

THE EFFECT OF INDIVIDUAL CHARACTERISTICS, PARTICIPATORY LEADERSHIP, AND THE WORK ENVIRONMENT ON THE PERFORMANCE OF GENERATION Z EMPLOYEES IN BANDAR LAMPUNG

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Abstract

This study aims to examine and analyze individual characteristics, participatory leadership, and work environment on the performance of Generation Z employees in Bandar Lampung City. The population in this study are Generation Z employees in Bandar Lampung City. The type of research used is explanatory research with a quantitative approach. The sampling technique used is proportional random sampling, with a total sample of 200 employees. Data sources were obtained from primary data by distributing questionnaires and secondary data by documenting organizational archives and written libraries as references. This study uses path analysis with the help of SPSS 26.0 software to analyze the data. The results of this study indicate that individual characteristics and the work environment together have a positive and significant effect on the performance of Generation Z employees in Bandar Lampung City. Meanwhile, participatory leadership has no significant effect on the performance of Generation Z employees in Bandar Lampung City.

Keywords: Individual Characteristics, Participatory Leadership, Work Environment, and Employee Performance

INTRODUCTION

Human resource management is recognized as a global competitiveness issue in the globalization arena. Undoubtedly, many problems arising in the development and competition in various companies originate from humans; these problems can only be managed and solved by humans. Therefore, an important concept emerged that was recognized as the key to excellence in HR, namely through the right people in the right place at the right time. Human resources always play an active and dominant role in every organization and business activity because humans are planners, actors, and determinants of the realization of an organizational and business goal, which means that humans are needed even though the number is minimal. According to Hidayat & Cavourina (2017), Human Resource Management has managerial functions, namely planning, organizing, directing, and controlling, as well as operational functions, namely the procurement of employees for compensation development, integration, maintenance, and retirement with a view to integrated organizational goals.

Human existence is the most fantastic resource; the privilege of humans is the only resource in a company with different thoughts, feelings, and personalities. Different employee personalities make employees have their characteristics to form individual characteristics. Good or bad individual characteristics of employees depend on how they apply them. Individual characteristics in an organization or company are also significant in creating quality human resources. Individual characteristics include interests, skills, education, and work experience. According to Puspita, Firdaus & Rinda (2020), interest is an attitude that makes a person happy about particular objects of tendencies or ideas. This is followed by feelings of pleasure and a tendency to seek the object of interest.

In addition to individual characteristics, some factors directly affect employees, one of which is a leadership style that can affect performance. Organizational performance is the responsibility of every member of the organization. If the performance of members of the organization is good, it is expected that the organization's performance is also good. Leaders in an organization are needed so that employees who work in an organization can carry out their duties properly. High and low employee performance depends on the leader. Leaders must apply the right leadership style in the

organization they lead. The leadership style significantly affects every individual because an unfavorable leadership style will result in decreased performance, so if it occurs continuously, it will result in losses to the Koyongian company (2020).

According to Sudibyadnyana and Sintasih (2018), it is stated that the participatory leadership style is if a leader in carrying out leadership is carried out persuasively, creates harmonious cooperation, and fosters loyalty and participation of subordinates. As for the indicators of participatory leadership, among others, the leader and subordinates are involved in decision-making and problem-solving; further, when the leader makes a decision, it is done after suggestions and opinions from subordinates Sudibyadnyana & Sintasih, (2018). According to Rusydina, Dewi & Mardiana (2019), the participatory leadership style is a leadership style in which a superior has strong interactions with subordinates, and all planning, implementation, and problem-solving are carried out together. From the statements above, it can be concluded that participatory leadership is a leadership style that shows that the leader always involves his subordinates in making decisions and policies related to the problems faced by the company to achieve the targets that have been set so that it will foster solid cooperation between leaders and subordinates and provide a sense of trust and respect for subordinates who are part of indirect decision-makers.

