

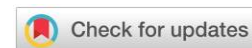
Optimizing Employee Performance through Work Environment and Work Motivation in the Denim Inspect Department of PT Apac Inti Corpora

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ABSTRACT

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Employee performance refers to the extent to which employees accomplish their tasks within a specific period. This study investigates the influence of democratic leadership style, work environment, and employee motivation on employee performance in the Inspect Denim Department of PT. Apac Inti Corpora. Data were collected using a Likert-scale questionnaire distributed to 80 employees through a total sampling method, and analyzed with multiple linear regression. The results show that: (1) democratic leadership style has a statistically less significant effect on employee performance, (2) the work environment has a positive and significant impact on employee performance, and (3) employee motivation also has a positive and significant effect on performance. These findings highlight the importance of supportive working conditions and motivation in enhancing employee performance, while indicating that leadership style may play a less central role in this context.

INTRODUCTION

The textile and textile products (TPT) industry is one of Indonesia's leading manufacturing sectors. TPT companies process cotton into yarn, then into woven fabric, and subsequently reprocess it into finished clothing such as shirts and trousers (Kumbara, 2020). Skilled human resources are crucial in this sector, as they not only drive national economic progress but also serve as a source of foreign exchange and a social protection mechanism that improves community welfare. However, despite continuous growth in priority industrial sectors, the textile industry still faces challenges, particularly in the quality of its workforce (Anabella Martina & Handayani, 2023). The industrial revolution has further influenced the textile sector, increasing the demand for quality human resources to remain competitive. To achieve organizational goals, effective human resource (HR) management is essential (Ridhayati Farid, 2023).

As a labor-intensive industry, PT Apac Inti Corpora recognized as one of Indonesia's leading textile companies faces considerable challenges in HR management. Increasing global competition and shifting market dynamics place greater demands on the quality, quantity, and effectiveness of human resources. Humans, as the core element responsible for designing, implementing, and achieving company objectives, play a pivotal role in determining organizational success (Masrurah, 2021; Prawira & Marinda, 2023)

Performance, work results, or work achievements often define job performance or actual performance. Performance discusses how work is done and the results (Diponegoro et al., 2018). Performance serves as a benchmark for a business. Employees must give their best to the organization to ensure the company can maintain its existence and quality (Anabella Martina & Handayani, 2023). According to Darmawan (2021), a company's productivity highly depends on employee performance (Ella Anastasya Sinambela, 2021).

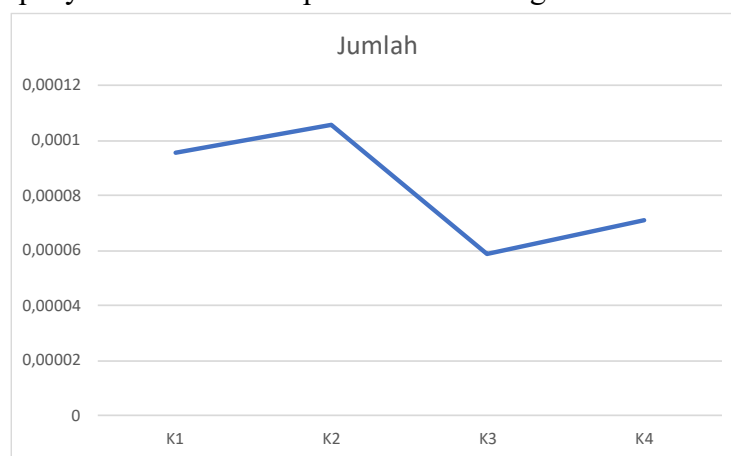
Influencing someone to act and behave by predetermined goals is the essence of leadership (Ella Anastasya Sinambela, 2022). Democratic leadership is characterized by someone who sees themselves as an inseparable element of their group members. Djunaedi and Gunawan (2020) stated that democratic leadership is a leadership method that emphasizes the importance of collaboration within a team (Khumaira & Muhid, 2022). Herlisa et al. (2020) stated that employees led democratically participate in decision-making, assign tasks, and use employee feedback as a learning tool (Khumaira & Muhid, 2022). Although implementing a democratic leadership style can create a conducive and participatory work environment, it does not directly impact employee performance because productivity is still determined by compliance with the rules and SOPs established by the company as standard operating procedures.

