



**MJ**

Multidisciplinary Journals

Volume 1 Issue 2, 2024 (105-114)

ISSN (*online*) : 3047-8499

Homepage : <https://jurnalunived.com/index.php/MJ>

Doi : <https://doi.org/10.37676/mj>

## The Influence Of Participative Leadership Style And Communication On Employee Performance At Alfamart Bengkulu City

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Received [17-04-2024]

Revised [25-05-2024]

Accepted [06-06-2024]

**Abstract.** The purpose of this research is to determine the influence of participative leadership style and communication on employee performance at Alfamart, Bengkulu City. The sample in this study was employees at 5 Alfamart stores such as Alfamart Danau, Alfamart Mayjen Sutoyo, Alfamart Museum, Alfamart Pangeran Natadirja and Alfamar Merapi, totaling 31 people. The sampling technique is census. Data were collected using a questionnaire and the analysis methods used were multiple linear regression, determination tests and hypothesis tests. The results of the research show that the multiple linear regression calculations obtained the multiple linear regression equation  $Y = 9.219 + 0.416X1 + 0.383X2 + 6.425(e)$ . The coefficient of determination of the Adjusted R square value is 0.465. This means that X1 (participative leadership style) and The F test results show that the significance is  $0.000 < 0.05$ . Because the significance level is below 0.05, it shows that together X1 (participative leadership style) and X2 (communication) have a positive and significant influence on performance (Y). The participative leadership style has a positive and significant influence on performance because the significant value is  $0.020 < 0.05$ , communication has a positive and significant influence on performance because the value is  $0.037 < 0.05$ .

**Keywords:** *Participative Leadership Style, Communication, Performance*

### INTRODUCTION

In various aspects of the organization, humans are one of the resources that exist in every organizational activity. Organizations or companies must be able to manage their management to win the competition in a competitive era so that they can survive to grow and develop in accordance with organizational goals. According to Robbins & Judge (2019: 33) an organization is a social unit consisting of two or more people consciously coordinated and functioning on a relatively continuous basis to achieve one or a series of goals.

Human resources are one of the benchmarks in achieving the success of an organization. In the era of globalization, human resource management is not an easy thing, because of the various superstructures and infrastructures that must be prepared to support the realization of a quality human resource process. Therefore, human resource management has a very large role in an organization, even as the spearhead of managing and providing human resources for the organization to achieve goals.

Employee performance as an organizational foundation and is one of the basic factors to improve the performance of the organization itself, therefore employee performance is a behavior that must be considered because the performance produced by employees is very influential for the organization (Obicci, 2015: 89). Performance measures can be seen in terms

of quantity and quality in accordance with the standards set by the organization, the form can be tangible or intangible, depending on the form and process of carrying out the work.

An employee is required to produce good performance, so that the organization can achieve its goals. If employees are able to maintain their performance, then the organization can be said to be successful in managing its Human Resources. The role of employee performance for organizational success is very important, so understanding the factors that can improve employee performance is crucial and essential. The performance of an employee can be influenced by several factors, including internal factors and external factors of the employee.

These factors can be maintained properly, can improve employee performance, and vice versa. This can show that employee performance is highly dependent on the ability to pay attention to these factors, and there are many factors that can affect employee performance, including participatory leadership and communication.

Leadership has a strong influence on the running of the organization and the survival of the organization. Leadership is a character possessed by a leader who is certainly needed in an organization, leaders are needed to develop a vision and motivate employees of the organization in order to achieve a vision or goal and improve performance. A leader is the key to the success of an organization, one of the major influences on the success of an organization is the leadership style applied by a leader. Experience in a person greatly influences the way decisions are made and the performance of the organization being led. The success of a leader in moving other people or followers in achieving predetermined goals is highly dependent on authority, and also the leader in creating motivation within each subordinate, colleague, or superior leader himself.

According to Djoko (2020: 89) participatory leadership style is a style that actively involves subordinates in setting goals by using participatory management techniques and focusing attention on both employees and other officers. Participative leadership style is a leadership style that tends to consult and discuss with partners, receive input, and involve subordinates in the decision-making process. Therefore, leadership has a very important role in decision making, especially in providing public services, because participative leadership provides direction to the efforts of all workers in achieving organizational goals. A participative leadership style is needed by the leader to be able to improve the performance of all employees in achieving organizational goals as a public service agency. Thus, participative leadership style can be a good guide in decision making.