In addition, another very influential factor is the work environment. According to Hidayat & Cavourina (2017), the work environment is a series of conditions or conditions of a company's work environment that is the place of work of employees who work in that environment. The work environment directly affects employees who carry out activities within the company. The incompatibility of the work environment in each company can create discomfort for employees in carrying out their duties; it can make employees not work effectively and efficiently.

Generation Z is the next generation after the millennial generation (generation Y), who are experts in developing technology, so it is exciting to study because this generation still exists during technological competition. In carrying out activities, it is always full of uncertainty regarding events in the future. Comes the risk that will occur. Therefore, it is only natural that the role of human resource management is placed in a significant position in an organization or company.

One of the factors that encourage employees to work effectively in their performance is a good work environment, Heryanti & Putri, (2021). Based on the observations made, there are problems related to the participatory leadership style, namely, in making decisions, it is still done unilaterally without any consideration of Generation Z members. Meanwhile, according to research by Rusydina, Dewi & Mardiana (2019), this type of leadership involves employees in decision-making. Likewise, the current state of the work environment in Generation Z is quite comfortable. However, because the air circulation does not meet the standards, and the lighting at certain times is insufficient, it sometimes causes problems. Based on the results of the company identification, it is suspected that the performance rate condition is unstable, resulting in decreased employee performance.

Moreover, employees who try to inform the work problems they are facing do not get a response from their leaders. Leaders do not perform a supervisory function on the performance of their subordinates. This is indicated by the absence of monitoring for external duty employees and employees filling their working time by carrying out activities that are less useful during working hours. Problems related to the physical work environment based on the results of the observations include the company's location near the highway, resulting in noise from the presence of motorized vehicles. In addition, the air temperature is quite hot, so it can reduce conditions and cause employee discomfort at work. The problem related to compensation is that the transportation money paid is very slow, making employees less motivated to work so that some employees often come late.

LITERATURE REVIEW

Literature Review

The literature review or literature review contains theories and previous studies that are similar and related to the research to be carried out to authenticate the research for a literature review can be seen as follows:

Individual Characteristics (X1)

According to Tampubolon (2018), individual characteristics are the whole person (the whole person) has the exact physiological needs but will not be the same in meeting psychological needs due to different backgrounds (cognitive, affective, and psychomotor). According to Sopiah (2018), individual characteristics are biographical traits, personality, perceptions, and attitudes. Meanwhile, according to Robbins & Coulter (2020), individual characteristics are characteristics that are shown by a person's differences regarding motivation, initiative, ability to stay strong in facing tasks or solving problems, or how to adapt to changes that are good with the environment that affects individual performance.

Participatory Leadership (X2)

Participatory leadership is a leadership style in which a superior has strong interactions with subordinates, and all planning, implementation, and problem-solving are carried out together. From the statements above, it can be concluded that participatory leadership is a leadership style that shows that the leader always involves his subordinates in making decisions and policies related to the problems faced by the company to achieve the targets that have been set so that it

will foster solid cooperation between leaders and subordinates, which will provide a sense of trust and respect for subordinates who are part of the indirect decision-makers, according to Rusydina, Dewi & Mardiana (2019).

