



The Influence of Participative Leadership Style and Supervision on Performance of PT Sampoerna Agro TBK Sukamara Central Kalimantan Employees

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ABSTRACT

This research was conducted on employees at PT Sampoerna Agro Sukamara, Central Kalimantan. This research aims to determine how much influence participative and supervisory leadership styles have on employee performance simultaneously or partially. This research uses descriptive methods and associative methods. The unit of analysis for this research is employees at PT Sampoerna Agro Tbk Sukamara, Central Kalimantan. This research used 60 respondents as samples. Saturated sampling is used in sampling. Apart from multiple linear regression analysis, this research also uses validity and reliability tests on research instruments. Referring to the research results, it indicates a partial or simultaneous influence on the independent variables (participative leadership style and supervision) on the dependent variable (employee performance). The implication of this research is that increasing participatory and supervisory leadership styles will create maximum employee performance

INTRODUCTION

Quality human resources with good knowledge and work style are very much needed by a company. Good use of human resources can stabilize employee productivity. Employee performance becomes a leader's motivation beyond the structure and size of the organization. In large-scale supervision it will not be easy because the level of complexity and demands of the production process will increase.

The tight working conditions of employees are an impact of leadership style. This is so that professionalism can be maintained, increasing worker productivity. Leadership effectiveness is a variable measure of employee maturity level which can determine the influence resulting from the relationship between leadership and employee performance.

The influence of supervision on employee performance is an activity that hopes that the plans that have been set will produce results that are in line with expectations. Success is the output produced and achieved by someone who successfully carries out activities within a certain time period with various efforts and efforts applied. Based on the research results, it was found that employee performance was influenced by supervision which was quite significant and positive.

Likewise, employee performance needs to be considered with the influence of the participative and supervisory leadership style at PT Sampoerna Agro Tbk. PT Sampoerna Agro Tbk itself is a company that focuses on the agro-industry sector. This PT was founded on June 7 1993 with the name PT Selapan Jaya and operated in November 1998. Sampoerna Agro Tbk is based on Jalan Basuki Rahmat No. 788, Palembang 30127, South Sumatra and correspondence office at Sampoerna Strategic Square, North Tower, Fl. 28, Jl. Gen. Sudirman Kav. 45, Jakarta 12930 - Indonesia, (Selvy Febriani.S; Nor Norisanti; Dicky Johansyah, 2019).

The aim of this research is to analyze the participative leadership style, supervision and employee performance at PT Sampoerna Agro Tbk. By understanding the relationship between these variables, it is hoped that this research can provide deeper insight into how participative and supervisory leadership styles affect employee performance. It is hoped that the findings of this research can serve as a guide for PT Sampoerna Agro Tbk in formulating more effective management policies and practices to improve employee performance. Furthermore, this research can contribute scientific insight into the context of the relationship between psychological factors such as participative leadership style and supervision and employee performance.

LITERATURE REVIEW

Participative Leadership Style

According to (Hasibuan MS, 2016, p. 170), Participatory leadership is defined as persuasive leadership, creating harmony in cooperation, increasing loyalty, and cooperation with subordinates.

According to Bahrudin (Syamsuri, 2014, p. 4) participative leadership is a style of leadership that is trustworthy and credible which will provide motivation and involvement in decision making.

H1: There is an influence of participative leadership style on employee performance at PT Sampoerna Agro Tbk.

Supervision

According to (Handoko, Management, 2015, p. 357), supervision is a process to ensure the achievement of management and organizational goals.

Meanwhile, supervision according to (Daulay, 2017, p. 218) is the process of observing the progress of activities to ensure that everything is carried out well and according to the established plans. Supervision is the activity of monitoring and analyzing conditions that occur related to the implementation of activities.

H2: There is an influence of supervision on employee performance at PT. Sampoerna Agro Tbk.

Employee performance

According to (Mangkunegara, 2013, p. 67) it is the output produced and achieved by employees in terms of quality and quantity after carrying out their duties responsibly.

According to (Kasmir, 2016, p. 182) Performance is an achievement after carrying out responsibilities and tasks within a certain time period

H3: There is an influence of Participative and Supervising Leadership Style on employee performance at PT. Sampoerna Agro Tbk.

