

Participatory Leadership, Supervision, and Discipline on Employee Performance of Labuhanbatu Regional Development Planning Agency

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Abstract

This study aims to analyze participatory leadership, supervision, and discipline on the performance of employees of the Labuhanbatu Development Planning Agency. The data in this study were processed using IBM SPSS Software. The analytical techniques used include; 1) classic assumption test; 2) multiple linear regression test; 3) hypothesis testing; 4) coefficient of determination. The results of this study indicate that all independent variables have a positive and significant influence on the dependent variable, it can be seen from the value of count participatory leadership variable (X1) 5.69 > ttable 1.67 with a significant value of 0.000 < from a probability value of 0.05 so it can be concluded that the participatory leadership variable has a positive and significant effect on employee performance. Marktcoun monitoring variable (X2) 4.94 > ttable 1.67 with a significant value of 0.000 < from a probability value of 0.05 so it can be concluded that the supervisory variable has a positive and significant effect on employee performance. Marktcoun discipline variable (X3) 8.72 > ttable 1.67 with a significant value of 0.000 < from a probability value of 0.05 so it can be concluded that the discipline variable has a positive and significant effect on employee performance. Simultaneously, the variables of participatory leadership, supervision, and discipline have a positive and significant influence on employee performance. This means that the hypothesis in this study is accepted, as evidenced by the value of Fcount 53.15 > Ftable 2.77.

Keywords

participative leadership;
supervision; discipline;
employee performance



I. Introduction

Along with the times, every organization is required to be able to keep up with existing developments. Therefore, every organization is required to have quality human resources, able to compete and in accordance with the needs of the organization in achieving its goals. The main goal of every organization is to improve the performance of its employees so that they can survive in a competitive environment. Employee performance is a multidimensional construction and very vital criteria that determine the success or failure of the organization (Mohammed, et al, 2018: 60). Employee performance can be influenced by several factors, one of which is leadership style. Leadership style is seen as a combination of traits and behaviors used by leaders to interact with their subordinates (Khajeh, 2018: 2). Leadership involves processes as well as actions, and individuals tend to have differing views about what is important, and which should characterize leadership. This view or orientation towards

leadership, which can be translated into implicit theories or paradigms, will have an impact on the way individuals perceive and recognize leadership. Very similar to implicit leadership theory, orientation towards leadership focuses on the framework that is in the eye of the beholder, which can differ between individuals (Rogiest, 2018: 2). One of the most widely used leadership methods is participatory leadership. This leadership style works best in organizational structures, this is because employees are involved in creativity and have a sense of responsibility for their work. Participatory leadership produces enviable results, where employees are passionate about learning from their leaders. According to path-goal theory, effective leaders are those who motivate subordinates to engage in decision-making for effective goal achievement, the goal is to increase employee motivation and empowerment as well as to make organizational members more productive, leaders must adopt a participatory leadership style because it is a leadership style consultative, this leadership style can create new innovations to solve existing problems (Bhatti, et al, 2019:4). Participatory leadership is leadership based on goals such as increasing readiness for change, and higher acceptance of change and overall support for change (Rogiest, 2018:2). In participatory decision-making, the leader encourages his employees to express their ideas and suggestions, a participatory leader acts as a coach who facilitates all employees to openly show their ideas and utilize this valuable information in decision-making (Bhatti, et al, 2019: 4). A participative leader is characterized by actions that empower subordinates and provide opportunities for independent decision making. When employees feel empowered by their leader, they will respond in a positive way by putting extra effort into achieving the goals set by their leader. At the Labuhanbatu Regional Development Planning Agency there is a phenomenon of problems related to leadership, especially participatory leadership. After the pre-survey was conducted, several problems were found, such as during decision making, the leadership of the organization did not involve existing employees, the leader immediately determined the decisions he took to solve existing problems, without first asking and listening to ideas from their employees, this makes employees feel less empowered by their leaders, so they are reluctant to give extra effort in doing their work, which then has an impact on the resulting performance.