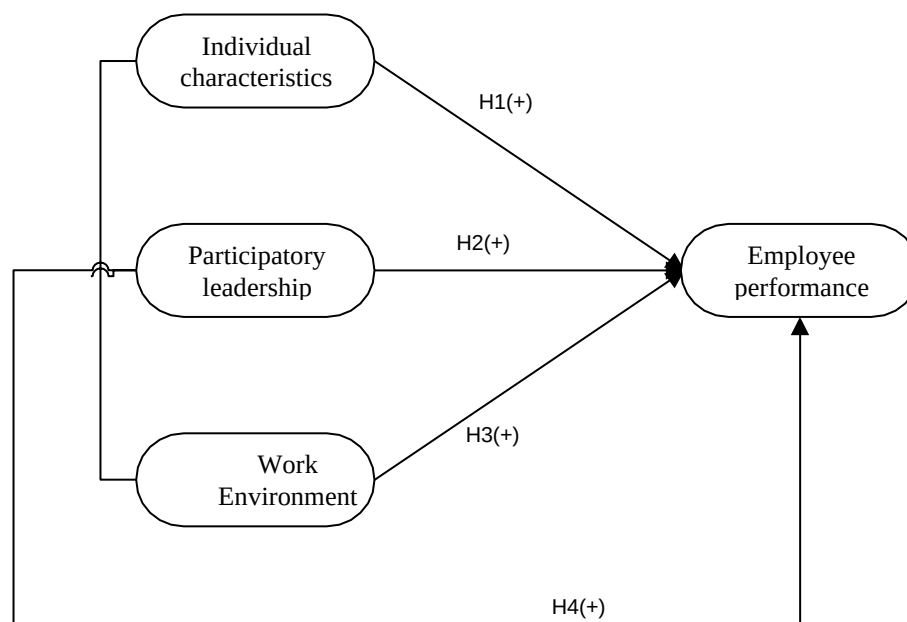
Work Environment (X3)

The work environment is an essential component when employees carry out work activities. Paying attention to a good work environment or creating working conditions that can motivate employees to work will influence the enthusiasm or enthusiasm of employees at work. According to Rivai & Sagala (2019), society strongly influences the formation of individual behavior in organizations and affects organizational performance. The work environment is an element of the organization as a system. Although the work environment is an essential factor and can affect employee performance, many companies currently do not pay attention to the conditions of the work environment. According to Warton (2017), the work environment is designed in such a way as to create a working relationship that binds work to the environment. A pleasant work environment can make employees feel at home in completing their work and achieving optimal results. On the other hand, if the working environment is inadequate, it will decrease employee performance and productivity.

Employee Performance (Y)

Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. Performance can be known and measured if an individual or group of employees has met criteria or benchmark success standards. Set by the organization.

Hypothesis Development



Based on the theoretical review and empirical findings above, the hypotheses proposed in this study are:

H1: Individual Characteristics Have a Positive and Significant Effect on Employee Performance.

H2: Participatory Leadership Has a Positive and Significant Effect on Employee Performance.

H3: Work Environment Has a Positive and Significant Effect on Employee Performance.

H4: Individual Characteristics, Participatory Leadership, and Work Environment Together positively and significantly affect employee performance.

RESEARCH METHODS

Population and Sample

The population in this study is a company that is included in Gen Z in Bandar Lampung, which consists of objects/subjects with specific quantities and characteristics determined by the researchers to be studied and then drawn conclusions Sugiyono, (2017). In this study, the population used was 105,829 with an age scale of 20-24 years. The sample of members in Gen Z Bandar Lampung was obtained from the Central Statistics Agency.

Sampling in this study used the hair sampling method. According to Hair et al. (2010), if the sample size is too large, for example, 400, the method becomes very sensitive, so getting good goodness off its measures is not easy. So it is suggested that the minimum sample size is 5-10 observations for each parameter estimated. According to Hair et al. (2017), the minimum number of samples that should be used is 10 X of the total number of latent variable arrows in the path model or 10 X of the number of indicators. The sample obtained was 200 respondents to determine the number of samples in this study using the formula $N = 10 \times \text{operational research indicators}$. So with several indicators, as much as 10 X 20 observation variables, the minimum number is 200 respondents.

Data Collection Technique

The methods used in the process of data collection and research are as follows:

1. A questionnaire is a technique of collecting data through a questioning process, meaning that the question comes from the party who is given the questionnaire and is given by the person who fills it out, a form of direct communication between the researcher and the respondent. Communication occurs in the form of question and answer in a face-to-face relationship, so the respondent's movements and expressions are media patterns that complement verbal words. In distributing this questionnaire, it was distributed using Google Forms.
2. In this study, researchers look for references from books and journals related to the title y the influence of individual characteristics, participatory leadership, and work environment on employee performance, using books on research methods, and using books.

