongly agree.

The study consists of two variables. The first is the independent variable, which includes participative leadership style, work discipline, and work environment. The second is the dependent variable, which is employee performance. The research population comprises 35 employees of Cleanwear Indonesia, Panglima Sudirman branch. The sampling technique used is a saturated sampling method. Data analysis is conducted using classical assumption tests and multiple linear regression with the assistance of SPSS Version 25.

RESULT

Responden Description

Based on the research, the respondents were predominantly male, totaling 32 employees (91.4%), while female respondents numbered 3 employees (9.6%). In terms of age, the majority of employees were aged 22–26 years, totaling 25 employees (71.5%). Meanwhile, 6 employees (17.1%) were aged 27–31 years, and the remaining 4 employees (11.4%) were aged 17–21 years.

Validity Test

The validity test results for each indicator in the variables used show a value greater than the r-table, where the r-table value is 0.334. Therefore, it can be concluded that the indicators used in this research variable are relevant and can be used as items in data collection.

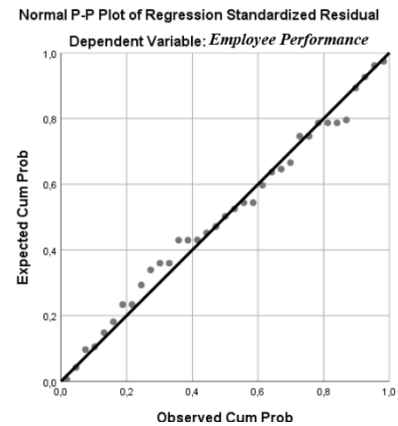
Reliability Test

Based on the reliability test results above, it is known that the calculated alpha values are as follows: Participative Leadership Style at 0.738, Work Discipline at 0.668, Work Environment at 0.770, and Employee Performance at 0.776. These values exceed the minimum Cronbach's alpha threshold of 0.60. According to Winarni, (2021), in data reliability testing using the Cronbach's alpha method, an

instrument can be considered reliable if it has a Cronbach's alpha value greater than 0.60. Therefore, the obtained data can be deemed reliable and suitable as a tool for data collection.

Normality Test

Figure 3. Normality Test

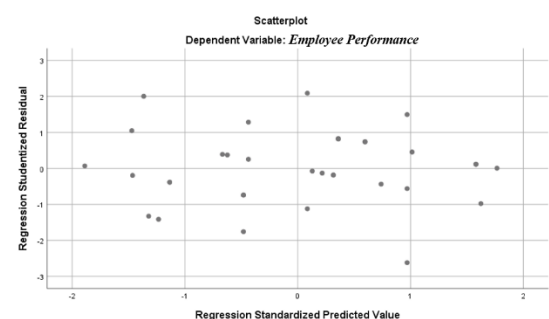


Source : Ouput SPSS 25, 2025

Based on the image above, it can be observed that the points are scattered around and along the diagonal. It can be concluded that the values obtained in this study are normally distributed.

Heteroscedasticity Test

Figure 4. Heteroscedasticity Test



Source : Ouput SPSS 25, 2025

Based on the test results above, the points are randomly scattered, without forming a regular pattern, and are distributed both above and below zero on the Y-axis. This indicates that heteroscedasticity does not occur, meaning the model can be used for hypothesis testing.

concluded that no autocorrelation occurs in the regression of this research data.

Multicollinearity Test

Table 1. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Participative Leadership Style (X1)	,793	1,261
	Work Discipline (X2)	,719	1,390
	Work Environment (X3)	,738	1,355

a. Dependent Variable: Employee performance (Y)

Source : Ouput SPSS 25, 2025

Based on Table 1 above, the results of the multicollinearity test using VIF show that the VIF values for the variables Participative Leadership Style (X1), Work Discipline (X2), and Work Environment (X3) are all below 10. Thus, it can be concluded that there is no indication of multicollinearity in any of the variables in this regression model.

Autocorrelation Test

Table 2. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,507 ^a	,257	,185	1,003	1,720

a. Predictors: (Constant), Participative Leadership Style (X1), Work Discipline (X2), and Work Environment (X3)
b. Dependent Variable: Employee Performance (Y)

Source : Ouput SPSS 25, 2025

Based on Table 2, the test results show that the Durbin-Watson value is 1.720. According to the theory presented by Santoso (2018), if the Durbin-Watson value falls within the range of -2 to +2, it can be concluded that there is no autocorrelation in the regression of this research data. Therefore, since the obtained value satisfies $-2 < 1.720 < +2$, it can be

Multiple Linier Regression Analysis Test

Table 3. Multiple Linier Regression Analysis Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations	
		B	Std. Error				Beta	Tolerance
1	(Constant)	-2,549	6,152		-,414	,682		
	Participative Leadership Style (X1)	,449	,212	,368	2,117	,022	,793	1,261
	Work Discipline (X2)	,368	,214	,314	1,721	,015	,719	1,390
	Work Environment (X3)	,344	,159	,391	2,167	,038	,738	1,355

a. Dependent Variable: Employee Performance (Y)

