

The Effect Of Democratic Leadership And Work Discipline On Employee Performance

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Abstrak:

his study aims to describe Democratic Leadership Style, work discipline and employee performance and analyze Democratic Leadership Style and work discipline partially and simultaneously on employee performance. The research method used in this study is descriptive method. The type of research used is quantitative. The sample used in this study were employees of KOPDIT Serviam Oebufu Branch with a sample size of 35 sample respondents in this study. The primary data collection technique used a questionnaire technique. The results of the study showed that Democratic Leadership Style did not have a significant positive effect on Employee Performance, Work Discipline had an effect on employee performance, thus the higher the level of employee discipline in working, the higher their performance, Democratic Leadership Style and Work Discipline together had an effect on employee performance at KOPDIT Serviam Oebufu Branch.

Keywords: *Democratic Leadership, Work Discipline, Employee Performance.*

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1. Introduction

In today's era of globalization and digital technology, the business world is experiencing intense competition. Companies are required to survive and thrive through optimal human resource (HR) management. HR is viewed as a key asset that plans and executes various company activities (Sutrisno, 2016). A company's success is determined not only by technological sophistication but also by the quality of the people who manage and execute work processes. Therefore, HR management must be able to enhance employee contributions to achieving organizational goals in a strategic and mission-oriented manner (Sutrisno, 2016).

Human resource management emphasizes the importance of the workforce as a key element contributing to the achievement of organizational goals. Therefore, a system is needed to ensure that the workforce is managed fairly and effectively for the mutual benefit of the organization, individuals, and society (Sutrisno, 2016). One indicator of successful human resource management is employee performance. According to Mangkunegara (2013), performance is the quality and quantity of work achieved by an individual in carrying out their duties according to their responsibilities. Optimal employee performance is crucial because it is a determining factor in the success and survival of a company (Setiawan, 2013).

A crucial aspect influencing employee performance is leadership style. A democratic leadership style is considered capable of increasing employee involvement in work processes and decision-making. Prima (2013) explains that democratic leaders value the character and abilities of each member and involve them in problem-solving. Democratic leadership is also closely linked to work discipline. Kartono (2013) states that a leader's success depends heavily on their authority in fostering discipline among their subordinates. Discipline is the foundation for encouraging employees to work regularly and responsibly.

According to Hasibuan (2001), work discipline is an individual's awareness and willingness to comply with company regulations and social norms. This includes voluntary behavior in adhering to work rules and responsibilities. Meanwhile, Siagian (2006) adds that discipline is training to develop self-control and the habit of following rules. Democratic leadership style and work discipline are directly related to employee performance. A democratic work environment can motivate employees to be more disciplined and improve overall performance. The combination of the two is believed to create a productive work culture and support the achievement of organizational goals. The opinions of Hasibuan (2001) and Siagian (2006) regarding work discipline emphasize the importance of individual awareness and self-control training in complying with work rules and responsibilities. This is in line with the findings of Krisdayanti Hastuti, Ni Putu Nursiani, Yonas F. Riwu, and Tarsisius Timuneno at the Cargo Terminal of PT. Angkasa Pura Logistik (APLog) Kupang Branch, which showed that the level of employee work discipline was in the "very good" category. This high level of work discipline is believed to contribute directly to improving employee performance, as evidenced by the results of performance assessments that were at the very good level. Although performance assessments are based on potentially subjective self-assessments, they still reflect positive employee perceptions of their performance achievements. In this context, good work discipline, as theorized by Hasibuan and Siagian, has proven to be an important factor in supporting performance. If further linked to a democratic leadership style, a supportive and participatory work environment such as that which may be implemented at APLog Kupang Branch can be an additional trigger that encourages discipline and improves employee work performance, thus overall supporting the achievement of organizational goals.