Data Analysis Technique

This data analysis technique answers the problem formulation that will examine the variables. The data processing in this study used the SPSS (Statistical Package for the Social Science) Software Program for Windows Version 26. The data analysis techniques used to answer the problem formulation in this study were as follows:

1. A validity test is a measure that shows the level of validity and expertise of an instrument. A valid or valid instrument has high validity. Conversely, a less valid instrument means it has low validity. To find out whether the questionnaire used is valid, the r obtained (r-count) is consulted with (r-table), then the instrument is said to be valid. If $r\text{-count} > r\text{-table}$, it is said to be valid; if $r\text{-count} < r\text{-table}$, then the instrument is invalid. A validity test can be obtained by using the SPSS program.
2. Reliability is an instrument trusted enough to be used as a data collection tool because the instrument is already good. A good instrument will not be tendentious or direct respondents to choose specific answers. Instruments that are reliable, reliable will produce reliable data. Reliability is intended to determine the level of internal consistency of respondents' answers to the instrument for measuring variables. A measurement instrument that produces a Cronbach's alpha coefficient of less than 0.6 is considered unfavorable, 0.7 is acceptable, and 0.8 is good. The reliability test in this study was carried out with the help of the SPSS version 26 program.

Variable Operation

An operational definition is a definition based on the observed variables. Indirectly, the operational definition refers to how to measure a variable. In this study, the operational variables are:

1. Dependent Variable

Employee performance

Performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization.

2. Independent Variable

a. Individual Characteristics (X1)

Individual characteristics are the whole individual (the whole person) has the exact physiological needs but will not be the same in meeting psychological needs due to different backgrounds (cognitive, affective, and psychomotor).

b. Participatory Leadership (X2)

Participatory leadership is a leadership style in which a superior has strong interactions with subordinates, and all planning, implementation, and problem-solving are carried out together.

c. Work Environment (X3)

The work environment is an essential component when employees carry out work activities. Paying attention to a good work environment or creating working conditions that can motivate employees to work will influence the enthusiasm or enthusiasm of employees at work.

Research Instruments

The data used in this study is primary data that comes from historical data through quoting data and information from competent parties. The type of data used in this study is quantitative data, namely data in the form of numbers that indicate the number or number of performance questionnaire results. The data collection method used in this study is to look at the values shown based on questionnaire data, both quantitative data obtained from Generation Z employees. Data processing in this study uses the SPSS (Statistical Package for the Social Science) Software Program for Windows. The variable items in this study were measured by the Likert scale measurement method to the questions posed in the questionnaire through a 5-point Likert scale, namely: Strongly Disagree (STS) with a score of 1, Disagree (TS) with a score of 2, Neutral (N) with a score of 3, Agree (S) with a score of 4 and, Strongly Agree (SS) with a score of 5 Sugiyono, (2017).

RESULTS AND DISCUSSION

Description of Respondent Characteristics

1. Gender of Respondent

General description of gender, Generation Z employees in Bandar Lampung City studied are as follows:

Table 1. Characteristics of Respondents by Gender

Gender	Total	Percentage
Male	80	40%
Female	120	60%
Total	200	100%

Based on table 4.1 of respondents by gender, it can be seen that Generation Z employees in Bandar Lampung City are primarily female, amounting to 120 people or 60%.

2. Respondent's Age

The general description of the age of Generation Z employees in Bandar Lampung City studied is as follows:

Table 2. Characteristics of Respondents by Age

Age	Total	Percentage
17 - 20 Years	25	12,5%
20 - 24 Years	175	87,5%
Total	200	100%

Based on table 4.2 of respondents based on age, it can be seen that Generation Z employees in Bandar Lampung City are at most 20-24 years old, amounting to 175 people or 87.5%.