The work environment is the elements surrounding employees that can influence how they perform their tasks (Adha, 2019). The equipment and materials used, the environment in which a person works, and the procedures and arrangements employed, individually and collectively, shape a person's work environment (Yuliantini & Santoso, 2020a). The work environment significantly impacts employee performance, leading to negative or positive outcomes (Ella Anastasya Sinambela, 2022).

Anyone willing to work diligently and enthusiastically, by the company's goals, and who pays attention to their own needs in a job to achieve a specific goal, is work-motivated (Yuliantini & Santoso, 2020b). The desire that arises within workers and inspires them to strive as hard as possible to achieve their goals is known as motivation

(Andayani et al., 2020). Motivation in the workplace, which varies from person to person, drives employees to strive to do their best (Nafisatul Ilim et al., 2023a).

PT Apac Inti Corpora, recognized as a leading entity in the Indonesian textile sector, faces significant human resource (HR) management challenges. Given the labor-intensive nature of the industry, the organization relies significantly on a large workforce to facilitate the smooth operation of its activities. However, changing global dynamics and market competition are increasing pressures on the quality, quantity, and overall HR management. These pressures will challenge the company in carrying out its business activities. One of the challenges PT Apac Inti Corpora faces is productivity, where the company must achieve its predetermined targets.



Source: PT.Apac Inti Corpora, 2022

Figure 1. Inspect Denim Productivity Data for the 2023 Period

Table 1. Presentation of Increase and Decrease in Denim Inspect Productivity at PT. Apac Inti Corpora (Quartal period I – IV 2023)

Period	Demand	Amount of Production
Q1	600.000 yard	626.614 yard
Q2	570.000 yard	568.311 yard
Q3	1.000.000 yard	1.016.725 yard
Q4	800.000 yard	846.315 yard

Information:

Q1 2023: January 2023 – March 2023

Q2 2023: April 2023 – June 2023

Q3 2023: July 2023 – September 2023

Q4 2023: Oktober 2023 – Desember 2023

Based on the data table above, the productivity of denim inspection in 2023 shows significant increases and decreases, such as the second quarter, which saw a decline in production of 568,311 yards with a demand of 570,000 yards, and a production increase of 1,016,725 yards with a demand of 1,000,000 yards in the third

quarter. This indicates a significant decrease and increase in the performance of employees in the denim inspection department at PT. Apac Inti Corpora.

To strengthen this study, the researchers distributed a pre-questionnaire to 19 employees in the denim inspection division of PT. Apac Inti Corpora. The questionnaire was designed around the research variables. For the democratic leadership variable, respondents unanimously (100%) agreed that their leader maintains good relationships, provides opportunities for employees to share ideas, and demonstrates successful task completion. For the work environment variable, 15.8% of respondents disagreed with the statement regarding the adequacy of company equipment. Regarding work motivation, 36.8% of respondents disagreed with statements about compensation for achieving targets and career advancement opportunities. Meanwhile, 15.8% of respondents reported facing obstacles in completing their work, reflecting issues related to employee performance.

Findings from previous studies reinforce the relevance of these variables. Hafidzi et al. (2023) emphasized that appropriate leadership styles are essential for improving staff performance. Similarly, Djunaedi and Gunawan (2018) found a statistically significant correlation between democratic leadership style and employee performance. In terms of work environment, Hafidzi et al. (2023) argued that unstructured environments negatively affect motivation and performance, while Sinambela and Lestari (2021) confirmed that environmental factors significantly shape performance outcomes. Motivational aspects also play a critical role: Hafidzi et al. (2023) highlighted the value of bonuses and awards as drivers of motivation, and Ilim Nafisatul et al. (2024) demonstrated that motivational interventions substantially improve performance.