The Serviam Cooperative, Oebufu Branch in Kupang City, is a cooperative that focuses on savings and loan services to improve the welfare of its members. Based on the results of an initial interview with one of the employees, Mrs. Mona, it was found that the superiors provide freedom to work and space to express ideas, but have not fully involved employees in terms of performance appraisals, new policies, and team recruitment. In addition, there are work discipline issues in this cooperative, such as irregular work hours, the lack of an attendance system, and the habit of employees who are often absent or leaving early. These conditions can negatively affect performance. Therefore, the researcher is interested in further research on **"THE INFLUENCE OF DEMOCRATIC LEADERSHIP STYLE AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT THE SERVIAM COOPERATIVE, OEBUFU BRANCH"**.

1. Method, Data, and Analysis

The research method used in this study uses a quantitative approach with a survey method. This study was conducted on all employees at the Oebufu branch of the Serviam cooperative with a sample size of 35 people using a saturated sampling technique. The type of data in this study is quantitative. Data collection techniques through questionnaires. Data analysis techniques carried out in this study are validity tests with the results of $r \text{ count} \geq r \text{ table}$, reliability tests with Cronbach Alpha values > 0.60 , namely the Democratic Leadership Style variable of 0.838, Work Discipline variable of 0.697, Employee Performance variable of 0.881, classical assumption test, descriptive statistical analysis, multiple linear regression analysis, coefficient of determination and hypothesis testing, namely the T test and F test.

2. Result and Discussion

Descriptive Analysis

Descriptive analysis of this variable was used to determine whether employees strongly agree or strongly disagree with several variables studied. Below, we describe each employee's perception of three variables: democratic leadership style, work discipline, and employee performance.

Tabel 1. Respondents' Achievement Results and Response Categories

Variable	Score Achievement	Category
Democratic Leadership Style (X1)	1724	Very high

Work Discipline (X2)	1107	TallVery high
Employee Performance(Y)	1984	Sangat TinggiVery high

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,448	7,844		1,842	,075
	Democratic Leadership Style	,142	,159	,116	,889	,381
	Work Discipline	1,115	,213	,686	5,237	,000

a. Dependent Variable : Employee Performance

Descriptive Variable of Democratic Leadership Style

Based on the descriptive analysis on the Democratic Leadership Style variable, it can be seen that each question item has different answer variations. The indicator that received the highest achievement score was the communication ability indicator with an achievement of 294, while the lowest achievement was the Ability to control subordinates indicator with an achievement of 280. The total score achievement of the leadership style variable was 1,724, which means that the leadership style at Kopdit Serviam Oebufu Branch was in the Good criteria.

Descriptive Variable of Work Discipline

Based on the descriptive analysis on the Work Discipline variable, it can be seen that each question item has different answer variations. There are two indicators that get the highest achievement score, namely work procedures for obedience to superiors and work awareness with a score of 289, while the lowest score is on the attendance level indicator with a score of 244. The total score achievement of the work discipline variable is 1,107, which means that organizational commitment at Kopdit Serviam Kupang Oebufu Branch is in the Good criteria.

Descriptive Variables of Employee Performance

Based on the descriptive analysis on the Employee Performance variable, it can be seen that each question item has different answer variations. The indicator that received the highest achievement score was the task implementation indicator with an achievement of 865, while the lowest achievement was the work quantity indicator with an achievement of 546. The total score achievement of the performance variable was 1,984, which means that employee performance at Kopdit Serviam Kupang Oebufu Branch was in the Good criteria.

Multiple Linear Regression Analysis

Tabel 2. Hasil Uji Analisis Regresi Linear Berganda

The results of the linear analysis of Bergandze4a can be formulated into a multiple linear regression equation as follows:

$$Y = a + B_1X_1 + B_2X_2$$

$$Y = 14,448 + 0.142X_1 + 1,115X_2$$

The constant value of 14.448 states that if the independent variables, namely Democratic Leadership Style and Work Discipline, have a value of 0, then the Employee Performance coefficient value is 14.448.

T-Test (Partial)

The t-test essentially shows how much influence an independent variable individually has in explaining the variation of the dependent variable. The test is conducted using a 5% significance level, a two-tailed test, and degrees of freedom (df). $(dk) = n - 2$.