In addition to leadership, supervision also has a role in improving employee performance. Supervision is important in the management aspect, this is because supervision has an impact on employee performance in an organization, besides that supervision can also reduce the risk of errors, improve performance and increase job satisfaction (Maldrine, et al, 2020:103). According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). Supervision is defined as part of the work carried out by organizational leaders, which is related to reviewing various tasks and verifying what has been carried out and comparing it with what must be implemented (Salama, 2017: 92). In practice, supervision means evaluating performance and if necessary implementing corrective actions so that work will go according to plan. Employees who feel supervised will always do their job well and minimize errors that may occur, thereby increasing the resulting performance. After conducting a pre-survey at the Labuhanbatu Regional Development Planning Agency, it appears that there are several problems related to supervision, it appears

that there are some employees who act arbitrarily in using the facilities owned by the organization, such as using them for personal interests, and there are also employees who work it is not in accordance with the provisions that have been determined by the organization. These things happen because of the lack of supervision carried out by the leadership, which then makes employees do whatever they want because they feel no one is paying attention, if this continues, of course it will have an impact on the performance of the resulting employee.

Discipline also has an influence on employee performance. Discipline is a systematic instruction given to employees to train them as workers in any skill or other activity they should be doing, or to follow a certain code of ethics or orders (Ebuara, et al, 2012:27). Discipline often carries a negative connotation for some employees. This is because the enforcement of order is often regulated through punishment or sanctions. Therefore, some employees view discipline as a limitation to their right to act without restraint. Freedom to act without discipline will result in anarchy and not achieving the goals set by the organization. The success of the organization in achieving its goals can be seen from how employees accept the discipline that is applied. Without healthy discipline, or the threat of disciplinary action, of course it will have a bad impact on the performance produced by employees. At the Labuhanbatu Regional Development Planning Agency there are several problems related to the work discipline of employees, it can be seen that there are some employees who are not obedient to the work standards that have been determined by the organization, as well as many organizational regulations that are violated, such as regulations for attending on time, there are still some employees who come in the morning just to fill attendance, then go to another place or leave the work that is their responsibility, and come back only to fill attendance. This happens because the level of discipline is still low, which is the result of the lack of strict sanctions that should be given to employees who deliberately violate the rules that have been determined previously, if the violations are continuously followed up, of course it will have a negative impact on performance generated by these employees.

Participatory leadership is defined as a leader's non-authoritative behavior, which provides opportunities for subordinates to take part in the decision-making process and receive input from employees to make quality decisions (Bhatti, et al, 2019: 4). In the opinion of Fincham quoted by Akpoviro, et al (2018:48) participatory leadership is a joint decision-making process carried out by superiors and subordinates, this leadership style involves the leader and several employees in the decision-making process, but leadership retains authority over final decision making. Participatory leadership can be measured through several indicators, such as: 1) Authority; 2) Decision; 3) Common policies; 4) Supervision of behavior; 5) Employee activity (Citra, et al, 2021:2).

According to Sarwoto's opinion quoted by Rahareng (2021:27) supervision is an activity of organizational leaders who strive for work carried out in accordance with a predetermined plan and or desired results, in this case the subject of supervision is the manager, with a benchmark plan specified and the desired result. Supervision is carried out by supervising all work carried out by employees in order to minimize errors, both technically and process, in other words supervision means evaluating performance and if necessary implementing corrective actions so that work will be according to plan. According to Siagian's opinion quoted by Harianto, et al (2020:674) supervision can be measured through several indicators, such as: 1) Supervising income, such as material, financial, and human resources; 2) Supervise behavior, regulate all actions of subordinates; 3) Supervise spending, all about setting targets for subordinates to follow the leadership; 4) Supervision, activities that supervise work compliance which includes objects, tools, and work results; 5) Alignment of goals, the process of checking the completion schedule with the goals of the work section and the goals of the organization.