In addition, communication is also able to influence employee performance at work. According to Hasibuan (2019: 198) communication is a tool to convey orders, reports, news, ideas, messages or information from communicators to communicants so that there is interaction between them. Communication involves individuals in a group, organization, and community relationship who respond and create messages to adapt to each other's environment. Good communication competence between employees will be able to obtain and develop the tasks they carry out, so that the performance level of an agency is getting better and vice versa. Communication in an organization is a very important factor in undergoing interactions between one another, if there is no communication all individuals in the organization cannot know what they should do for their organization, leaders cannot receive information input and providers cannot give instructions.

Alfamart is one of the supermarket chains that has many branches in Indonesia. These outlets generally sell a variety of food products, drinks and daily necessities. Alfamart is favored by consumers because it provides a comfortable atmosphere with a fully air-conditioned room and the goods sold are neatly arranged. The success of Alfamart is certainly supported by employees who work every day to provide good service to consumers.

However, in their daily activities there are several problems at Alfamart in Bengkulu city. Based on the phenomena that exist in Alfamart Bengkulu City, the participatory leadership style has not been implemented perfectly because all decisions are made by subordinate leaders who are only tasked with implementing these decisions without being involved in decision making because the highest leader in one store is the head of the Store and the head of the Store also has a boss.

Likewise, communication is still not seen as a maximum communication between leaders and subordinates because employees only receive orders from the shop head and rarely communicate with other leaders. So employees only receive information and instructions from the shop head. In addition, sometimes the lack of communication from employees on the morning shift with employees on the afternoon shift causes misunderstandings while working.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resource management (HRM) is a strategic area of the organization. Human resource management should be viewed as an extension of the traditional view of managing people effectively and for that requires knowledge of human behavior and the ability to manage it. There are various opinions about the meaning of human resource management, some define it as manpower management and some equate the definition of human resources with personal (personnel, *kekaryawanan*, and so on). However, human resource management which may be appropriate is human resources management (human resource management), thus in simple terms the definition of human resource management is managing human resources (Sutrisno, 2020: 3). According to Hasibuan (2019: 23), human resource management is an approach to human management. The approach to human management is based on the value of humans in relation to the organization. Humans are an important resource in the organization, in addition, the effectiveness of the organization is largely determined by human management. According to Sutrisno (2020: 4), human resource management is a recognition of the importance of the organization's workforce as a very important human resource in contributing to organizational goals, and using several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations and society. The focus of human resource management is on managing human resources in the dynamic interactions between organizations and employees who often have different interests. Human resource management involves the productive use of human resources in achieving organizational goals and satisfying the needs of individual workers. So human resource management can also be an activity of planning, procurement, development, maintenance, and use of human resources to achieve both individual and organizational goals. Although the object is both human, but in essence there are essential differences between human resource management with labor management or with personnel management.

### **Participative Leadership Style**

Participative leadership style according to Hasibuan (2019: 170) states that if a leader in his leadership is carried out persuasively, creates harmonious cooperation, fosters loyalty, and participation of subordinates. Leaders motivate subordinates to feel part of the company. Leaders motivate subordinates to feel part of the company. Leaders with this style will encourage the ability of subordinates to make decisions. Djoko (2020: 89) participatory leadership style is a style that actively involves subordinates in setting goals by using participatory management techniques and focusing attention on both employees and other

officers. This leader tends to be willing to exchange thoughts and ideas with his subordinates to make decisions together and support the efforts of his subordinates in completing their tasks. Thoha, (2019: 67) Participative leadership style is a leader and his followers or subordinates exchange ideas in problem solving and decision making. According to Burhanuddin (2018; 4) Participative leadership style is one of the leadership styles used by those who are trusted, namely with their trust and credibility then motivate people who involve them in the decision-making process. So it can be concluded, if the participatory leadership style is leadership that provides significant space and roles to subordinates in carrying out decision-making process activities. According to Badeni (2019: 151), democratic or participative leaders decentralize authority to employees. Decisions are made not unilaterally but participatively. The decisions are the result of the leader's consultation with subordinates.