Based on the prequestionnaire findings and prior research, this study focuses on the denim inspection division of PT. Apac Inti Corpora. Specifically, it investigates the influence of democratic leadership style, work environment, and work motivation on employee performance. The objective is to address practical HR management challenges within the company while contributing empirical insights to the broader literature on employee performance.

LITERATURE REVIEW

Performance

Employee performance efficacy can be conceptualized as the result of tasks carried out by individuals and collaborative groups, which summarizes the realization of goals aligned with established standards, ethical principles, and organizational values (Djunaedi & Gunawan, 2018). However, according to Busro (2018), performance is the result produced by employees in a company, individually or collectively, which includes the implementation of their duties and responsibilities in achieving the goals, vision, and mission of the organization, and to solve problems without violating regulations (Anabella Martina & Handayani, 2023). Performance indicators adopted in the study by H. Blanchard and E. Johnson (1996:386) include: Goals, Standards, Feedback, Means or tools, Competence, Motivation, and Opportunities (Wibowo, 2007).

Democratic Leadership Style

Democratic leaders are characterized by their democratic nature, not their democratic election. A leader who can see themselves as an integral part of their group members is said to have a democratic leadership style (Mega Pratiwi et al., 2022). Democratic leaders are energetic, proactive, and highly focused. Control operations are managed orderly and responsibly (Prawira & Marinda, 2022). The following are indicators of a democratic leadership style, including the ability to motivate subordinates to solve various challenges by applying their cognitive and reasoning abilities, encouraging the application of creativity and innovation when completing tasks, when making decisions or solving problems, leaders and followers participate equally, and leaders and subordinates have a good relationship (Djunaedi & Gunawan, 2018).

Work environment

It encompasses all aspects of an employee's work environment that can influence the quality of their performance. Their work environment greatly influences employees' ability to perform well (Bima et al., 2024). Meanwhile, according to Funminiyyi (2018), employee performance in a company can be reflected in the work environment, so it needs to be considered (Sinambela & Lestari, 2021). According to Sedarmayanti (2011), work environment indicators include physical factors such as lighting, ventilation, noise levels, humidity, and available facilities. Furthermore, non-physical elements of the work environment include teamwork, smooth communication, and attention and support from leaders (Yuliantini & Santoso, 2020b).

Work motivation

Motivation is a force that drives individuals to collaborate, synergize, and combine their efforts to achieve mutually beneficial results and satisfaction (Hafidzi et al., 2023). In a study by Elvina (2017), work motivation is recognized as a crucial factor

in improving agency performance, as employee performance is strongly influenced by the motivation that arises from the company's efforts to achieve its goals (Nafisatul Ilim et al., 2023b). Work motivation indicators encompass various aspects used to evaluate how employees feel driven in their duties, such as job satisfaction, commitment to the organization, goal achievement, work enthusiasm, and desire for personal development. Employee work motivation is a driving factor that makes staff members willing and able to allocate their abilities, expertise, effort, and time to complete various tasks to achieve the company's goals and targets. Driving factors are divided into two main groups. The first originates from within the individual, including perceptions, self-confidence, expectations, needs, and levels of job satisfaction. Second, it originates from the external environment, such as the type and characteristics of work, work group dynamics, work environment conditions, and the reward system provided (Manihuruk & Tirtayasa, 2020).