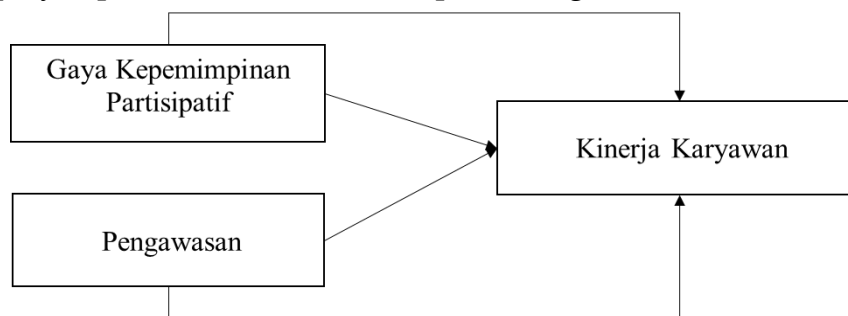


Figure 1. Research Paradigm

METHODOLOGY

Research design

Descriptive methods and associative methods were used in this research. According to (Sugiyono, Quantitative Qualitative Research Methods and R&D, 2015, p. 11) descriptive research methods will analyze one or more independent variable values, without comparing or correlating between variables. Associative research methods are used to assess the influence and relationship between two or more variables.

According to (Sugiyono, 2017, p. 35) Descriptive research is a type of research that looks for the existence of independent variables—either one or many without comparing one variable with another or looking for relationships between variables. they. The aim of the descriptive method is to see or identify images and conditions related to related variables, namely service quality, consumer trust and interest in use.

Associative is a phenomenon that has a relationship between two or more variables. This does not always mean that there is influence and a causal relationship (Soedibjo BS, 2013, p. 174).

Population and Population Sampling Techniques

Population is a group of subjects or benchmarks for the problem being studied. This population has boundaries according to attributes, characteristics and regional aspects (Soedibjo BS, 2013, p. 125).

Sample

According to (Sugiyono, 2017, p. 81) a sample is a component of population size and a collection of traits. Meanwhile, the sample acquisition technique according to (Sugiyono, 2017, p. 81) is a method for selecting samples to be studied.

The sampling technique is methodsamplingsaturated because the entire population is the sample and the population is only (odd) employees. Saturated sampling is sampling that uses all members of a smaller population < 100 people (Sugiyono, 2017, p. 255).

Based on the explanation above, the population in this research is 60 employees at PT Sampoerna Agro Tbk Sukamara, Central Kalimantan.

Variabel Operasional

The operational definition of a variable according to (Sugiyono, 2015, p. 38) is an attribute of an object or activity with variations provided by the researcher for review and conclusions. In every research there must be research variables, variables are definitions of the construct concept that will be regulated.

Table 1. Variable Operationalization

Variable	Definition	Dimensions	Indicator	Scale	No
Participative leadership style (X1)	Participative leadership is when leadership is carried out in a persuasive manner, creating harmony in cooperation, fostering loyalty and employee participation. (Hasibuan M. S., 2016, p. 170)	Leaders give encouragement to subordinates	Provide guidance to employees	Ordinal	1
			Giving motivation	Ordinal	2
			Provide direction	Ordinal	3
			Clarify subordinate tasks	Ordinal	4
			Clarify subordinate roles	Ordinal	5
		Leader give opportunities to subordinates	Subordinate involvement	Ordinal	6
			Listen to subordinates' ideas	Ordinal	7
			Give employees confidence	Ordinal	8
Supervision (X2)	Supervision is a process in ensuring that organizational and management goals are achieved, (T. Hani Handoko, 2015:357)	Determination of work standards	Setting work standards	Ordinal	1
			Carry out tasks based on the job description	Ordinal	2
			The need to establish work standards in carrying out supervision	Ordinal	3
			Evaluation	Ordinal	4
		Measuring Work Results	Inspection of work results	Ordinal	5
			Measuring or comparing work results	Ordinal	6
			Feed back	Ordinal	7
			Supervision according to work standards	Ordinal	8

Performance(Y)	Performance is the output in quality and quantity of an employee's achievements in carrying out their duties in accordance with their responsibilities, Anwar Prabu Mangkunegara (2014:19)	Work quality	Target oriented	Ordinal	1
			Work hard	Ordinal	2
		Working quantity	Length of working	Ordinal	3
			Working speed	Ordinal	4
		Responsibility	Dare to take a decision	Ordinal	5
			Dare to take risks	Ordinal	6
		Cooperation	Work as a team	Ordinal	7
			Compact	Ordinal	8

Source: Created by Researchers, 2023

RESULTS

Descriptive Analysis Results

In this research, it was conducted on 60 respondents by distributing questionnaires online (google forms), the respondents of this study were employees of PT. Sampoerna Agro Tbk in Sukamara, Central Kalimantan:

Table 2. Standard Weight Value

Value Weight	Category
> 210	Very good
170 - 209	Good
130 - 169	Pretty good
90 -129	Not good
50 - 89	Very Not Good

