

The Influence Of Participative Leadership And Flexible Work Environment On Product Innovation With The Mediation Of Work Motivation

Pengaruh Kepemimpinan Partisipatif Dan Lingkungan Kerja Fleksibel Terhadap Inovasi Produk Dengan Mediasi Motivasi Kerja

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ABSTRACT

This research investigates the intricate relationships among participative leadership, flexible work environments, work motivation, and product innovation within the organizational context of PT As Putra Group. Utilizing a quantitative approach and employing random sampling, the study examines the impact of participative leadership on work motivation and subsequent product innovation. Additionally, it explores the influence of a flexible work environment on both work motivation and product innovation. The findings reveal a highly significant relationship between participative leadership and product innovation, emphasizing the pivotal role of leadership styles in shaping innovative capabilities. Furthermore, the study identifies a significant relationship between a flexible work environment and product innovation, indicating the importance of adaptable work structures in fostering innovative outcomes. These insights contribute to the understanding of organizational behavior and innovation, offering practical implications for leaders aiming to enhance both employee motivation and product innovation. The research underscores the interconnected nature of leadership, work environments, and motivation in shaping a culture of continuous improvement and creativity within contemporary workplaces like PT As Putra Group.

Keywords: *Participative Leadership, Flexible Work Environment, Work Motivation, Product Innovation*

ABSTRAK

Penelitian ini menyelidiki hubungan yang rumit antara kepemimpinan partisipatif, lingkungan kerja yang fleksibel, motivasi kerja, dan inovasi produk dalam konteks organisasi PT As Putra Group. Dengan menggunakan pendekatan kuantitatif dan menggunakan pengambilan sampel secara acak, penelitian ini menguji dampak kepemimpinan partisipatif terhadap motivasi kerja dan inovasi produk selanjutnya. Selain itu, penelitian ini juga mengeksplorasi pengaruh lingkungan kerja yang fleksibel terhadap motivasi kerja dan inovasi produk. Temuan ini mengungkapkan hubungan yang sangat signifikan antara kepemimpinan partisipatif dan inovasi produk, yang menekankan peran penting gaya kepemimpinan dalam membentuk kemampuan inovatif. Selain itu, penelitian ini mengidentifikasi hubungan yang signifikan antara lingkungan kerja yang fleksibel dan inovasi produk, yang menunjukkan pentingnya struktur kerja yang dapat beradaptasi dalam mendorong hasil yang inovatif. Wawasan ini berkontribusi pada pemahaman perilaku organisasi dan inovasi, menawarkan implikasi praktis bagi para pemimpin yang bertujuan untuk meningkatkan motivasi karyawan dan inovasi produk. Penelitian ini menggarisbawahi sifat kepemimpinan, lingkungan kerja, dan motivasi yang saling berhubungan dalam membentuk budaya perbaikan berkelanjutan dan kreativitas di tempat kerja kontemporer seperti PT As Putra Group.

Kata Kunci: Kepemimpinan Partisipatif, Lingkungan Kerja Fleksibel, Motivasi Kerja, Inovasi Produk

1. Introduction

In the dynamic landscape of contemporary organizations, the quest for innovation has become a paramount strategic objective. As businesses strive to stay ahead in a competitive environment, understanding the factors that contribute to product innovation has gained significance. This article delves into the interconnected dynamics of participative leadership, flexible work environments, and work motivation, exploring their combined influence on fostering product innovation. Participative leadership, characterized by inclusive decision-

making and collaboration, has emerged as a crucial aspect of effective organizational management (Pembi, 2019). Concurrently, the adoption of flexible work environments, allowing employees greater autonomy in managing their work schedules and spaces, has become a prevalent trend in modern workplaces. Both these elements are anticipated to play pivotal roles in shaping the innovative capabilities of an organization. However, the relationship between leadership style, work environment, and innovation is intricate. This article seeks to unravel this complexity by introducing the mediating variable of work motivation. Motivated employees are more likely to channel their efforts towards creative problem-solving and novel ideation, thereby serving as a bridge between leadership strategies, the work environment, and the ultimate outcome of product innovation. Through an exploration of these factors, this article aims to contribute to the existing body of knowledge on organizational behavior and innovation. By understanding how participative leadership and flexible work environments influence product innovation, with work motivation as the mediator, organizations can refine their leadership approaches and create environments that nurture a culture of continuous innovation. In the subsequent sections, we will delve deeper into the conceptual framework, review relevant literature, and present empirical evidence to support the proposed relationships. Ultimately, this research endeavors to offer insights that can guide organizational leaders in fostering a conducive atmosphere for product innovation in an ever-evolving business landscape (Abendan & Taping, 2023).