### **Communication**

Robbins (2019: 391) says that communication is the process of conveying information, ideas, facts, thoughts and feelings from one person to another. In organizational life, communication is very important because communication can increase mutual understanding between superiors and subordinates, in this case employees and leaders, and improve coordination of a variety of different activities/tasks. The definition of communication according to Muhammad (2021: 74) is the exchange of verbal and nonverbal messages between the sender and the recipient of the message to change behavior. Verbal messages can be in writing such as letters, books, memos, while oral messages can be in the form of face-to-face conversations. Nonverbal messages can be in the form of facial expressions and sounds. Meanwhile, according to Hasibuan (2019: 198) communication is a tool to convey orders, reports, news, ideas, messages or information from communicators to communicants so that there is interaction between them.

### **Performance**

An organization, be it government or private, is always driven by a group of people who play an active role in achieving the goals that the organization wants to achieve. Organizational goals will certainly not be achieved if the performance of members or employees is not optimal. According to Mangkunegara (2019: 67), performance is the result of work in quality and quantity achieved by a person in carrying out his functions in accordance with the responsibilities given to him. Not much different, Siagian (2020: 227) defines performance as an overall ability of a person to work in such a way as to achieve optimal work goals and various goals that have been created with sacrifices that are rationally smaller than the results achieved. Prawirosentono (2021: 176) is more likely to use the word performance in referring to performance. According to him, performance or performance is the result that can be achieved by a person or group of people in an organization, according to their respective responsibilities in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics. According to Sutrisno (2020: 181) several factors that affect performance, namely:

- a) Planning skills, including: assessing and setting priorities from the results field, designing realistic long and short term plans, formulating possible schedules, anticipating possible problems and obstacles towards achieving the required results.
- b) Organizing skills, including: grouping activities for optimal use of personnel resources in order to achieve goals, clearly defining the responsibilities and limits of authority of subordinates and minimizing confusion and inefficiency in work operations.
- c) Directing skills, including: the ability to guide and emphasize the processes of motivation, communication and leadership.

- d) Controlling skills, including: establishing appropriate procedures for being informed about the progress of congenital work, identifying deviations in the progress of work objectives and adjusting work to ensure that set objectives are achieved.
- e) Analyzing problems includes: establishing funds related to the problem, distinguishing meaningful facts from less meaningful ones, establishing reciprocal relationships and reaching solutions that seem practical.

## **METHODS**

The type of research used in this research proposal is quantitative research with a descriptive approach. Quantitative research method is one type of research whose specifications are systematic, planned and clearly structured from the beginning to the making of the research design. According to Sugiyono (2021: 13), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses.

### **Validity Test**

The validity test is a valid research result if there is a similarity between the data collected and the data that actually occurs on the object under study (Sugiyono, 2021: 76). The validity test will be carried out before the research on 20 respondents who are not respondents in this study. In the validity test, the SPSS (Statistical Product and Service Solutions) program was used. The validity test can be done by looking at the correlation between the score of each item in the questionnaire and the total score to be measured, namely using the Pearson Correlation Coefficient. The basis for making validity decisions are:

- 1) If  $r_{count}$  is positive and  $r_{count} > r_{table}$ , then the variable is valid.
- 2) If  $r_{count}$  is not positive and  $r_{count} < r_{table}$  then the variable is invalid.

### **Reliability Test**

Instrument reliability testing can be done externally and internally, externally testing can be done with test retest, equivalent and a combination of both. Internally, the reliability of the instrument can be tested by analyzing the consistency of the items in the instrument with certain techniques (Sugiyono, 2021: 87). To test the reliability of the questionnaire used, a reliability analysis was carried out based on the Cronbach Alpha coefficient. The limit value used to assess the acceptable level of reliability is 0.60 (Ghozali, 2021: 90).

### **Multiple Linear Regression**

According to Sugiyono (2021: 275) multiple regression is used to predict how the condition (ups and downs) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (increased and decreased in value). The form of multiple linear regression equations according to Sugiyono (2021: 151) is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

### **Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination is used to measure how far the model's ability to explain the dependent variable. The coefficient of determination is between 0 and 1. A small R<sup>2</sup> value means that the ability of the independent variables to explain the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation in the dependent variable. Every additional one

independent variable, R2 will definitely increase even though it is not certain that the added variable has a significant effect on the dependent variable. Therefore, the adjusted R2 value is used because the adjusted R2 value can increase or decrease if one independent variable is added to the model.