Determining statistical hypotheses

H_a : If $t \text{ count} > t \text{ table}$ and $\text{significance} < \alpha$, then there is a significant influence between the variables Democratic Leadership Style and Work Discipline on Employee Performance.

H_o : If the calculated $t < t \text{ table}$ and the significance value $> \alpha$, then there is no significant influence between the variables of Democratic Leadership Style and Work Discipline on Employee Performance.

The test conclusions based on the t-test table are as follows:

1. Because $t_{hitung} (0.889) < t_{tabel} (2.035)$ and $\text{significance} (0.381) < \alpha (0.05)$ then H_a is accepted and H_o is rejected, so it can be said that the Democratic Leadership Style variable does not have a positive and significant effect on Employee Performance at KOPDIT Serviam Oebufu branch.
2. Because $t \text{ count} (5.237) > t \text{ table} (2.035)$ and $\text{significance} (0.000) < \alpha (0.05)$ then H_o is accepted and H_a is rejected, so it can be said that the Work Discipline variable has a positive and significant influence on Employee Performance at KOPDIT Serviam Oebufu branch.

F Test (Simultaneous)

The F test aims to determine the influence of independent variables (Democratic Leadership Style and Work Discipline) on the dependent variable (Employee Performance) simultaneously/together.

Tabel 3. F Test Results

ANOVA ^a							H_a : If
Model		Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	628.862	2	314.431	19.858	0.000 ^a	
	Residual	506.681	32	15.834			
	Total	1135.543	34				

1. Dependent Variable: PERFORMANCE

2. . Predictors: (Constant), DEMOCRATIC LEADERSHIP STYLE, WORK DISCIPLINE

Sumber: SPSS IBM V.29 Diolah (2025)

$F_{count} > F$ and $\text{significance} < \alpha$ then H_o is rejected because there is a significant correlation between the variables Democratic Leadership Style and Work Discipline on Employee Performance.

Ho : If $F_{hitung} < F_{tabel}$ and significance $> \alpha$ then H_0 is accepted because there is no significant correlation between Democratic Leadership Style and Work Discipline on Employee Performance.

The conclusion of the simultaneous test based on the ANOVA table is as follows:

Based on the explanation above, it can be concluded that H_0 is rejected and H_1 is accepted, meaning that Democratic Leadership Style and Work Discipline simultaneously have a significant effect on Employee Performance at the Oebufu branch of KOPDIT Serviam.

Coefficient of Determination (R^2)

Tabel 4 Results of the Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,744 ^a	,554	,526	3,979

a. Predictors: (Constant), Work Discipline (X2), Democratic Leadership Style (X1)

Based on the table above, it shows that the correlation coefficient (R^2) value of 0.554 is the square of the correlation coefficient or R, namely $0.744 \times 0.744 = 0.554$ or 55.4% meaning that 55.4% of employee performance is influenced by the democratic leadership style and work discipline variables. The remaining ($100\% - 55.4\% = 44.6\%$) is influenced by other factors not investigated in this study such as job satisfaction variables, employee behavior, work environment and employee work enthusiasm.

The Influence of Democratic Leadership Style on Employee Performance at KOPDIT Serviam Oebufu Branch

The results of the t-test in this study indicate that democratic leadership style (X1) does not have a significant effect on employee performance (Y) at Kopdit Serviam Oebufu Branch, with a t-value of 0.889 which is smaller than the t-table of 2.035 and a significance of 0.381 (> 0.05). Thus, the null hypothesis (H_0) is accepted and the alternative hypothesis (H_a) is rejected. This means that the democratic leadership style applied in this institution does not have a significant contribution to improving employee performance statistically.

This finding aligns with the research of Kartika Fitri Ardhini et al. (2014), which also stated that leadership style partially had no significant effect on employee performance. However, this finding contradicts previous research, such as that of Hidayat (2019), Saiduddin (2019), Maharani (2020), and Suprihatin (2023), which each found a significant influence between democratic leadership and employee performance. This suggests that the impact of leadership style is not always consistent across all organizational contexts.