Source: Process Data, 2023

Table 3. Results of Descriptive Analysis of Participative Leadership Style (X1)

No	Indicator	SS	S	R	TS	STS	Score
		5	4	3	2	1	
1	Give employee guide to employee	27	32	1	0	0	266
2	Giving motivation	28	28	2	2	0	262
3	Provide direction	29	21	4	5	1	252
4	Clarify subordinate tasks	34	26	0	0	0	274
5	Clarify subordinate roles	25	30	3	2	0	258
6	Subordinate involvement	29	26	2	3	0	261
7	Listen to subordinates' ideas	30	28	2	0	0	268
8	Give employees confidence	35	25	0	0	0	275
Average							264,5

Source: Data Processed by Researchers, 2023

In accordance with the calculated score value, the participative leadership style variable includes 8 statements with an actual average weight of 264.5. This score is categorized as "very good" which is located in the interval of more than 210. Among these results, the lowest actual weight is in the statement "Give direction," with an actual weight of 252. The statement with the highest actual weight is "Clarifying subordinates' tasks" with a weight actually 274.

Table 4. Results of Supervision Descriptive Analysis (X2)

No	Indicator	SS	S	R	TS	STS	Score
		5	4	3	2	1	
1	Setting work standards	26	31	2	1	0	262
2	Carry out tasks based on the job description	24	31	5	0	0	259
3	The need to establish work standards in carrying out supervision	18	35	5	2	0	249
4	Evaluation	22	31	7	0	0	255
5	Inspection of work results	18	33	7	2	0	247
6	Measuring or comparing work results	16	40	3	1	0	251
7	Feed back	23	35	1	1	0	260
8	Supervision according to work standards	36	23	1	0	0	275
Average							257

Source: Data Processed by Researchers, 2023

Based on the calculation of the score values, the employee loyalty variable includes 8 statements with an actual average weight of 257. This score is categorized as "very good" which is more than 210. Among these results, the lowest actual weight is found in the statement "Inspection of work results" with an actual weight of 247. The statement with the highest actual weight is "Supervision according to work standards," with an actual weight of 275.

Table 5. Results of Descriptive Analysis of Employee Performance (Y)

No	Indicator	SS	S	R	TS	STS	Skor
		5	4	3	2	1	
1	Target oriented	32	27	1	0	0	271
2	Work hard	31	24	5	0	0	266
3	Length of working	30	27	3	0	0	267
4	Working speed	34	25	1	0	0	273
5	Dare to take a decision	26	28	6	0	0	260
6	Dare to take risks	26	25	9	0	0	257
7	Work as a team	26	28	6	0	0	263
8	Compact	19	25	16	0	0	243
Average							262

Source: Data Processed by Researchers, 2023

Based on the calculation of the score values, the employee performance variable includes 8 statements with an actual average weight of 262. This score is categorized as "very good" which is located in the interval more than 210. Among the results is the lowest actual weight found in the statement "Compact" with the actual weight namely 243. The statement with the highest actual weight is "Working Speed," with an actual weight of 273.

Results of the Influence of Participative Style and Supervision on Employee Performance of PT Sampoerna Agro Tbk.

To see the significance of the results, you can see the output results of the multiple linear regression below:

Table 6. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
		B		Beta		
1	(Constant)	25.445	6.178		4.119	.000
	X1	.253	.132	.246	1.912	.061
	X2	.017	.130	.017	.131	.896

Source: Data Processed by Researchers, 2023

A. Dependent Variable: Employee Performance

Source: SPSS software output in 2023

Based on the analysis results in table 6, it is obtained:

$$\beta = 25.445$$

$$X1 = 0.253$$

$$X2 = 0.017$$

The multiple linear regression equation is:

$$Y = 25.445 + 0.253X1 + 0.017X2$$

The description of the results is:

- Positive value of 6.178 can be found for constant (a). indicating that the extent of the participative leadership style is not influenced by employee performance. In other words, if the participative leadership style value is zero (0) or does not change, then the job satisfaction score is 25.445.
- The regression coefficient for participative leadership style (X1) is 0.253, meaning that job satisfaction has a positive and direct influence on employee performance.
- The regression coefficient of the supervision variable (X2) is 0.017. The meaning of this positive direction is that supervision is positively related and in the same direction as employee performance. The model above indicates that the direction of the regression coefficient is as expected. Next, interpret the results of the regression coefficients.

Table 7. Results of Simultaneous Determination Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.248 ^a	0,674	0,029	2,71221	1,630

Source: SPSS software output results, 2023

The coefficient of determination of the regression model (R Square) is 0.674. This means that the participative and supervisory leadership styles in this research are carried out simultaneously influences employee performance with the coefficient of determination (R² x 100%) amounting to 67.4%.

