



A Literature Review: The Influence of Delegative Leadership Style on Employee Performance and Job Satisfaction

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ABSTRACT

Delegative leadership is a leadership style that grants subordinates broad autonomy to make decisions and take responsibility for their work. In modern organizations, this style is believed to foster self-confidence, participation, and performance. However, its effectiveness depends greatly on the leader's ability to provide clear direction and support (Gunawan & Al Hariri, 2019). This study aims to review various research findings regarding the influence of delegative leadership on employee performance and job satisfaction through a comprehensive literature review (Fauzan & Santoso, 2024). Method: A literature review method was conducted by analyzing 20 scholarly articles published between 2014 and 2025 obtained from databases such as Google Scholar, ScienceDirect, and other academic sources (Pratama et al., 2024). Result: Most studies found that delegative leadership positively affects employee performance by improving responsibility, self-confidence, and intrinsic motivation. Furthermore, it enhances job satisfaction when accompanied by effective communication and role clarity (I Gusti Ayu Widari, Nengah Landra, 2025). Conclusion: Delegative leadership plays a significant role in creating a participative and productive work environment, though its success highly depends on organizational culture and employee maturity levels (Maarif, 2020).

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INTRODUCTION

Leadership is one of the most important factors determining the success of an organisation. Every leader has their own style of directing, motivating, and controlling their subordinates to achieve the desired goals (Gunawan & Al Hariri, 2019). One leadership style that is gaining attention in the modern era is the delegative leadership style. This style essentially positions the leader as a facilitator who gives employees the space to make their own decisions, take responsibility for their work, and develop their potential to the fullest without excessive intervention (Prasetya et al., 2017).

According to Kartono (2015), delegative leadership emerges as a form of trust in the ability of subordinates to carry out the responsibilities assigned to them, with leaders acting as general guides and supervisors rather than the main controllers in every work process (Muh. Sulaiman Rifai Aprianus Mukin, Tobroni, 2024). In practice, delegative leadership encourages the creation of more open and dynamic working relationships. Leaders do not only act as commanders, but also as working partners who value the initiatives and ideas of subordinates (Maarif, 2020). This is in line with the view (Muh. Sulaiman Rifai Aprianus Mukin, Tobroni, 2024) which emphasises that a delegative leadership style can strengthen employees' sense of

responsibility and active participation in achieving organisational goals (I Gusti Ayu Widari, Nengah Landra, 2025).

Thus, this leadership style is relevant in the midst of increasingly complex work demands that require quick decision-making (Rahmat Dwi Aprillianto & Drs. Djoko Sudiro, Msi, 2024). However, it cannot be denied that the application of a delegative leadership style does not always yield positive results. In organisations with human resources of low maturity and competence levels, this style can lead to role confusion, weak coordination, and even decreased productivity (Suwarsono et al., 2023). Therefore, it is important to understand the context and conditions of the organisation so that the application of delegative leadership can be effective (Pratama et al., 2024).

METHOD

This study uses a literature review approach by analysing various previous studies that discuss the influence of delegative leadership style on employee performance and job satisfaction (Pratama et al., 2024). The literature search process was conducted through several electronic databases such as Google Scholar, ScienceDirect, and ResearchGate with publications ranging from 2014 to 2025 (Fauzan & Santoso, 2024).

The criteria for selecting articles included empirical research focusing on delegative leadership styles and having direct relevance to performance and job satisfaction (Gunawan & Al Hariri, 2019). From the search results, twenty scientific articles were found that met these criteria. Each article was systematically analysed based on the objectives, methods, and results of the research to identify patterns of relationships between delegative leadership and performance and job satisfaction variables (I Gusti Ayu Widari, Nengah Landra, 2025).

The analysis process was carried out by reading each article in depth, noting the main findings, and comparing the similarities and differences in the results between studies (Suwarsono et al., 2023). This step enabled the authors to draw general, integrative conclusions about the effectiveness of delegative leadership styles in various organisational contexts (Rahmat Dwi Aprillianto & Drs. Djoko Sudiro, Msi, 2024). In addition, the results of the review were also examined from the perspective of leadership and work motivation theory to strengthen the scientific interpretation of the findings.

RESULTS

A review of twenty articles shows that a delegative leadership style has a consistent and significant influence on improving employee performance and job satisfaction in various sectors (Prasetya et al., 2017). (Gunawan & Al Hariri, 2019) found that a delegative leadership style was able to increase the performance of PT Clipan Finance Indonesia employees by up to 50 per cent through an increase in a sense of responsibility and work discipline.