Discipline is an action taken by organizational leaders in motivating their subordinates to obey the rules that have been set in the company, which includes rules and regulations, and sanctions will be given to employees who violate this, this is done so that the violation does not drag on. - late (Rahmi, 2022:406). Jufrizen, et al (2021:39) define discipline as the ability possessed by employees to obey the rules that have been determined by the organization in order to achieve common goals. Discipline can be measured through several indicators, such as: 1) Frequency of attendance; 2) Level of alertness; 3) Adherence to work standards; 4) Compliance with work regulations; 5) Work ethic (Saleh, et al, 2018: 32).

Performance is said to be the ability possessed by an employee in doing the work that is his responsibility (Kalsoom, et al, 2018: 25). Santoso, et al (2020: 562) state employee performance as a benchmark that describes the extent to which an organization's success or failure in carrying out its duties and responsibilities to achieve organizational goals, objectives, vision, and missions have been set. Employee performance refers to the behavior of employees at work, as well as how employees can do the work given by their leaders (Joy, et al, 2020:62). Mendoca, et al (2019:14) stated that, there are several indicators that can be used as benchmarks for employee performance, such as: 1) Employees are able to complete work in accordance with the specified volume; 2) Employees are able to provide good quality services; 3) All the time used by employees at work; 4) The length of time given by the leadership to employees in carrying out a task; 5) Attitudes or actions taken by employees.

II. Research Methods

This research was conducted at the Labuhanbatu Regional Development Planning Agency, using quantitative methods. The population in this study were all employees of the Labuhanbatu Regional Development Planning Agency, amounting to 60 people. Sampling in this study used a saturated sampling technique, by drawing the entire population to serve as the research sample. The data in this study were collected by means of interviews, observations, and direct questionnaires given to all employees of the Labuhanbatu Regional Development Planning Agency, which were then tested through several analytical techniques such as the following: 1) Classical assumption test, on classical assumption test in perform normality test, heteroscedasticity test, and multicollinearity test; 2) Doubled linear regression test, $Y = a + b_1X_1 + b_2X_2 + b_3X_3$, with the following information: Y = employee performance; a = constant; b_1, b_2, b_3 , = coefficient of each variable, X_1 = Participative leadership, X_2 = Supervision, X_3 = Discipline; 3) Hypothesis test, consisting of t test (partial) which is used to analyze the partial effect between the independent variable and the dependent variable, and the F test (simultaneous) which is used to analyze the simultaneous effect of the independent variable on the dependent variable. 4) The coefficient of determination is used to measure the model's ability to explain variations in the dependent variable. To facilitate the research process, IBM SPSS Software is used as an analytical tool in processing data in research.

III. Discussion

3.1 Results

Before distributing the questionnaire, it is necessary to test the validity and reliability of the items that are used as questions in a questionnaire. Ghazali (2018: 51) states that the validity test is used as a measuring tool that determines whether a questionnaire is declared valid or not, the validity test of the research variable has significant criteria > 0.5 . The validity test in this study was carried out on 30 employees from the Labuhanbatu Transportation Service.

Table 1. Validity Test Results

Variable	Total Correlation	Sig Criteria	Description
X1.1	,641	0.5	Valid
X1.2	,758	0.5	Valid
X1.3	,903	0.5	Valid
X1.4	,779	0.5	Valid
X1.5	,696	0.5	Valid
X2.1	,843	0.5	Valid
X2.2	,593	0.5	Valid
X2.3	,780	0.5	Valid
X2.4	,753	0.5	Valid
X2.5	,593	0.5	Valid
X3.1	,684	0.5	Valid
X3.2	,765	0.5	Valid
X3.3	,633	0.5	Valid
X3.4	,587	0.5	Valid
X3.5	,538	0.5	Valid
Y.1	,759	0.5	Valid
Y.2	,776	0.5	Valid
Y.3	,792	0.5	Valid
Y.4	,648	0.5	Valid
Y.5	,776	0.5	Valid

Description: *Sig Criteria < 0.5

Source: Research Results, 2022.