3. Type of Job

The general description of the type of work industry of Generation Z employees in Bandar Lampung City studied is as follows:

Table 3. Characteristics of Respondents by Job Industry

Job Industry	Total	Percentage
Education	78	39%
Service	29	14,5%
office	35	17,5%
Telecommunication	6	3%
Manufacture	12	6%
Banking	17	8,5%
Pharmacy	13	6,5%
Communication Design	10	5%

Total	200	100%
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Based on table 4.3 of respondents based on the type of work industry, it can be seen that Generation Z employees in Bandar Lampung City mostly work in the field of education, amounting to 78 employees by 39%, meaning that most Generation Z employees in Bandar Lampung City choose to work as education personnel. Meanwhile, 3% of Generation Z employees in Bandar Lampung City choose to work in the telecommunications sector, or as many as six people out of 200 samples.

Instrument Requirements Test Results

Validity Test Results

According to Wijaya & Andreani (2015), prior to data processing, all answers given by respondents were first tested for validity which was tested on respondents. The validity test is done by using product moment correlation. The validity test to calculate the data and the testing process is carried out using the SPSS version 26 application. The instrument is valid if the calculated *r* value per item (corrected item) is greater than the *r* table. With the following formula: $(pdf) = N - 2$, $r_{table} = 200 - 2 = 198$, $r_{table} = 0.138$.

Table 4. Individual Characteristics Validity Test Results (X1)

No	Item Corrected Value (<i>r</i> count)	<i>r</i> table	Sig.	Information
1	0,716	0,138	0,000	Valid
2	0,719	0,138	0,000	Valid
3	0,819	0,138	0,000	Valid
4	0,796	0,138	0,000	Valid
5	0,776	0,138	0,000	Valid
6	0,768	0,138	0,000	Valid

Table 4.8 above shows that all questions on the individual characteristic variables are valid because all questions have a calculated *r* value > 0.138, and sig shows < 0.05. Thus, all items of individual characteristics are declared valid and can be used for research.

Table 5. Participatory Leadership Validity Test Results (X2)

No	Item Corrected Value (<i>r</i> count)	<i>r</i> table	Sig.	Information
1	0,862	0,138	0,000	Valid
2	0,905	0,138	0,000	Valid
3	0,821	0,138	0,000	Valid
4	0,819	0,138	0,000	Valid

Table 4.9 above shows that all questions on the participatory leadership variable are valid because all questions have an *r* value > 0.196, and sig shows < 0.05. Thus all the items of participatory leadership are declared valid and can be used for research.

Table 6. Work Environment Validity Test Results (X3)

No	Item Corrected Value (<i>r</i> count)	<i>r</i> table	Sig.	Information
1	0,716	0,138	0,000	Valid
2	0,694	0,138	0,000	Valid
3	0,708	0,138	0,000	Valid
4	0,616	0,138	0,000	Valid
5	0,712	0,138	0,000	Valid
6	0,469	0,138	0,000	Valid
7	0,593	0,138	0,000	Valid
8	0,653	0,138	0,000	Valid

9	0,609	0,138	0,000	Valid
10	0,605	0,138	0,000	Valid
11	0,585	0,138	0,000	Valid
12	0,565	0,138	0,000	Valid

Table 4.10 above shows that all questions on the work environment variable are valid because all questions have a calculated r value > 0.138, and sig shows < 0.05. Thus, all work environment items are valid and can be used for research.

Table 7. Employee Performance Validity Test Results (Y)

No	Item Corrected Value (r count)	r table	Sig.	Information
1	0,783	0,138	0,000	Valid
2	0,809	0,138	0,000	Valid
3	0,666	0,138	0,000	Valid
4	0,806	0,138	0,000	Valid
5	0,775	0,138	0,000	Valid
6	0,789	0,138	0,000	Valid
7	0,819	0,138	0,000	Valid
8	0,794	0,138	0,000	Valid

Table 4.11 above shows that all questions on the employee performance variable are valid because all questions have a calculated r value > 0.138, and sig shows < 0.05. Thus, all employee performance items are valid and can be used for research.