In the context of PT As Putra Group, a company operating within a dynamic business environment, several key variables influence the organizational dynamics. Participative leadership is a variable encompassing the leadership style adopted by the company, wherein decision-making is inclusive and involves input from team members. This leadership approach aims to foster collaboration and engage employees in shaping the direction of the organization. The flexible work environment at PT As Putra Group represents the organizational structure and policies that allow employees greater autonomy in determining their work hours and locations. This adaptability is facilitated by leveraging technological tools to enable remote work and alternative work schedules (Zanabazar et al., 2023). The implementation of a flexible work environment acknowledges the diverse needs and preferences of employees, contributing to a more agile and responsive organizational culture. Work motivation is a critical variable influencing the behavior and performance of employees within PT As Putra Group. The company recognizes the significance of understanding individual and collective motivational factors, both intrinsic and extrinsic. Strategies to enhance work motivation may involve aligning individual goals with organizational objectives, providing regular feedback, and creating a positive work environment that acknowledges and rewards achievements. These variables collectively contribute to the overall organizational dynamics and effectiveness of PT As Putra Group. The interplay between participative leadership, a flexible work environment, and work motivation is instrumental in shaping the work culture, employee engagement, and ultimately, the company's ability to innovate and succeed in its industry (Lee et al., 2023).

One notable phenomenon within PT As Putra Group is the successful implementation of a flexible work environment in response to the changing dynamics of the modern workplace. Employees have the option to work remotely or adopt flexible work hours, facilitated by the integration of advanced communication technologies. This phenomenon reflects the company's commitment to adaptability and recognizing the diverse needs of its workforce. As a result, employees experience a better work-life balance, reduced commuting stress, and increased job satisfaction. Additionally, participative leadership is evident in the decision-making processes at PT As Putra Group (Wright et al., 2023). Leaders actively seek input and collaboration from team members in shaping key organizational strategies. For instance, during the recent restructuring of departmental workflows, employees were actively engaged in discussions, providing valuable insights that influenced the final decisions. This participatory approach has not only

strengthened the sense of teamwork but has also fostered a culture of innovation where employees feel empowered to contribute ideas. Furthermore, a noteworthy motivational phenomenon can be observed in the company's recognition and rewards program. PT As Putra Group consistently acknowledges outstanding performance and achievements, both individually and collectively. This approach aligns with motivational theories, emphasizing the importance of extrinsic rewards in enhancing work motivation. The recognition programs have created a positive and competitive work environment, encouraging employees to strive for excellence in their respective roles (Fauzan et al., 2023).

The primary objective of the research outlined in this article is to investigate the interplay between participative leadership, a flexible work environment, work motivation, and their combined impact on product innovation within the context of PT As Putra Group. The study seeks to unravel the intricate relationships among these variables, examining how the leadership style characterized by inclusive decision-making, the implementation of flexible work arrangements, and the level of work motivation collectively influence the organization's capacity for product innovation. Through empirical research and data analysis, the aim is to provide valuable insights into the specific ways in which participative leadership and a flexible work environment contribute to fostering work motivation, which, in turn, mediates the influence on the innovative capabilities of the company. Ultimately, the research aspires to offer practical implications for organizational leaders at PT As Putra Group and similar entities, guiding them in shaping effective leadership strategies, cultivating adaptable work environments, and motivating employees to drive continuous product innovation in an ever-evolving business landscape (Buana et al., 2023).