Similar findings were also described by (Djakasaputra et al., 2017), which showed that delegative leadership contributed greatly to increasing the productivity of employees at Bank Mandiri's Jakarta Kota branch. Meanwhile, research by (I Gusti Ayu Widari, Nengah Landra, 2025) reinforces these findings by showing that delegative leadership, training, and the non-physical work environment can simultaneously improve the performance of employees at PT Bumen Redja Abadi in East Denpasar (Rahmat Dwi Aprillianto & Drs. Djoko Sudiro, Msi, 2024).

In addition to influencing performance, the delegative leadership style also has a close relationship with job satisfaction. (Fauzan & Santoso, 2024) concluded that the simultaneous application of participatory and delegative leadership styles can increase the job satisfaction of government employees in Lamongan Regency. This increase in satisfaction arises because employees feel trusted, recognised for their competence, and directly involved in the organisation's decision-making process (Muh. Sulaiman Rifai Aprianus Mukin, Tobroni, 2024). This is reinforced by research (I Gusti Ayu Widari, Nengah Landra, 2025) which found that a delegative leadership style can increase employee morale at PT Arisu Indonesia Surabaya through an increased sense of responsibility and clarity of roles.

In the context of education and social institutions, delegative leadership also has a positive influence. (Maarif, 2020) explains that the delegative leadership applied by Kyai at the Sidogiri Islamic Boarding School in Pasuruan has succeeded in increasing the operational effectiveness of the boarding school without eliminating the traditional values that have long been the moral foundation of the institution. (Kuddi & Hidayat, 2022) adds that the application of delegative leadership in schools during the COVID-19 pandemic has been proven to increase learning innovation and conflict management skills among teachers.

Several other studies, such as (Suwarsono et al., 2023) and (Pratama et al., 2024), highlight that factors such as work motivation, workload, and work environment can strengthen or weaken the relationship between delegative leadership and employee performance (Lundmark et al., 2025). Overall, these findings show that delegative leadership style is one of the most effective approaches in improving performance and job satisfaction when applied with consideration of readiness, competence, and a supportive organisational culture (Pratama et al., 2024).

Table 1. Characteristics of the Articles Analysed

No	Author Name. Year / Country	Research Objective	Participants	Data Collection Design and Methods	Key Findings / Implications
1	Trisna et al. 2022/ Indonesia	Understanding the contribution of laissez-faire leadership, resources, job satisfaction, and resilience to organisational commitment	Employees in research organisations (number not specified)	Multiple regression	Laissez-faire leadership has a significant negative effect; work facilities have a significant positive effect on organisational commitment.
2.	Tumbol et al. 2014 / Indonesia	Testing the influence of autocratic, democratic, and laissez-faire leadership styles on work performance	Public sector employees	Multiple linear regression	Democratic leadership style has a significant influence on work performance
3.	Rifai et al. 2024 / Indonesia	Describing leadership models in Islamic education	Islamic education literature	Systematic Literature Review	The delegative style is rarely used due to a lack of control; adaptation is needed in the context of education
4.	Chandra & Yanuar. 2025 / Indonesia	Analysing the relationship between laissez-faire style and work environment on creativity	Employees of creative organisations	Purposive sampling	Both have a significant positive effect on creativity
5.	Prasetya et al. 2017 / Indonesia	Understanding the influence of delegative leadership on employee performance	Dispendukcapi 1 Employees of the Population and Civil Registry Office of Jember Regency	Simple linear regression	Delegative leadership style has a significant positive effect on performance
6.	Suwarsono et al. 2023 / Indonesia	The effect of delegative style, workload, and compensation on turnover intention	Employees of PT Medion Ardhika Bhakti Kediri Branch	Multiple regression	Compensation is significant; delegative style is not partially significant
7.	Kuddi & Hidayat. 2022 / Indonesia	The influence of delegative leadership on conflict management and learning innovation	Teachers at the Taruna Papua boarding school during the COVID-19 pandemic	SMART-PLS	Delegative leadership has a positive influence on innovation and conflict resolution