Table 9. Results of Partial Determination Coefficient Analysis

Model		Standardized Coefficients	Correlations
		Beta	Zero-order
1	Leadership Style	.246	.248
	Supervision	.017	.038

Source: Data processed by researchers, 2023

Next, the following calculations are carried out to analyze the partial influence of each variable:

1. Job Satisfaction (X1): $0.246 \times 0.248 \times 100\% = 0.610$ (61.1%)
2. Employee Loyalty (X2): $0.357 \times 0.565 \times 100\% = 0.064$ (6.4%) So, 0.610 (X1) + 0.064 (X2) = 0.674 (67.4%)

Based on this value, it is in accordance with the SPSS calculation results in Table 4.11, namely the coefficient of determination (R²) namely 0.674, meaning that the magnitude of the influence of participative and supervisory leadership styles is (R² × 100%) = 67.4% and the remaining 32.6% is explained by other factors outside the research.

DISCUSSIONS

The Influence of Participative Leadership Style on Employee Performance at PT. Sampoerna Agro Tbk.

Referring to table 4.10 above it is known that the value standard beta coefficient for the participative leadership style variable (X1) it is 0.248 and the zero order standard (correlation between X1) on employee performance (Y) is: From these calculations it was concluded that the magnitude of the influence of participative leadership style (X1) on employee performance (Y) was 61.1%.

The participative leadership style is mutual cooperation, where all elements work together in carrying out activities.

According to (Wirawan, 2013, p. 380), participative leadership style is equality of leader and follower power with participation in planning, implementation and evaluation.

Based on previous research conducted by (Rokib, 2018) entitled *The Influence of Participative Leadership Style and Organizational Communication on Employee Performance through Job Satisfaction as an Intervening Variable*, the regression coefficient value for participative leadership style was 2.537 and the value sig. 0.001. This means that the hypothesis is accepted that the participative leadership style has an influence positive impact on employee performance at KJPP Jimmy Prasetyo & Partners. This indicates that an increased participative leadership style will be followed by improved employee performance. Accurate implementation of leadership style will increase employee loyalty. Matching tasks with employee capabilities will improve employee performance. Participative leadership involves employees in negotiating certain matters. This will position employees as partners in solving problems by creating vertical discussions with leadership.

Based on the research that has been conducted above regarding the influence of participative leadership style on employee performance, it can be concluded that participative leadership style is the process of interpreting participative leadership style in which leaders need to involve employees in deciding several things that indirectly or directly influence the performance of employees of PT Sampoerna Agro Tbk Sukamara Kalimantan Middle.

The Effect of Supervision on Employee Performance at PT. Sampoerna Agro Sukamara Kalimantan Tbk.

Based on table 4.10 above, it is known that the valuestandard beta coefficient for the monitoring variable (X2) it is 0.038 and the zero order standard (correlation between (correlation between X2) on employee performance (Y) is: From these calculations it was concluded that the magnitude of the influence of supervision (X2) on employee performance (Y) was 6.46%.

According to (Irham, 2013, p. 96) Supervision is an organizational effort to create efficient and effective performance and the realization of the organization's vision and mission.

Based on previous research by Akob (2021) entitled The Effect of Supervision and Work Discipline on Employee Performance in PD. Pasar Makasar Raya Makasar City obtained the hypothesis results that were accepted because supervision influenced employee performance positively and significantly.

From the explanation above regarding Supervision of Employee Performance, it can be concluded that supervision influences employee performance significantly at PT Sampoerna Agro Tbk Sukamara, Central Kalimantan, and supervision is a function in achieving goals. Supervision also plays an important role in preventing deviations by evaluating and correcting what needs to be done to achieve effective employee performance.

The Influence of Participative Leadership Style On Employee Performance at PT. Sampoerna Agro TBk Sukamara, Central Kalimantan

Referring to the calculation above, it is indicated that the greatest influence is obtained from the participative leadership style (X1) with an influence contribution (X2) of 0.038 and a zero order standard (correlation between X1 X2 and Y) of 61.1%, while the monitoring variable (X2) provides contribution 6.4%.

From the results of these calculations, the following calculations can be carried out to obtain the magnitude of the simultaneous influence:

Table 10. Magnitude of the Simultaneous

Influence X1 Y	0,246	X	0,248	0,610	
Influence X2 Y	0,017	X	0,038	0,064	+
Influence X1 X2 Y (R ²)				0,674	

Based on this value, it is in accordance with the SPSS calculation results in table 4.11, namely the coefficient of determination (R2) namely 0.674, meaning that the magnitude of the influence of participative and supervisory leadership styles is (R2x 100%) = 67.4% and the remaining 32.6% is explained by other factors outside this research.