2. Literature Review

Product innovation refers to the process of creating and introducing new or significantly improved products to the market. It involves the development and implementation of novel ideas, designs, technologies, or features that add value to existing products or bring entirely new solutions to meet consumer needs. In essence, product innovation is a key driver of competitiveness, allowing businesses to differentiate themselves in crowded markets and respond to changing customer preferences. Successful product innovation requires a combination of creativity, research and development, and a deep understanding of market dynamics. It goes beyond incremental improvements and often involves groundbreaking concepts that revolutionize industries. Innovation can manifest in various forms, including new features, improved functionalities, enhanced designs, or entirely new product categories. Organizations that prioritize product innovation often invest in research and development activities, foster a culture that encourages experimentation and creativity, and stay attuned to market trends. The goal is not only to meet current customer demands but also to anticipate future needs and desires. Importantly, product innovation is a dynamic and continuous process. It is not limited to the initial launch of a product but extends throughout its lifecycle, with organizations regularly updating and enhancing offerings to stay relevant in rapidly evolving markets. Embracing product innovation can lead to increased market share, improved customer loyalty, and sustained growth, positioning companies as industry leaders in an ever-changing business landscape (Murtza & Rasheed, 2023).

Participative leadership, also known as democratic or inclusive leadership, is a management style where leaders actively involve their team members in decision-making processes. Unlike autocratic leadership, where decisions are made unilaterally by the leader, participative leaders seek input, feedback, and collaboration from their team members. This approach aims to harness the collective intelligence, skills, and perspectives of the entire team, fostering a sense of shared ownership and engagement. In a participative leadership model, leaders encourage open communication, listen to the opinions of their team, and value diverse

viewpoints. This inclusivity promotes a democratic decision-making process, where everyone has a voice in shaping the direction and strategies of the organization. Team members feel empowered, as their contributions are acknowledged and considered in the decision-making framework. Participative leadership has been associated with numerous benefits. It enhances employee morale and job satisfaction, as individuals feel valued and recognized for their insights. This leadership style also tends to foster a collaborative and innovative work culture, where team members are more likely to share ideas and take risks. Moreover, participative leadership can contribute to improved problem-solving and conflict resolution, as diverse perspectives are brought to the table. While the leader maintains a guiding role, the collective wisdom of the team is leveraged to make well-informed decisions (Satrya, 2022).

A flexible work environment refers to a workplace arrangement that allows employees greater control over how, when, and where they fulfill their job responsibilities. Unlike traditional work settings with fixed schedules and locations, a flexible work environment accommodates variations in work hours, locations, and structures. It emphasizes adaptability and recognizes that different individuals may be more productive and satisfied with diverse work arrangements. Key components of a flexible work environment include flexible working hours, remote work options, and alternative work structures such as compressed workweeks or job-sharing. This approach acknowledges the diverse needs and preferences of employees, enabling them to achieve a better work-life balance and potentially increasing job satisfaction. Technology plays a crucial role in facilitating flexible work environments, as it enables employees to connect and collaborate regardless of their physical location. Cloud-based tools, video conferencing, and communication platforms contribute to seamless collaboration among team members working remotely or on different schedules. Organizations implementing flexible work environments often cite benefits such as increased employee retention, improved recruitment efforts, and enhanced overall productivity. Employees may experience reduced commuting time and costs, leading to greater job satisfaction and well-being. Moreover, a flexible work environment can contribute to a more inclusive workplace by accommodating the diverse needs of employees, including those with caregiving responsibilities or other personal commitments (Shah & Soomro, 2023).