After the question items are asked to be valid, then a reliability test is carried out to find out the results of consistent measurements when measurements are made with the same measuring instrument, an item in the questionnaire can be accepted if the alpha coefficient has a value > 0.6 (Sugiyono, 2016: 130) .

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Description
Participatory Leadership	,795	Reliable
Supervision	,796	Reliable
Discipline	,752	Reliable
Employee Performance	,806	Reliable

Description: *Criteria CA > 0.6.

Source: Research Results, 2022.

Table 1 and Table 2 show that all statement items are valid and reliable. The next test uses the classical assumption test with normality. The normality test of this study is loaded on the P-Plot Graph:

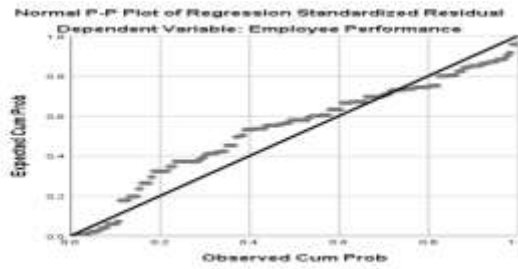


Figure 1. Graphics P-Plot Normality Test
Source: Research Results, 2022

Figure 1 shows the residual points of the regression model spread out following the diagonal line, so it can be concluded that the data in this study has a regression model that is normally distributed. Then the analysis was carried out using the multicollinearity test in Table 3:

Table 3. Multicollinearity Test Results

Model	Coefficients ^a		Collinearity Statistics	
	Sig.		Tolerance	VIF
(Constant)	.000			
Participative Leadership	.000		.932	1.072
Supervision	.000		.992	1.008
Discipline	.000		.940	1.064

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Discipline, Supervision, Participative Leadership

Description: * $p < 0.05$.

Source: Research Results, 2022.

From Table 3 it can be stated that the three independent variables in this study have a VIF value < 10 and a value $tolerance > 0.1$ which means that the data in this study did not experience symptoms of multicollinearity. Furthermore, the heteroscedasticity test was carried out with the graph *scatterplot*.

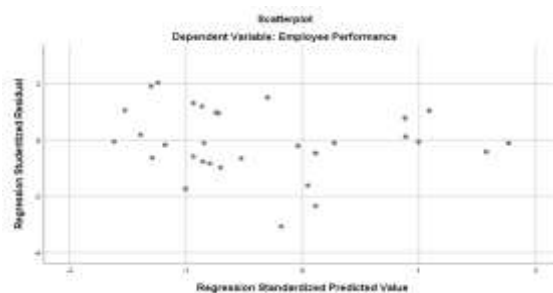


Figure 2. Scatterplot Graph
Source: Research Results, 2022

Figure 2. The scatterplot graph shows the points that spread above and below the number 0 on the Y axis, and do not form a clear pattern. From the graph, it can be stated that the data from this study did not experience symptoms of heteroscedasticity. Furthermore, the Multiple Linear Regression Test is carried out, which is loaded in Table 4:

Table 4. Multiple Linear Regression Test Results

		Coefficients ^a				
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	18.158	3.573		5.082	.000
	Participative Leadership	.518	.091	.402	5.699	.000
	Supervision	.562	.114	.338	4.944	.000
	Discipline	.699	.080	.613	8.722	.000

Description: *p< 0.05

Source: Research Results, 2022

Table 4. contains the results of the multiple linear regression test which can be described as follows, the B value in Participatory Leadership (B1) is 0.518. Supervision value (B2) is 0.562. Discipline value (B3) is 0.699. The constant value (a) is 18,158. Based on these values, the multiple linear regression equation obtained from this study is as follows: $Y=18.158+0.518X_1+0.562X_2 +0.699X_3$. The multiple linear regression equation shows that the variables of participatory leadership, supervision, and discipline have a positive direction coefficient on the employee performance variable.