The following is the framework of thought used in this research:

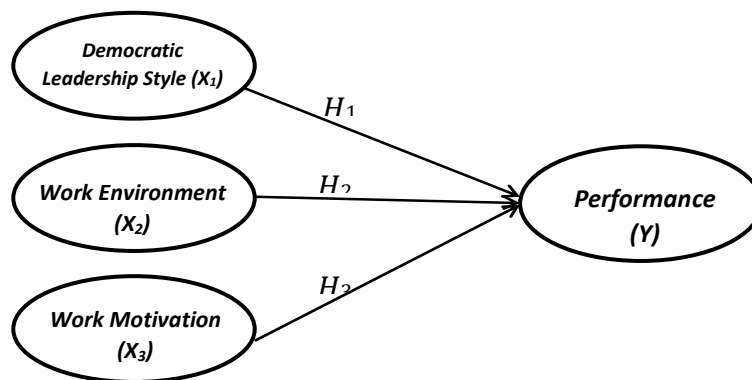


Figure 2. Conceptual Framework

METHOD

According to Sugiyono (2018), a population refers to the entire subject or object determined by the researcher for analysis and generalization. The population in this study consists of 80 employees from the Denim Inspection Department of PT. Apac Inti Corpora, located in Bawen, Semarang Regency. A sample is a subset of the population with specific characteristics (Sugiyono, 2018). This study employed a census or total sampling method, in which all 80 employees were taken as research subjects or respondents. Thus, every member of the population participated in providing data for the study.

This research employed quantitative data obtained through questionnaires distributed to employees of the Denim Inspection Department. The questionnaire was

designed to measure relationships among variables related to leadership style, work environment, work motivation, and employee performance. The data were drawn from both primary and secondary sources primary data – obtained directly from observations and questionnaires administered to employees. Secondary Data – obtained from company records, specifically the Employee Productivity Development Data provided by the Inspect Manager of PT. Apac Inti Corpora.

The data analysis employed several statistical tests: validity, reliability, and classical assumption tests, followed by multiple linear regression analysis. Hypothesis testing was conducted using the t-test (to examine partial effects), the F-test (to assess simultaneous effects), and the coefficient of determination (R^2) to evaluate model fit. All analyses were performed with the assistance of the SPSS 25 software package.

RESULT AND DISCUSSION

Result

The following are the output results of the descriptive analysis test.

Table 2. Multiple Linear Analysis Results

Criteria	Amount	Frequency
Gender		
Male	23	28,4%
Female	57	71,6%
Age		
<20 year	2	2,6%
20-24 year	6	7,4%
25-29 year	6	7,4%
30-34 year	3	4,9%
35-39 year	4	4,9%
40-44 year	23	28,4%
45-49 year	26	32,1%
Position		
Manager	1	1,2%
Section Head	4	4,9%
Supervisor	8	9,9%
Staff	15	18,5%
Operator	52	65,4%
Education		
SD	1	1,2%
SMP	8	9,9%
SMA/SMK	64	80,2%
D3	6	7,5%
S1	1	1,2%
S2	0	0,0%
Total	80	100%

Source: output analysis, 2024

The table shows that respondents were almost equally divided between men and women. Longer tenure is indicated by the fact that most respondents were aged 45-49 years and older. Most respondents had a secondary education background, consistent with the highest educational level being high school. All respondents worked at the operational level rather than the management level, as evidenced by the operator being the most frequently held position.

Validity test

The calculated correlation coefficient (r count) for each statement or item is compared with the total value of the variable, as well as the critical correlation value set (r table) at a significance level of $\alpha = 0.05$. An item is considered valid if the obtained r value exceeds the r table. Conversely, the item is considered invalid if the calculated r is smaller than the r table.

Table 3. Validity Test Results

Item	Correlation Coefficient	R-Table	Information
Democratic Leadership Style (X1)			
X1.1	0,332	0,217	Valid
X1.2	0,378		Valid
X1.3	0,683		Valid
Work environment (X2)			
X2.1	0,422	0,217	Valid
X2.2	0,496		Valid
X2.3	0,427		Valid
X2.4	0,588		Valid
X2.5	0,674		Valid
X2.6	0,708		Valid
X2.7	0,731		Valid
X2.8	0,712		Valid
Work motivation (X3)			
X3.1	0,477	0,217	Valid
X3.2	0,417		Valid
X3.3	0,575		Valid
X3.4	0,710		Valid
X3.5	0,549		Valid
X3.6	0,689		Valid
X3.7	0,852		Valid
X3.8	0,773		Valid
X3.9	0,568		Valid
Performance (Y)			
Y1	0,643	0,217	Valid
Y2	0,737		Valid
Y3	0,715		Valid
Y4	0,684		Valid
Y5	0,632		Valid
Y6	0,527		Valid
Y7	0,693		Valid
Y8	0,664		Valid