Reliability Test Results

According to Wijaya & Andreani (2015), After the validity test, the examiner then conducted a reliability test on each instrument of individual characteristic variables, participatory leadership variables, work environment variables, and employee performance variables, using the Alpha Cronbach formula with the help of the SPSS version 26 program. Test results reliability can be seen in the following table:

Table 8. Reliability Test Results Variable X and Y Reliability Statistics

<i>Cronbach's Alpha</i>	<i>N of Items</i>
.946	30

Based on table 4.12 above shows that the results of the reliability test of the data variables above are reliable with Cronbach's alpha value of 0.946 greater than 0.7, quoted from Imam Ghozali's book, which states that the minimum Cronbach's alpha value so that the data can be said to be reliable is 0.7.

Data Analysis Results

Multiple Linear Regression

Multiple linear regression analysis is used to determine whether or not there is an effect of two or more independent variables (X) on the dependent variable (Y). This study has three independent variables: Individual Characteristics, Participatory Leadership, and Work Environment. The following is a multiple linear regression analysis:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Table 9. Multiple Linear Regression Equation

Model	Beta	Coefficients Std. Error
Constant	7.586	1.689
Total X1	.695	.090

Total X2	-.014	.110
Total X3	.195	.050

The equation model in the table above is as follows:

$$Y = 7.586 + 0.695 - 0.014 + 0.195 + e$$

Based on table 4.13 above is the result of multiple linear regression calculations using the SPSS program. The results of the regression equation are as follows: The constant value is 7.586, which means that if there is no change in the variables of Individual Characteristics, participatory leadership, and the Work Environment (values of x_1 , x_2 , and $x_3 = 0$) then the performance value of Generation Z employees in Bandar Lampung is 7,586 units. The coefficient of the individual characteristic variable (X_1), which is 0.695, has a positive value of 0.695. This shows that if the individual characteristics increase by 1%, the employee's performance will increase by 0.695, assuming other independent variables are considered constant. A positive sign means that there is a unidirectional effect between the independent variable and the dependent variable (Ghozali, 2018). The coefficient value of the participatory leadership variable (X_2) is -0.014. This value shows a negative (opposite direction) effect between the participatory leadership variable and employee performance, meaning that if the participatory leadership variable has increased significantly 1%, then, on the contrary, the employee performance variable decreased by 0.014. Assuming that the other variables are held constant. (Ghozali, 2018). The coefficient value of the work environment variable (X_3), which is 0.195, has a positive value of 0.195. This indicates that if the work environment increases by 1%, employee performance will increase by 0.195, assuming other independent variables are held constant. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. (Ghozali, 2018).

Coefficient of Determination R Square

Table 10. Coefficient of Determination Test Results (R^2)

R	R Square	Adjusted R Square	Std Error of the Estimate
.775	.601	.595	2.615

Based on table 4.14 above, the adjusted R Square coefficient value is 0.595, meaning that all independent variables in this study can explain the relationship and their influence on the dependent variable by 59.5%. Other variables outside the research model influence the remaining 40.5%.

Hypothesis Testing

Partial Test

According to Lupiyoadi (2015), the partial t-test tests whether an independent variable affects the dependent variable. This test serves to determine how influential the individual characteristics variables (X_1), participatory leadership (X_2) and work environment on employee performance (Y) are partial. This test uses a significant level = 5% or 0.05 and uses a T table with the following formula: $T_{table} = t_{\alpha; n - k - 1}$, $t = 0.05$; $200 - 3 - 1$, $t = (0.025)$; 196) = 1.97214.