The data in the study need to be tested for hypotheses, through the t test and F test. The t test was conducted to analyze the effect of the independent variables, namely participatory leadership (X1), supervision (X2) and discipline (X3) partially on the dependent variable, namely employee performance (Y). .The basis for decision-making on the t-test is: If $t_{count} > t_{table}$, then H_a is accepted and H_o is rejected, meaning that participatory leadership, supervision and discipline have a positive and significant effect on employee performance. If $t_{count} < t_{table}$, then H_a is rejected and H_o is accepted, meaning that participatory leadership, supervision and discipline have no positive and significant effect on employee performance. The equation for determining the value of t_{table} can be used as follows: $df = nk-1 = 60-3-1 = 56$. After being calculated using this equation, it can be determined that the value of t_{table} is 1.67. The results of the t test are shown in Table 5:

Table 5. T Test Results

		Coefficients ^a				
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	18.158	3.573		5.082	.000
	Participative Leadership	.518	.091	.402	5.699	.000
	Supervision	.562	.114	.338	4.944	.000
	Discipline	.699	.080	.613	8.722	.000

a. Dependent Variable: Employee Performance

Description: *p< 0.05

Source: Research Results, 2022

Table 5 contains the values of t_{count} of the participatory leadership variable (5.69) > t_{table} (1.67) which means H_a is accepted and H_o is rejected. While the significant value is

smaller than the probability value of 0.05 or a significant value of $0.000 > 0.05$. Thus, it can be concluded that the participatory leadership variable (X1) has a positive and significant effect on employee performance. Supervision (X2) has a value of $t_{count} (4.94) > t_{table} (1.67)$ which means H_a is accepted and H_o is rejected. While the significant value is smaller than the probability of 0.05 or $0.000 > 0.05$. Thus it can be concluded that supervision (X2) has a positive and significant effect on employee performance. Discipline (X3) has a value of $t_{count} (8.72) > t_{table} (1.67)$ which means H_a is accepted and H_o is rejected, while the significant value is less than the probability of 0.05 or $0.000 < 0.05$.

After the t test was carried out, the F test was then carried out to test the independent variables, namely participatory leadership (X1) supervision (X2) and discipline (X3) simultaneously having a significant relationship or not to the dependent variable, namely employee performance (Y). The basis for making F-Test decisions are: If $F_{count} > F_{table}$, then H_a is accepted and H_o is rejected, meaning that participatory leadership, supervision, and discipline have a positive and significant influence on employee performance. If $F_{count} < F_{table}$, then H_a is rejected and H_o is accepted, meaning that participatory leadership, supervision, and discipline have no positive and significant effect on employee performance. As for determining the value of F_{table} , the following equation can be used: $df = k; n - k = 3; 60 - 3 = 57$. After calculating using this equation, $F_{table} = (3; 60 - 3)$, the value of F_{table} is 2.77. The results of the F test in this study can be contained in Table 6:

Table 6. F Test Results

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	423,958	3	141,319	53,152	.000b
Residual	148,892	56	2,659		
Total	572,850	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Discipline, Supervision, Participative Leadership

Description: * $p < 0.05$

Source: Research Results, 2022.

Table 6 contains the F_{count} value of $53,152 > F_{table} 2.77$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded that participatory leadership, supervision and discipline simultaneously have a positive and significant effect on employee performance. Furthermore, analysis of the coefficient of determination is carried out to analyze the contribution of the influence of the independent variables, namely participatory leadership, supervision and discipline on employee performance. If the value of the coefficient of determination is getting closer to the value of 1, it shows the stronger the relationship between the independent variables and the dependent variable, and vice versa. The results of the coefficient of determination test can be contained in Table 7:

Table 7. Coefficient of Determination Test Results

Model Summary				
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860a	.740	.726	1,631

a. Predictors: (Constant), Discipline, Supervision, Participative Leadership

b. Dependent Variable: Employee Performance
Description: * $p < 0.05$
Source :Research Results, 2022.