Source: output analysis, 2024

Based on these data, it can be concluded that each element or statement related to the four research variables of democratic leadership style (X1), work environment (X3), and work motivation (X2) has passed the validation process. All four variables have an adequate level of validity, and each value listed in the table above, the r value (0,217), indicates that they can be used as indicators in this study. By considering the comparison between the obtained r value and the r value at the 0,05 significance level, it is concluded that each statement in this research questionnaire is considered valid.

Reliability Test

A questionnaire's Cronbach's Alpha value must meet specific criteria. A value greater than 0.6 indicates that the questionnaire has good internal consistency and can be relied upon as a measuring tool. Conversely, a Cronbach's Alpha value below 0.6 means that the items or statements in the questionnaire do not demonstrate adequate relationships or consistency, which can impact the reliability of the survey results.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Information
Democratic Leadership Style (X1)	0,938	Reliable
Work Invironment (X2)	0,938	Reliable
Work Motivation (X3)	0,938	Reliable
Performance (Y)	0,938	Reliable

Source: output analysis, 2024

Table 4 shows that each statement in this research questionnaire has an excellent level of reliability. The analysis results indicate that all variables obtained a Cronbach's alpha value above 0,6, indicating fairly good internal consistency among the statements. Therefore, this research questionnaire, which includes statements to assess all four variables, met the reliability criteria. The questionnaire had a Cronbach's alpha value of more than 0,6.

Multicollinearity Test

Table 5. Multicollinearity Test Results

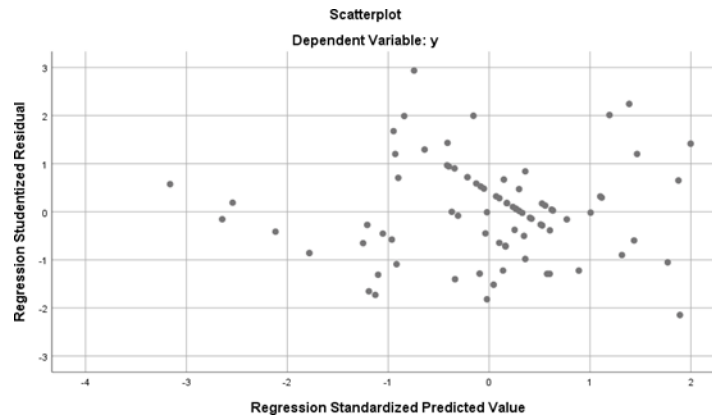
No.	Independent Variable	Tolerance	VIF
1	Democratic Leadership Style (X1)	0,611	1,637
2	Work Invironment (X2)	0,498	2,010
3	Work Motivation (X3)	0,692	1,445

Source: output analysis, 2024

There is a low level of multicollinearity among the independent variables, as indicated in Table 2. The tolerance values vary between 0.498 and 0.692, while the variance inflation factor (VIF) values range from 1.445 to 2.010. A tolerance value greater than 0.1 and a VIF less than ten are considered to meet the specified requirements, indicating that there is no significant relationship between the independent variables. Consequently, it can be concluded that multicollinearity is not a substantial problem in this regression analysis, and the resulting coefficients for each independent variable can be considered quite reliable.

Heteroscedasticity Test

Heteroscedasticity analysis aims to assess whether the residual variance in a regression model varies across observations. In a regression model with a good fit, heteroscedasticity is not detected, as shown by the scatterplot presented below.