## RESULTS

The validity test is used to determine the accuracy and feasibility of each questionnaire item submitted so that a variable can be identified. The measuring instrument that can be used in testing the validity of a questionnaire or questionnaire is the number of correlation results between the questionnaire score and the overall score of the respondents on the information in the questionnaire. A questionnaire item is declared valid if  $r_{count} > r_{table}$ . The  $r_{table}$  value of  $N - 2 = 31 - 2 = 29$  with a significant level of  $\alpha = 0.05$  is 0.367. The results of the SPSS output can be seen below:

**Table 1. Validity Test of Research Indicators**

No	Item Pernyataan	R-hitung	R-tabel (n-2)	Keterangan
<b>Gaya kepemimpinan partisipatif(X1)</b>				
1	X1.1	0,498	0,367	Valid
2	X1.2	0,503	0,367	Valid
3	X1.3	0,640	0,367	Valid
4	X1.4	0,504	0,367	Valid
5	X1.5	0,416	0,367	Valid
6	X1.6	0,493	0,367	Valid
7	X1.7	0,541	0,367	Valid
8	X1.8	0,572	0,367	Valid
9	X1.9	0,528	0,367	Valid
10	X1.10	0,544	0,367	Valid
<b>Komunikasi(X2)</b>				
1	X2.1	0,668	0,367	Valid
2	X2.2	0,391	0,367	Valid
3	X2.3	0,505	0,367	Valid
4	X2.4	0,632	0,367	Valid
5	X2.5	0,587	0,367	Valid
6	X2.6	0,452	0,367	Valid
7	X2.7	0,576	0,367	Valid
8	X2.8	0,565	0,367	Valid
9	X2.9	0,630	0,367	Valid
10	X2.10	0,520	0,367	Valid
<b>Kinerja (Y)</b>				
1	Y.1	0,602	0,367	Valid
2	Y.2	0,631	0,367	Valid
3	Y.3	0,612	0,367	Valid
4	Y.4	0,454	0,367	Valid
5	Y.5	0,527	0,367	Valid
6	Y.6	0,523	0,367	Valid
7	Y.7	0,564	0,367	Valid
8	Y.8	0,588	0,367	Valid
9	Y.9	0,626	0,367	Valid
10	Y.10	0,618	0,367	Valid

The reliability test was carried out to see the stability and consistency of the respondents in answering things related to the questions arranged in a questionnaire. The results of this test will reflect whether or not a research instrument can be trusted, based on the level of accuracy and stability of a measuring instrument. The standard used in determining the reliability or unreliability of a research instrument. If the test is carried out using the Alpha Cronbach method, Alpha Cronbach must be greater than 0.6:

**Table 2. Reliability Test of Research Indicators**

Variabel	Cronbach Alpha	Keterangan
Gaya kepemimpinan partisipatif(X1)	0,699	Reliabel, Cronbach Alpha > 0,6
Komunikasi (X2)	0,641	Reliabel, Cronbach Alpha > 0,6
Kinerja (Y)	0,612	Reliabel, Cronbach Alpha > 0,6

The analytical method used to analyze the data in this study is to use multiple linear regression. This analysis method is used to determine the effect of independent variables on the dependent variable. In this study, to determine the effect of independent variables, namely participative leadership style (X1) and communication (X2) on the dependent variable performance (Y), a statistical test tool was used in the form of SPSS version 21.00. The regression equation is used to make it easier to read and interpret the results of this regression analysis. The results of multiple linear regression tests can be seen in the following table:

**Table 3. Multiple Regression Test Results**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.219	6.425		1.435	.162
	Gaya Kepemimpinan Partisipatif	.416	.169	.409	2.470	.020
	Komunikasi	.383	.174	.364	2.196	.037

a. Dependent Variable: Kinerja

The coefficient of determination or R2 test aims to determine how much the ability of the independent / independent variables (participatory leadership style and communication variables) explains the dependent / bound variable (performance) or to determine the percentage of bound variation explained in the independent variable. This coefficient of determination is used to determine how much influence the independent variables have on the dependent variable. The coefficient of determination is determined by the R square value.