Source : Ouput SPSS 25, 2025

Table 3 displays the findings of a multiple linear regression analysis, where Employee performance (Y) serves as the dependent variable, while Participative Leadership Style (X1), Work Discipline (X2), and Work Environment (X3) act as the independent variables. Based on Table 3, the resulting multiple linear regression equation is as follows: Employee performance = $-2.549 + 0.449X1 + 0.368X2 + 0.344X3 + e$

From Tabel 3, it can be seen that:

- The constant (β_0) of -2.549 indicates that if the independent variables (X1, X2, X3) remain constant (no changes), the dependent variable (Y) will have a value of -2.549 units.
- The regression coefficient of the Participative Leadership Style variable (X1), which is 0.449, suggests that if Participative Leadership Style increases by one unit, Employee Performance will increase by 0.449, assuming other independent variables remain constant.
- The regression coefficient of the Work Discipline variable (X2), which is 0.368, indicates that if Work Discipline increases by one unit, Employee Performance will increase

by 0.368, assuming other independent variables remain constant.

- d. The regression coefficient of the Work Environment variable (X3), which is 0.344, shows that if the Work Environment improves by one unit, Employee Performance will increase by 0.344, assuming other independent variables remain constant.

Hypothesis Test

F-Test

Table 4. F-Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10,783	3	3,594	3,569	,025 ^b
	Residual	31,217	31	1,007		
	Total	42,000	34			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Participative Leadership Style (X1), Work Discipline (X2), and Work Environment (X3)

Source : Ouput SPSS 25, 2025

The F-test results show a Sig. F value of 0.025 with an F-calculated value of 3.569. Since Sig. F < $\alpha = 0.05$ and F-calculated > F-table (3.569 > 2.90), the model is considered fit, with the variables Participative Leadership Style, Work Discipline, and Work Environment explaining the dependent variable, Employee Performance. so H₀ is rejected and H₁ is accepted. These results indicate that Participative Leadership Style, Work Discipline, and Work Environment have a simultaneous and significant influence on Employee Performance.

t-Test

Table 5. t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,549	6,152		-,414	,682
	Participative Leadership Style (X1)	,449	,212	,368	2,117	,022
	Work Discipline (X2)	,368	,214	,314	1,721	,015
	Work Environment (X3)	,344	,159	,391	2,167	,038

a. Dependent Variable: Employee Performance (Y)

Source : Ouput SPSS 25, 2025

The t-test results shown in Table 5 indicate that the Participative Leadership Style variable has a t-statistic value of 2.117, which is greater than the t-table value of 2.039. The significance value is 0.022, which is smaller than α (0.05), so H₀ is rejected and H₂ is accepted. Based on this, it can be concluded that the Participative Leadership Style variable has a significant influence on Employee Performance.

Next, the t-statistic value for the Work Discipline variable is 1.721, which is smaller than the t-table value of 2.039. The significance value is 0.015, which is smaller than α (0.05), so H₀ is accepted and H₃ is rejected. Based on this, it can be concluded that the Work Discipline variable does not have a significant influence on Employee Performance.

Furthermore, the t-statistic value for the Work Environment variable is 2.167, which is greater than the t-table value of 2.039. The significance value is 0.038, which is smaller than α (0.05), indicating that H₀ is rejected and H₄ is accepted. Therefore, it can be concluded that the Work Environment variable has a significant positive influence on Employee Performance.

Coefficient of Determination Test R²

Based on Table 2, the R Square value is 0.257, which means that 25.7% of Employee Performance is influenced by Participative Leadership Style (X1), Work Discipline (X2), and Work Environment (X3). Meanwhile, the remaining 74.3% is influenced by other variables not included in this research model.

DISCUSSION

Participative Leadership Style, Work Discipline, and Work Environment simultaneously have a

significant effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

Based on the research results using the F-test, the Sig. F value is 0.025, with an F-calculated value of 3.569. Since $\text{Sig. } F < \alpha = 0.05$ and $F\text{-calculated} > F\text{-table}$ ($3.569 > 2.90$), the model is considered fit, indicating that the variables Participative Leadership Style, Work Discipline, and Work Environment can explain the dependent variable, Employee Performance. Therefore, it can be concluded that H_0 is rejected and H_1 is accepted, meaning that these three variables have a simultaneous and significant influence on Employee Performance.

Theoretically, this study demonstrates that Participative Leadership Style, Work Discipline, and Work Environment collectively have a significant impact on Employee Performance. These findings support management theories such as Herzberg's motivation theory and Hackman and Oldham's work environment theory, which emphasize the importance of both internal and external factors in driving individual performance. Practically, this study suggests that Cleanwear Indonesia should effectively manage and integrate these factors through participative leadership training programs, the implementation of a fair disciplinary system, and the creation of a supportive work environment. These steps can enhance job satisfaction, foster a conducive work atmosphere, and strengthen the organization's competitiveness.