No	Author Name. Year / Country	Research Objective	Participants	Data Collection Design and Methods	Key Findings / Implications
8.	Djakasaputra et al. 2017 / Indonesia	The influence of delegative leadership, motivation, and discipline on performance	Employees of PT Bank Mandiri KCP Jakarta Kota	Multiple regression	All three have a significant positive influence on performance
9.	Pratama et al. 2024 / Indonesia	The influence of delegative leadership and motivation on performance	Employees of PT Berkas Anugerah Mulia Bekasi	Simple and multiple linear regression	Delegative leadership and motivation have a significant influence on performance
10.	Fauzan & Santoso. 2024 / Indonesia	The effect of participatory and delegative leadership on job satisfaction	Government employees in Lamongan Regency	Multiple regression	Both have a significant effect on job satisfaction
11.	Hanper et al. 2025 / Indonesia	The influence of delegative power, discipline, resources, and satisfaction on teacher performance	School teachers	Ex-post facto	Simultaneous contribution of 85.6% to performance improvement
12.	Widari & Landra. 2025 / Indonesia	The influence of delegative style, training, and work environment on employee performance	Employees of PT Bumen Redja Abadi, East Denpasar Branch	Multiple regression	All three have a significant positive influence on performance
13.	Maarif. 2020 / Indonesia	The application of delegative leadership in Islamic boarding schools	Caretakers and students at the Sidogiri Islamic Boarding School in Pasuruan	Qualitative data triangulation	Effective delegation increases participation without eliminating traditional values
14.	Gunawan & Al Hariri. 2019 / Indonesia	The effect of delegative leadership style and work discipline on performance	Employees of PT Clipan Finance Indonesia, Tangerang Branch	Multiple regression	Delegative style has a significant positive effect (coefficient 0.419) on performance
15.	Adha. 2023 / Indonesia	Application of delegative leadership style by the neighbourhood association chairman	Neighbourhood association chairman and local residents	Descriptive qualitative	Delegative leadership effectively achieved 80% of work targets
16.	Aprillianto & Sudiro. 2024 /	The influence of delegative power,	Employees of PT Arisu	Multiple regression	All three have a significant positive

No	Author Name. Year / Country	Research Objective	Participants	Data Collection Design and Methods	Key Findings / Implications
	Indonesia	compensation, and work environment on performance	Indonesia Surabaya		influence on performance
17.	Hariyansyah et al. 2022 / Indonesia	The influence of instructive, consultative, participatory, and delegative styles on teacher productivity	Primary and secondary school teachers	Quantitative survey	All styles have a significant positive influence; consultative style is the most dominant
18.	Eagly et al. 2003 / Global	Comparison of leadership styles based on gender	50+ cross-country studies	Meta-analysis	Men tend to be laissez-faire, women more transformational
19.	Lundmark et al. 2025 / Swedia	Analysis of organisational change on laissez-faire behaviour	767 organisational leaders	SEM (Structural Equation Modelling)	Organisational change increases laissez-faire behaviour
20.	Elgoibar et al. 2025 / Eropa	The relationship between laissez-faire, trust, and conflict management	Leaders and subordinates in European organisations	PLS-SEM and fsQCA	Positive laissez-faire towards affective and cognitive trust and conflict management

DISCUSSION

Delegative leadership is effective because it encourages a sense of ownership among employees. By giving trust and responsibility, leaders create a work atmosphere that fosters intrinsic motivation (Prasetya et al., 2017). This is in line with Herzberg's motivation theory (1959), which states that responsibility and recognition are the main drivers of job satisfaction. However, not all contexts support the effectiveness of this style. In organisations with low levels of discipline or rigid hierarchical structures, a delegative leadership style has the potential to reduce coordination. Research (Lundmark et al., 2025) shows that the frequency of organisational change can increase laissez-faire behaviour if role clarity is not maintained.

The key to the success of the delegative style lies in the balance between freedom and supervision. Leaders who only delegate without monitoring may lose control over the work results of their subordinates. Conversely, leaders who give space but still provide support and periodic evaluations will achieve the best results. In the context of education, the delegative style can strengthen collaboration between teachers and encourage learning innovation (Kuddi & Hidayat, 2022). Meanwhile, in the business sector, this style has been proven to increase work efficiency and creativity, especially in companies with professional employees (Djakasaputra et al., 2017).

CONCLUSION AND RECOMMENDATIONS

Based on the results of the literature review, it can be concluded that the delegative leadership style has a positive and significant effect on employee performance and job satisfaction in various sectors, including education, government, and the private sector (Gunawan & Al Hariri, 2019). The application of this style has been proven to increase employees' sense of responsibility, self-confidence, and active participation in achieving organisational goals. However, the effectiveness of the delegative leadership style is greatly influenced by contextual factors such as employee competence, communication effectiveness, and a supportive organisational culture (Fauzan & Santoso, 2024). In practice, the key to effective task delegation is striking a balance between granting trust and establishing clear control mechanisms (Lundmark et al., 2025). Leaders who only grant freedom without an adequate monitoring system risk losing coordination, while leaders who continue to provide guidance and regular feedback are able to maintain optimal team productivity.

As a suggestion, leaders are expected to be able to identify the abilities, maturity, and readiness of their subordinates before delegating responsibilities (Prasetya et al., 2017). In addition, organisations need to develop adaptive leadership training programmes so that the application of the delegative style can be tailored to different individual characteristics and work environments (Rahmat Dwi Aprillianto & Drs. Djoko Sudiro, Msi, 2024). Thus, the delegative leadership style can function optimally as a means of developing employee performance and job satisfaction in the context of a dynamic modern organisation.

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