Participative leadership style and simultaneous supervision have a positive effect on employee performance, leaders need to make efforts to influence subordinates so that they can emulate the characteristics of a good leader (Rompes et al., 2018).

Referring to previous research by (Moh. Afdal & Muhammad Kasran 2023) shows that leadership style has an average score of around 0.069 in the good category, an average score of 0.105 in the good category for the supervision variable. Supervision does not have a positive and insignificant effect on employee performance, with a regression equation value of $Y = 24.277 + 0.648X_1$ and a correlation coefficient value of 0.382, which has a strong relationship in terms of the test value of 0.5.

Referring to the results, it was concluded that participative and supervisory leadership styles simultaneously influence employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Referring to data processing in research entitled Participative Leadership Style and Supervision of employee performance at PT Sampoerna Agro Sukamara Central Kalimantan, it was concluded:

1. Referring to the results of the descriptive analysis of the participative leadership style variable (X_1), it can be concluded that the average number of weight values for the participative leadership style variable obtained from 2 dimensions and 8 indicators can be seen that the average value of participative leadership style is 264 which is categorized Very good.
2. Based on the results of the descriptive analysis of Supervision (X_2), it can be concluded that the average number of weight values for the supervision variables obtained from 2 dimensions and 8 indicators can be concluded that the average value of participative leadership style is 257 which is categorized as very good.
3. Referring to the results of the descriptive analysis of the employee performance variable (Y), it can be concluded that the average number of weight values for the monitoring variables obtained from 4 dimensions and 8 indicators can be concluded that the average value of the employee performance variable is 262 which is categorized as very good.
4. The magnitude of the influence of the participative leadership style (X_1) on employee performance (X_2) is 61.1%, this result shows that the participative leadership style has a significant influence on employee performance at PT Sampoerna Agro Sukamara Central Kalimantan.
5. Referring to the calculation results, it was concluded that the magnitude of the influence of supervision (X_2) on employee performance (Y) was 6.46%, this indicates that supervision significantly influences employee performance at PT Sampoerna Agro Sukamara, Central Kalimantan.
6. From the calculation results, it was concluded that the magnitude of the influence of participative leadership style (X_1) and supervision (X_2) on employee performance was 67.4% and the remaining 32.6% was explained by other factors outside this research, showing that the influence of leadership style and supervision influences employee performance significantly at PT Sampoerna Agro Sukamara Central Kalimantan.

Recommendations

Referring to the acquisition and processing of research data entitled Participative Leadership Style and Supervision of employee performance at PT Sampoerna Agro Sukamara Central Kalimantan, it was concluded:

1. The participative leadership style variable overall shows very good results, so this can be a reference for the participative leadership style which should be maintained by using leaders who can participate in their employees, therefore this will continue to have a positive influence on employees and the company at PT Sampoerna Agro Sukamara, Central Kalimantan.
2. The supervision variable as a whole shows very good results, so this can be a reference for supervision which should be maintained by always supervising, checking and providing good input and suggestions to employees, therefore this will continue to have a positive influence on employees and on company at PT Sampoerna Agro Sukamara Central Kalimantan.
3. Based on respondents' responses regarding employee performance at PT. Sampoerna Agro Sukamara, Central Kalimantan, has shown very good results, but there is one indicator that has good results, namely cohesiveness, but overall these results are good, good for the company, the author's suggestion is that perhaps by providing socialization about the importance of teamwork it will have a big influence on employees in carrying out their work.
4. The next suggestion from the author to PT Sampoerna Agero is to continue to retain leaders who have good work quality and are professional in employing employees properly.
5. The author suggests to PT Sampoerna Agero Tbk Sukamara Central Kalimantan to remain consistent with achieving targets in selecting leaders who can supervise and participate in the employees they employ, because this greatly influences the performance of PT Sampoerna Agero Tbk Sukamara Central Kalimantan employees.
6. In this case the author also suggests to PT Sampoerna Agero Tbk Sukamara Central Kalimantan to be able to maintain the overall performance of the company's employees, namely leaders and employees, and always monitor performance so that it remains coordinated and can maintain the quality and quantity of employees, and Companies also have to carry out very strict selection in choosing workers who suit their position.

FURTER STUDY

Researchers are aware of various shortcomings in this research, and they believe that further research is still needed regarding the influence of service quality, client trust, and intention to use.

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