**Table 4. Determination Coefficient Test Results**

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 <sup>a</sup>	.465	.426	2.219

a. Predictors: (Constant), Komunikasi, Gaya Kepemimpinan Partisipatif

## DISCUSSION

Based on the results of the study, it can be seen that the participative leadership style has a significant effect on employee performance at Alfamart Bengkulu city because the significant value of 0.020 is less than 0.05. This illustrates that the more the participatory

leadership style of the leader of Alfamart Bengkulu city increases, the employee performance will also increase.

The leaders at Alfamart in Bengkulu city who play the most role are area managers and shop heads, a shop head will directly deal with employees or subordinates. Area managers and shop heads must be able to show their participatory leadership towards employees which can be seen from the leader making the right decisions, before making decisions must have the right considerations so that they are not wrong in making decisions. Leaders must be able to provide motivation to their subordinates and encourage employees who excel by giving awards in the form of rewards to outstanding employees. Leaders provide clear directions and instructions to subordinates and are able to solve problems if problems occur in a family manner without emotions. The results of this study are in accordance with the opinion of Djoko (2020: 89) that participatory leadership style is a style that actively involves subordinates in setting goals by using participatory management techniques and focusing attention on both employees and other officers. This leader tends to be willing to exchange thoughts and ideas with his subordinates to make decisions together and support the efforts of his subordinates in completing their tasks. The results of the study support previous research conducted by Syofyani (2020) and Nugraha (2020) which found a significant influence between participative leadership styles on performance.

Based on the results of the study, it can be seen that communication has a significant effect on performance at Alfamart Bengkulu city because the significant value of 0.037 is less than 0.05. This illustrates that the more employee communication increases at Alfamart Bengkulu city, the more employee performance will also increase. Communication is very important in improving performance because communication will provide clear information. Communication needs to be fostered between leaders and subordinates and also between fellow subordinates, because with this communication a comfortable working atmosphere will be created. Communication can be done in problem solving, communicating not only directly because currently there are many media provided to launch communication such as the whatsapp application which provides group facilities so that all employees and leaders can communicate through social media. The results of this study are in line with the opinion conveyed by Muhammad (2021: 74) which is an exchange of verbal and nonverbal messages between the sender and the recipient of the message to change behavior. Verbal messages can be in writing such as letters, books, memos, while oral messages can be in the form of face-to-face conversations. Nonverbal messages can be in the form of facial expressions and sounds. The results of the study are in line with research conducted by Syofyani (2020) and Nugraha (2020) who found a significant influence between communication on performance.

Based on the results of the study by conducting simultaneous testing, it can be seen that the participative leadership style and communication have a significant influence together on performance at Alfamart Bengkulu city because the significant value of 0.000 is less than 0.05. This illustrates that the more participative leadership style and employee communication increase at Alfamart Bengkulu city, the more employee performance will also increase. This illustrates that the more the participative leadership style and employee communication increase at Alfamart Bengkulu city, the more employee performance will also increase. The participative leadership style carried out by the leadership of Alfamart Bengkulu city will have a positive impact on employees so that employees will work harder and can work more optimally. Likewise, with high communication, employees will be able to complete work on time and comply with all regulations set by Alfamart Bengkulu city. The results of the study are in line with the theory conveyed by Siagian (2020: 227) defining performance as an overall ability of a person to work in such a way as to achieve optimal work goals and various goals that have been created with sacrifices that are rationally smaller than the results achieved. Likewise,

research conducted by Syofyani (2020) states that performance is influenced by participative leadership and communication.

## CONCLUSION

Based on the results of the research and discussion previously described, it can be concluded as follows:

1. The results of multiple linear regression calculations obtained multiple linear regression equations  $Y = 9.219 + 0.416X_1 + 0.383X_2 + 6.425 (e)$
2. The coefficient of determination of the Adjusted R square value is 0.465. This means that  $X_1$  (participatory leadership style), and  $X_2$  (communication) affect performance (Y) by 46.5% while the remaining 53.5% is influenced by other variables not examined in this study.
3. The F test results show that the significance of  $0.000 < 0.05$ . Because the level of significance is below 0.05, it shows that together  $X_1$  (participatory leadership style) and  $X_2$  (communication) have a positive and significant influence together on Performance (Y).
4. Participative leadership style has a positive and significant effect on performance because the significant value is  $0.020 < 0.05$ , communication has a positive and significant effect on performance because the value is  $0.037 < 0.05$ .

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