Participative Leadership Style has a significant partial effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

The multiple linear regression analysis shows that Participative Leadership Style (X1) positively influences Employee Performance, with a regression coefficient of 0.449. This means that a one-unit increase in Participative Leadership Style leads to a 0.449 increase in Employee Performance. The t-test results further confirm this influence, as t-calculated (2.117) is greater than t-table (2.039), leading to the rejection of H_0 and acceptance of H_2 . These findings suggest that investing in participative leadership yields tangible benefits in improving employee performance. Therefore, Cleanwear Indonesia should implement leadership training programs, promote collaborative decision-making, and empower employees. Encouraging active participation, listening to

employees' ideas, and fostering engagement can create a more productive work environment while strengthening relationships between leaders and subordinates.

In the long run, participative leadership can help build a more open and collaborative organizational culture, enhancing decision-making, operational efficiency, and adaptability. This approach not only improves individual performance but also strengthens the company's overall competitiveness and sustainability. These findings align with studies by Junaidi et al. (2020), Nasution et al. (2021), and Nurhakiki and Widyantoro (2024), which confirm the significant positive impact of Participative Leadership Style on Employee Performance. However, they contrast with research by Irma Srem et al. (2023) and Setiawan (2017), which found no significant effect.

Work Discipline has a significant partial effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

The multiple linear regression analysis shows that Work Discipline (X2) has a regression coefficient of 0.368, indicating a positive relationship with Employee Performance. This means that a one-unit increase in Work Discipline leads to a 0.368 increase in Employee Performance. However, the t-test results show that t-calculated (1.721) is less than t-table (2.039), leading to the acceptance of H_0 and rejection of H_3 . This suggests that, partially, Work Discipline does not have a significant effect on Employee Performance at Cleanwear Indonesia. The findings indicate that Work Discipline alone is not sufficient to directly improve Employee Performance. This could be due to its limited role in fostering intrinsic motivation and active employee engagement. Work discipline that focuses solely on compliance with rules and procedures may not be enough to encourage innovation, creativity, or a sense of ownership toward one's work.

This condition may also be influenced by an unsupportive work environment, such as ineffective communication, lack of recognition for employee contributions, or limited career development opportunities. While work discipline is essential for maintaining order and operational efficiency, it does not always guarantee productivity improvement if not complemented by a more holistic approach. In this context, an integrative management approach—such

as participative leadership and employee empowerment—is crucial in helping employees reach their full potential and significantly impact overall organizational performance. These findings align with research by Abdullah et al. (2023), which also found that Work Discipline does not significantly influence Employee Performance. However, they contrast with studies by Junaidi et al. (2020) and Nasution et al. (2021), which found that Work Discipline has a significant positive effect on Employee Performance.

Work Environment has a significant partial effect on Employee Performance at Cleanwear Indonesia Shoe Laundry Store.

The multiple linear regression analysis shows that Work Environment (X3) has a regression coefficient of 0.344, indicating a positive relationship with Employee Performance. This means that a one-unit increase in Work Environment leads to a 0.344 increase in Employee Performance. The t-test results further confirm this relationship, as t-calculated (2.167) is greater than t-table (2.039), leading to the rejection of H_0 and acceptance of H_4 . This suggests that, partially, Work Environment has a significant effect on Employee Performance at Cleanwear Indonesia. A conducive and supportive work environment plays a crucial role in enhancing employee performance. A comfortable, safe, and well-equipped workplace helps employees stay motivated and focused on their tasks. Additionally, a harmonious work atmosphere, strong employee relationships, and managerial support contribute to increased productivity.

The significance of this impact highlights the importance of corporate investment in creating and maintaining a positive work environment. By providing ergonomic workspaces, encouraging effective communication, and fostering an inclusive work culture, companies not only enhance employee performance but also build loyalty and job satisfaction, which ultimately support long-term business sustainability. These findings align with studies by Nasution et al. (2021) and Nurhakiki and Widyantoro (2024), which confirm that Work Environment has a significant positive effect on Employee Performance.

CONCLUSION

Participative Leadership Style, Work Discipline, and Work Environment are essential factors affecting employee performance at Cleanwear Indonesia Shoe Laundry Store. The study reveals that when examined simultaneously, these three variables have a significant positive effect on Employee Performance. When analyzed individually, both Participative Leadership Style and Work Environment demonstrate significant positive influences on Employee Performance, while Work Discipline shows no significant impact. The research supports the importance of implementing participative leadership approaches and maintaining an optimal work environment, while suggesting that Work Discipline alone may not be sufficient to enhance employee performance. These findings align with previous studies by Nasution et al. and Nurhakiki & Widyantoro, emphasizing the need for an integrated approach to management practices for sustaining organizational effectiveness and employee productivity.

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