The analysis of the coefficient of determination in Table 7 shows that the Adjusted R Square value of 0.726 means that employee performance can be explained by the variable participatory leadership, supervision and discipline of 72.6%, while the remaining 27.4% can be explained by other variables not examined in this study.

3.2. Discussion

The results of the t-test of the participatory leadership variable (X1) have a tcount value (5.69) > ttable value (1.67) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$. Thus, it can be stated that the participatory leadership variable has a positive and significant effect on employee performance at the Labuhanbatu Regional Development Planning Agency. This is in line with research conducted by Rozi Rana, et al (2019) with the title "Effect Of Participative Leadership Style On Employee Performance Of Coffee Trading Companies In Kenya", the correlation results from this study indicate a positive and significant relationship between leadership style participation and employee performance, $r(117) = 0.956$, $p < 0.05$. Multiple linear regression analysis revealed that participatory leadership style significantly predicts employee performance, $R^2 = 0.865$, $F(1, 115) = 735111$, $p < 0.05$, $t = 0.943$, $p < .05$ and hence H_o that participatory leadership style has no effect significant impact on employee performance is rejected.

Supervision (X2) has a tcount value (4.94) > ttable value (1.67) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$. It can be stated that the supervision variable (X2) has a positive and significant effect on employee performance at the Labuhanbatu Regional Development Planning Agency. This is in line with research conducted by Rt. Erlina Gentari (2021), with the title "The Influence of Leadership and Supervision of Employee Performance in the Employee Cooperatives PT.Purna Baja Harsco Cilegon. Based on these results, the research concludes that: Testing hypothesis 1, the value of tcount is greater than ttable ($5.242 > 1.984$) so that H_0 is rejected and H_1 is accepted, which means that leadership (X1) has an effect on employee performance (Y), In hypothesis 2, the value of tcount is greater than ttable ($6.597 > 1.984$) so that H_0 is rejected and H_1 is rejected, which means that supervision (X2) has an effect on employee performance (Y), and in hypothesis 3, the F value is 638.205 while F_{table} is 3.09 which means that means $F_{value} > F_{table}$. This shows that H_0 is rejected and H_3 is accepted, which means that leadership (X1) and supervision (X2) together affect employee performance (Y).

In column t the discipline variable (X3) has a tcount value (8.72) > ttable value (1.67) which means H_a is accepted and H_o is rejected, with a significant value less than the probability value of 0.05 or $0.000 < 0.05$, it can be stated that the discipline variable (X3) has a positive and significant effect on employee performance at the Labuhanbatu Regional Development Planning Agency. This is in line with the research researched by Muhammad Arif, et al (2019) with the title "Effect Of Compensation and Discipline on Employee Performance", with results showing that work discipline has a positive and significant effect on employee performance at the Construction Technical Implementation Unit of the Highways Service. Roads and Bridges in North Sumatra Province.

Research analysis with F test, obtained Fcount value of 53,152 > Ftable 2.77 with sig value. $0.000 < 0.05$. From these results it can be concluded that participatory leadership, supervision, and discipline simultaneously have a positive and significant impact on employee performance at the Labuhanbatu Regional Development Planning Agency.

IV. Conclusion

1. Participatory leadership has a positive and significant effect on employee performance at the Labuhanbatu Regional Development Planning Agency.
2. Supervision has a positive and significant effect on employee performance at the Labuhanbatu Regional Development Planning Agency.
3. Discipline has a positive and significant effect on employee performance at the Labuhanbatu Regional Development Planning Agency.
4. Participative leadership, supervision, and discipline have a positive and significant effect on employee performance at the Labuhanbatu Regional Development Planning Agency.

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