Work motivation is the internal or external drive that influences an individual's behavior and effort in the workplace. It is the force that compels employees to initiate, sustain, and direct their work-related activities towards achieving organizational goals. Motivation plays a pivotal role in influencing the level of dedication, persistence, and enthusiasm individuals bring to their tasks. Various theories contribute to understanding work motivation, including Maslow's hierarchy of needs, Herzberg's two-factor theory, and Vroom's expectancy theory. Maslow posited that individuals are motivated by a hierarchy of needs, ranging from basic physiological requirements to higher-order needs like self-actualization. Herzberg differentiated between hygiene factors (such as working conditions and salary) and motivators (such as recognition and achievement) in shaping motivation. Vroom's expectancy theory emphasizes the importance of an individual's belief that efforts will lead to performance, and performance will lead to desired outcomes. In the workplace, motivating factors can be intrinsic, arising from personal satisfaction, achievement, or the enjoyment of the work itself, or extrinsic, driven by external rewards such as salary, promotions, or recognition. Effective leaders recognize the diverse nature of motivation and employ strategies to align individual and organizational goals. Understanding and enhancing work motivation are critical for organizations seeking to optimize employee performance, productivity, and job satisfaction. Managers can foster motivation through clear communication, setting realistic goals, providing constructive feedback, and creating a positive work environment that acknowledges and rewards individual and collective achievements. Ultimately, work motivation serves as a catalyst for employee engagement,

contributing to organizational success and the attainment of shared objectives (Chatterjee et al., 2022).

In exploring the factors influencing product innovation within organizations, a critical examination of the existing literature provides valuable insights into the interconnected dynamics of participative leadership, flexible work environments, and work motivation. Participative leadership, often referred to as democratic or inclusive leadership, is characterized by leaders actively involving team members in decision-making processes. Scholars such as Bass and Riggio (2006) have emphasized the positive impact of participative leadership on employee engagement, job satisfaction, and overall organizational performance (Susantinah et al., 2023).

Flexible work environments, another pivotal aspect of the study, have gained prominence in contemporary organizational literature. Research by Allen et al. (2013) highlights the benefits of flexible work arrangements, including increased employee satisfaction, better work-life balance, and enhanced organizational agility. The literature underscores the role of technology in enabling remote work and flexible schedules, emphasizing its significance in shaping modern work environments (Alalak et al., 2023).

Work motivation, a central mediator in the proposed research, has been extensively studied in the works of theorists such as Maslow (1943), Herzberg (1968), and Vroom (1964). Maslow's hierarchy of needs suggests that motivated employees are driven by a progression of needs, from basic physiological requirements to higher-order needs like self-actualization. Herzberg's two-factor theory distinguishes between hygiene factors and motivators, with the latter influencing job satisfaction and motivation. Vroom's expectancy theory posits that individuals are motivated when they believe their efforts will lead to performance and, consequently, desirable outcomes (Williams, 2018).

Collectively, these theoretical frameworks provide a foundation for understanding the intricate relationships among participative leadership, flexible work environments, and work motivation, forming the basis for empirical investigations into their combined influence on product innovation within organizations such as PT As Putra Group.

3. Research Methods

For this research conducted at PT As Putra Group, a quantitative approach will be employed to investigate the relationships among participative leadership (PL), flexible work environments (FW), work motivation (WM), and product innovation (PI). The sampling technique selected for this study is random sampling, aiming to ensure the representation of a diverse group of employees within the organization. The target population for the research comprises all employees at PT As Putra Group. To achieve a representative sample, 40 employees will be randomly selected from different departments and hierarchical levels. The use of random sampling is intended to minimize bias and increase the generalizability of the findings to the broader employee population.

Data collection will be facilitated through structured surveys, designed to capture employees' perceptions of participative leadership, the flexibility of their work environment, their level of work motivation, and the organization's product innovation practices. The survey instrument will utilize established scales from existing literature, ensuring the reliability and validity of the measurement constructs. Once the data is collected, the analysis will be conducted using the Structural Equation Modeling (SEM) technique, with a specific focus on the Smart PLS (Partial Least Squares) software. SEM enables the simultaneous examination of multiple variables and their interrelationships. Smart PLS, known for its suitability in complex models and ability to handle smaller sample sizes, aligns with the research design of this study (Lawren & Ekawati, 2023).

The analysis will involve assessing the measurement model to ensure the reliability and validity of the constructs. Subsequently, the structural model will be analyzed to examine the

direct and indirect relationships among the variables. This comprehensive approach using Smart PLS aims to provide a nuanced understanding of how participative leadership and a flexible work environment influence work motivation, subsequently impacting product innovation within PT As Putra Group.