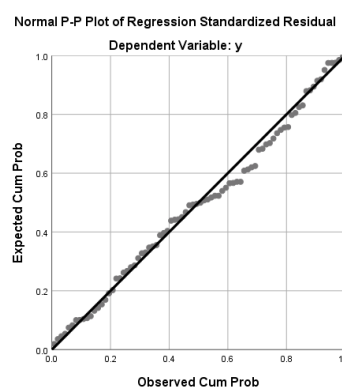
Source: output analysis, 2024

Figure 3. Heteroscedasticity Test Results

In the scatterplot, the data points are randomly distributed around the value zero on the Y-axis, as shown in Figure 3. This distribution indicates that the regression model's application proceeds well without any disturbances.

Normality Test

Data normality testing is performed to evaluate whether a regression model follows a normal distribution and to identify independent and dependent variables. For a regression model to be usable, the data distribution must be organized or at least approximate a normal distribution. This can be achieved by utilizing a standard PP regression plot. To standardize the residual graph, observe the distribution of the data (points) on the diagonal axis.



Source: output analysis, 2024

Figure 4. Normality Test Results

The points follow a similar pattern and are distributed around the diagonal line, as shown in Figure 4. This indicates that the regression model meets the normality assumption, meaning the residuals are normally distributed. This suggests that the normality assumption test in multiple linear regression analysis has been met.

Multiple Linear Analysis

Table 6 Multiple Linear Analysis Results

No	Models	Coefficients	t stat	Sig
1	<i>Constant</i>	7,833	3,824	0,000
2	Democratic Leadership Style (X1)	0,224	1,402	0,165
3	Work Invironment (X2)	0,268	3,736	0,000
4	Work Motivation (X3)	0,355	5,577	0,000

Source: output analysis, 2024

The model constant (α) is recorded as 7.833 in Table 6. The regression coefficients for the democratic leadership variable (β_1), workplace variable (β_2), work motivation variable (β_3), and democratic leadership variable (β_1) are 0.224, 0.268, and 0.355, respectively. Therefore, the regression formula is:

$$Y = 7,833 + 0,224X1 + 0,268X2 + 0,355X3$$

Performance (Y) is predicted to reach 7.833 in the regression analysis conducted when the democratic leadership style (X1), work environment (X2), and work motivation (X3) variables are missing or have no values filled in. The constant 7.833 in the regression model reflects this finding. There is a less significant positive relationship based on the regression coefficient, because every one-unit increase in democratic leadership (X1) will result in a decrease in performance of 0.224. On the other hand, the work environment variable (X2) shows a significant positive relationship, indicating that performance increases by 0.268 for every one-unit increase in work environment. In addition, there is a significant positive relationship between work motivation (X3) and performance, where there is an increase of 0.355 for every additional unit of work motivation. Regression analysis is used to test the basic assumptions of this model, while the F test is used to test the hypotheses separately.

T Statistic Test

In this situation, the degrees of freedom are calculated using the formula $(n-k-1)$, where n represents the total number of respondents and k is the number of independent variables, thus obtaining $(80-3-1) = 76$. The confidence level is determined at 5%, which is equivalent to an alpha value of 5%, and for a one-way test, the t-table value reaches 1.991. Based on the data analysis carried out using SPSS 25, the t-value obtained for each variable is as follows.

1. For the democratic leadership style variable (X1), the calculated t-value (1.402) is smaller than the calculated t-value (1.991).
2. For the working conditions variable (X2), the calculated t-value (3.736) is higher than the calculated t-value (1.991).
3. For the working conditions variable (X1), the calculated t-value (5.577) is greater than the calculated t-value (1.991).

The results of the analysis indicate that the democratic leadership variable (X1) has a less significant positive impact when compared with the working conditions variable (X2) and work motivation (X3), each of which separately shows a significant positive influence on the performance variable (Y).

F Test

Table 7. F Test Results

Model	F value	Sig
Regression	45.483	0,000 ^b

The F-test results show a significance value of 0.000, indicating that the P-value is lower than the 5% significance level. Thus, it is concluded that leadership, work environment, and employee motivation as a whole influence the performance variable.