Table 11. Partial Test Results (T-Test)

No	Variable	t count	t table	Sig
1.	X1 Individual Characteristics	7.704	1.972	.000
2.	X2 Participatory Leadership	-.125	1.972	.901
3.	X3 Work Environment	3.945	1.972	.000

Based on table 4.15 Individual characteristics, it is known that the t-count value is $7.704 > t\text{-table } 1.972$ obtained the value of sig (0.000) < Alpha (0.05); thus H_1 is accepted so that it can be concluded that individual characteristics partially have a positive and significant effect on employee performance in Bandar Lampung City. Participatory leadership is known to have a t arithmetic value of $-0.125 < t\text{ table } 1.972$ obtained the value of sig (0.901) > Alpha (0.05); this, H_2 is rejected, so it can be concluded that participatory leadership has no significant effect on employee performance in Bandar Lampung City. The work environment is filled with the t arithmetic value of $3.945 > t\text{ table } 1.972$ obtained the value of sig (0.000) < Alpha (0.05). This H_3 is accepted to conclude that the work environment partially has a positive

and significant effect on employee performance in Bandar Lampung City.

Simultaneous Test (F Test)

According to Lupiyoadi (2015), Simultaneous (Test - F) is used to test whether all independent variables affect the dependent variable. Simultaneous hypothesis testing results (Test - F) and using F table with the following formula: $F_{table} = Df1 = K - 1 = 3$, $Df2 = N - K = 200 - 3 = 197$. So, $F_{table} = 2,65$.

Table 12. Simultaneous Test Results (Test - F)

F count	F table	Sig.
98.411	2,65	0,00

Based on table 4.16 Simultaneous Test (Test f) is used to determine the feasibility of a research model. A research model is declared feasible if the significance value is below 0.05. The table above shows that the calculated F value is $98.411 > F_{table} 2.65$, and the significance value is 0.000, which means that this research model is feasible because the significance value is below 0.05 and is declared to have a simultaneous effect between the independent variables on the dependent variable.

CONCLUSION

Based on the results of data analysis and hypothesis testing that has been done regarding the influence of individual characteristics, participatory leadership, and work environment on the performance of Generation Z employees in Bandar Lampung City. Then the following conclusions can be drawn:

1. Individual characteristics have a positive and significant effect on the performance of Generation Z employees in Bandar Lampung City.
2. Participatory leadership has no significant effect on the performance of Generation Z employees in Bandar Lampung City.
3. The work environment has a positive and significant effect on the performance of Generation Z employees in Bandar Lampung City.
4. Individual characteristics and the work environment together have a positive and significant effect on the performance of Generation Z employees in Bandar Lampung City.

SUGGESTION

Based on the conclusions above, the authors can provide suggestions as follows:

1. Practical

The leadership needs to look at the factors that can affect employee performance beyond individual characteristics, participatory leadership, and the work environment. In this case, the leader may need to examine the perception and motivation of employees at work. This is important, considering that employee performance is an essential factor and greatly determines work productivity and the quantity and quality of employee production.

2. Theoretical

Participatory leadership obtained a value of $\text{sig} (0.901) > \text{Alpha} (0.05)$. This H2 is rejected, so it can be concluded that participatory leadership has no significant effect on employee performance in Bandar Lampung City. Based on this research, it is recommended that generation z employees in Bandar Lampung review the participatory leadership style in making decisions by planning consultations and listening to subordinates' ideas to be considered in making decisions so that employee performance is better. Leaders must be able to build the nuances of communication between leaders and employees because good communication will strengthen the heart's unity in working to achieve organizational goals.

LIMITATIONS

The author realizes that in compiling this thesis, he encountered many obstacles and obstacles caused by several factors, namely:

1. In this study, the questionnaire was not equipped with questions about the work industry because the data was obtained by distributing questionnaires to respondents, so the possibility of providing answers was less than the maximum.

2. The results of this study are not perfect due to the limitations of researchers in terms of time and knowledge. In addition, the author does not have experience writing scientific papers, so in this case, the study of theory, data processing, and analyzing data in this thesis is still far from perfect.
3. This research is a case study, so the research results were obtained on the type of work industry in the fields of education, services, offices, telecommunications, manufacturing, banking, pharmacy, and communication design.

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