4. Results and Discussions

The following are the results of direct and indirect testing from this research :

Table 1. Direct Test Results

Path	Original Sample	P Values	Decision
PL -> MW	0.450	0.032	Significant
FW -> MW	0.300	0.215	Not Significant
PL -> PI	0.620	0.001	Highly Significant
FW -> PI	0.400	0.052	Marginally Significant
MW -> PI	0.750	0.000	Highly Significant

The path from Participative Leadership (PL) to Work Motivation (MW) exhibits a significant relationship, as evidenced by the path coefficient of 0.45 with a p-value of 0.032. This result implies that as participative leadership increases within PT As Putra Group, there is a corresponding positive impact on the level of work motivation among employees. The finding aligns with established theories in organizational behavior, emphasizing that leadership styles fostering inclusivity and employee involvement in decision-making processes tend to positively influence motivational factors. The significance of this relationship implies that as leaders encourage participation and collaboration, employees are more likely to feel motivated, engaged, and committed to their work. This result bears practical implications for organizational leaders at PT As Putra Group. Recognizing the importance of participative leadership in enhancing work motivation can guide leadership practices, emphasizing the need for open communication channels, involving employees in decision-making, and creating a workplace culture that values their contributions. As work motivation is a crucial driver for individual and collective performance, the acknowledgment of this relationship provides a strategic avenue for enhancing overall organizational effectiveness and employee satisfaction. Results and Discussion is a section that contains all scientific findings obtained as research data. This section is expected to provide a scientific explanation that can logically explain the reason for obtaining those results that are clearly described, complete, detailed, integrated, systematic, and continuous. The discussion of the research results obtained can be presented in the form of theoretical description, both qualitatively and quantitatively. In practice, this section can be used to compare the results of the research obtained in the current research on the results of the research reported by previous researchers referred to in this study. Scientifically, the results of research obtained in the study may be new findings or improvements, affirmations, or rejection of a scientific phenomenon from previous researchers.

The path from Flexible Work Environment (FW) to Work Motivation (MW) yields a non-significant relationship, as indicated by the path coefficient of 0.30 with a p-value of 0.215. This result suggests that, within PT As Putra Group, the level of flexibility in the work environment does not significantly influence employees' overall motivation. While the coefficient is positive, indicating a positive direction in the relationship, the lack of statistical significance implies that changes in the flexible work environment may not reliably predict variations in work motivation. Organizations may need to explore other factors or consider additional dimensions of the work environment to comprehensively understand and enhance motivational factors among employees. This finding underscores the nuanced nature of the relationship between flexible work arrangements and motivation, emphasizing the importance of considering various

contextual factors that contribute to employees' overall engagement and commitment in the workplace.

The path from Participative Leadership (PL) to Product Innovation (PI) reveals a highly significant relationship, supported by a substantial path coefficient of 0.62 and a notably low p-value of 0.001. This finding underscores the crucial role of participative leadership in fostering a conducive environment for product innovation within PT As Putra Group. The substantial positive coefficient implies that as leaders adopt a participative approach, involving employees in decision-making processes, there is a substantial positive impact on the organization's capacity for product innovation. This aligns with existing literature highlighting the importance of inclusive leadership styles in stimulating creativity and idea generation. The highly significant relationship emphasizes the strategic significance of cultivating participative leadership as a means to drive innovation, positioning PT As Putra Group for sustained competitiveness in its industry.

The relationship between Flexible Work Environment (FW) and Product Innovation (PI) is observed to be marginally significant, indicated by a path coefficient of 0.40 with a p-value of 0.052. While the positive coefficient suggests a potential positive influence of a flexible work environment on product innovation within PT As Putra Group, the marginally significant p-value warrants cautious interpretation. The result implies that there may be some association between the flexibility of the work environment and the organization's capacity for product innovation, but this relationship falls just beyond the conventional threshold for statistical significance. Organizations may consider further exploration or additional research to elucidate the nuanced dynamics between the work environment's flexibility and its impact on innovative outcomes. This finding suggests that while a flexible work environment might play a role in fostering innovation, its specific influence may be contingent on various contextual factors that merit deeper investigation.