Coefficient of Determination Test

Table 8 Coefficient of Determination Test Results

Model Summary^b				
No	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,801 ^a	0,642	0,628	2,23201

As shown by the Adjusted R Square value (0.628) in the table, the independent variables in the regression model account for approximately 62.8% of the variation in the performance variable. Approximately 37,2% of this variation may come from additional components not discussed in this study.

Discussion

The Effect of Democratic Leadership Style on Performance

The analysis shows that democratic leadership has only a limited impact on employee performance. In theory, leaders who consistently involve employees in decision-making processes foster a sense of value and appreciation, which can strengthen relationships and build unity within the organization. However, the findings of this study indicate that such practices do not directly translate into higher job satisfaction or improved performance. Instead, employee performance in the Denim Inspection Department is largely shaped by adherence to regulations, production targets, and standard operating procedures (SOPs). As a result, democratic leadership—although generally regarded as a favorable leadership style—does not automatically lead to enhanced performance. Its effectiveness depends on whether organizational goals are clearly communicated and positively embraced by all team members, which may amplify the benefits of this leadership approach.

The Effect of Work Environment on Performance

The analysis revealed that the work environment has a significant impact on employee performance. Therefore, the hypothesis is that the work environment significantly influences employee performance in the Denim Inspection Department of PT. Apac Inti Corpora is accepted. According to Titisemito (2008), the work environment encompasses various elements related to employees and can influence how they perform assigned tasks (Adha, 2019). These results support previous research by Priyono et al. (2018), which stated that the work environment has a positive effect on performance.

The Effect of Work Motivation on Performance

The analysis indicates that work motivation has a significant impact on employee performance. These findings indicate that employees in the Denim Inspection Department of PT. Apac Inti Corpora collaborates and supports each other to facilitate task execution. One step to strengthen this situation is to provide understanding and increase employee awareness of their responsibilities for the tasks they must perform. McDonald, in Oemar Hamalik (1992:173), states that motivation is the process of energy transfer within an individual, characterized by the emergence of emotions and reactions aimed at achieving specific goals (Adha, 2019). A previous study by Sulton (2017) showed that work motivation has a positive and significant effect on employee performance

CONCLUSION

Conclusion and Recommendations

The results of this study indicate that employee performance in the Denim Inspection Department of PT. Apac Inti Corpora is significantly influenced by the work environment and work motivation, while democratic leadership was found to have a negative effect. This suggests that when democratic leadership is not implemented effectively, it may result in slow or uncertain decision-making, which in turn reduces employee performance. In contrast, employees working in supportive environments with sufficient facilities and opportunities for growth tend to demonstrate higher levels of performance. Motivation also plays a central role, as motivated employees are more likely to achieve targets and maintain consistent work quality.

Based on these findings, several recommendations can be proposed. To create an optimal work environment, companies should ensure comfortable workplaces, adequate facilities, and supportive work-life balance policies. Open and transparent communication between management and employees, as well as the provision of social and recreational activities, can foster stronger workplace relationships. Employee motivation should be maintained through recognition and rewards for high performance, career development opportunities, training programs, and competitive compensation.

Regular performance evaluations, constructive feedback, and team-building initiatives are also essential. Implementing these strategies can enhance productivity, job satisfaction, and employee well-being, while also contributing to a positive corporate reputation.

Suggestions for Future Research

Future studies should consider additional variables that may influence employee performance, such as job satisfaction, reward systems, work discipline, and organizational culture. Incorporating these factors could provide a deeper understanding of performance dynamics and enable the development of more effective human resource management strategies.

The conclusions section contains a summary of research results or research findings, which correlate with the research objectives written in the introduction. Then state the main points of the discussion. A conclusion generally ends with a statement about how research works contribute to the field of study as a whole (implications of research results). A common mistake in this section is to repeat the results of an experiment, abstract, or be presented with a very list. The concluding section must provide clear scientific truths. In addition, the conclusions can also provide the limitation of the study and suggestions for future experiments.

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