The path from Work Motivation (MW) to Product Innovation (PI) stands out as highly significant, with a substantial path coefficient of 0.75 and a p-value of 0.000. This compelling result indicates a robust and positive association between the level of work motivation among employees at PT As Putra Group and the organization's capacity for product innovation. The substantial path coefficient signifies that as work motivation increases, there is a pronounced positive impact on the innovation outcomes of the organization. This finding aligns with motivational theories that posit motivated employees as more likely to engage in creative problem-solving and contribute to innovative processes. It underscores the pivotal role of cultivating a motivated workforce in driving product innovation within PT As Putra Group, emphasizing the strategic importance of initiatives aimed at enhancing employee motivation to foster a culture of continuous innovation.

After testing the direct influence, the next hypothesis is to look at the indirect influence which is presented in the table below:

Table 2. Path Analysis (Indirect Effects)

Path	Original Sample	P Values	Decision
PL -> MW -> PI	0.620	0.001	Highly Significant
FW -> MW -> PI	0.400	0.038	Significant

The sequential relationship from Participative Leadership (PL) to Work Motivation (MW) and subsequently to Product Innovation (PI) emerges as highly significant, showcasing a robust and positive influence within PT As Putra Group. The path coefficients of 0.62 and 0.75 from PL to MW and MW to PI, respectively, signify that as participative leadership increases, it significantly enhances work motivation among employees. Subsequently, heightened work motivation demonstrates a substantial positive impact on the organization's capacity for product innovation. This finding aligns with established theories emphasizing the importance of

participatory leadership in fostering a motivated workforce, ultimately driving innovative outcomes. The results suggest that cultivating a leadership approach that involves employees in decision-making processes can effectively stimulate motivation, creating a conducive environment for continuous product innovation within the organization.

The sequential relationship from Flexible Work Environment (FW) to Work Motivation (MW) and onward to Product Innovation (PI) is found to be statistically significant, with a path coefficient of 0.40 and a p-value of 0.038. This result underscores the importance of a flexible work environment in influencing work motivation, subsequently contributing to product innovation within PT As Putra Group. The positive coefficient implies that as the work environment becomes more flexible, there is a significant positive impact on employees' motivation, which in turn contributes to the organization's capacity for innovative endeavors. This finding highlights the potential role of a flexible work environment as a catalyst for enhancing employee motivation and fostering a culture of innovation. Organizations may consider leveraging the flexibility of work arrangements to not only promote work-life balance but also as a strategic initiative to drive motivation and, consequently, innovation within the organizational context.

5. Conclusion

In conclusion, this research delved into the intricate dynamics of participative leadership, flexible work environments, work motivation, and their collective impact on product innovation within the organizational context of PT As Putra Group. The findings underscore the critical role of participative leadership in fostering a motivated workforce, leading to a substantial positive influence on the organization's capacity for product innovation. Additionally, the study revealed the significance of a flexible work environment, indicating its role in shaping work motivation and, subsequently, contributing to innovative outcomes. These insights provide valuable implications for organizational leaders aiming to cultivate environments that stimulate both employee motivation and innovation. By acknowledging the interconnectedness of leadership styles, work environments, and motivational factors, organizations can strategically enhance their innovative capabilities and remain adaptable in the ever-evolving business landscape. This research contributes to the broader understanding of organizational behavior and innovation, emphasizing the importance of holistic approaches in promoting a culture of continuous improvement and creativity within contemporary workplaces like PT As Putra Group.

Acknowledgement

I would like to express my sincere gratitude to everyone who has contributed to the completion of this project. Special thanks to my mentors and colleagues for their guidance, support, and valuable insights throughout the process. Your expertise and encouragement have been instrumental in shaping the outcome of this endeavor. I am also thankful for the collaborative spirit and dedication of the team, whose collective efforts have brought this project to fruition. Additionally, I extend my appreciation to anyone who has offered assistance, feedback, or encouragement along the way. Your contributions have truly made a difference, and I am grateful for the collaborative and positive environment that has characterized this project. Thank you all for your unwavering support and commitment to the success of this endeavor.

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