The primary contribution of this research to leadership theory is the assertion that the effectiveness of a democratic leadership style is not universal, but rather highly contextual. Within the Oebufu branch of Kopdit Serviam, the ineffectiveness of a democratic leadership style may be influenced by other factors such as an organizational culture that does not support participation, individual employee characteristics, or a rigid work system. In other words, the success of a leadership style depends heavily on the fit between the style and the specific situation or conditions of the organization in question.

Thus, the results of this study add a new perspective to the development of leadership theory, noting that no single leadership style is most effective in all situations. Leadership approaches must consider the internal dynamics of the organization, including work

structures, social norms, and the level of employee readiness to be involved in decision-making. These findings reinforce the importance of a situational approach to leadership and provide implications for practitioners to be more adaptive in selecting leadership styles appropriate to their respective organizational contexts.

The Influence of Work Discipline on Employee Performance at KOPDIT Serviam Oebufu Branch

From the results of the t test, it shows that the calculated t value $> T$ table, namely $5.237 > 2.035$ with a sig. value of 0.000 so that $(0.000 < 0.05)$ the results of this study indicate that work discipline has a positive and significant effect on employee performance at Kopdit Serviam Oebufu Branch. This result is in line with the opinion of Djunaedi & Gunawan, (2018) who stated that work discipline is one of the key factors that determine success in improving employee performance. According to them, high discipline will form regular, efficient, and consistent work behavior towards achieving organizational targets.

The results of this study are in line with previous research conducted by (Kusumabrata (2023), where their research actually shows that work discipline has a positive and significant effect on employee performance at Kopdit Serviam Oebufu Branch.

Contribution to theory: The results of this study contribute to strengthening the theory of organizational behavior, particularly those that emphasize the importance of work discipline as a primary determinant in improving employee performance. These findings support the theoretical view that work discipline not only reflects compliance with rules, but also serves as the foundation for creating efficiency, consistency, and accountability in carrying out tasks. With the proven positive and significant influence between work discipline and employee performance at Kopdit Serviam Oebufu Branch, this study strengthens previous theories that state that a high level of discipline has a direct impact on work quality and productivity. This indicates that in the context of savings and loan cooperatives, the application of consistent work discipline principles can be an effective managerial strategy to improve overall organizational performance.

The Influence of Democratic Leadership Style and Work Discipline on Employee Performance at KOPDIT Serviam Oebufu Branch

Based on simultaneous hypothesis testing or the results of the F test, it shows that the variables of democratic leadership style and work discipline simultaneously have a positive and significant effect on employee performance. This study is in line with the opinion of Kartika Fitri Ardhini, et al. (2014) who said that leadership style and organizational commitment have a positive and significant effect simultaneously on employee performance. Democratic leadership style and work discipline will have an impact or increase employee desire not to leave the company. So it can be interpreted that the democratic leadership style and work discipline possessed by KOPDIT Serviam Oebufu Branch in working have an impact with good results.

Contribution to theory: This study contributes to the development of human resource management and organizational behavior theory, particularly in understanding the simultaneous influence of democratic leadership style and work discipline on employee performance. These findings strengthen the concept in leadership theory and work discipline theory which states that the combination of participative leadership style with a high level of discipline can create a conducive work environment, increase employee motivation, loyalty, and work effectiveness. Theoretically, this shows that these two variables cannot be seen separately, but rather have a synergistic effect that together can improve individual and organizational performance. Thus, this study also enriches the literature on the determinants of employee performance in the context of cooperative organizations, especially in the microfinance services sector such as KOPDIT.

3. Conclusion and Suggestion

Based on the results of the discussion that has been outlined previously, it can be concluded that descriptively, the three variables studied—democratic leadership style, work discipline, and employee performance—are all in the good category. This can be seen from the scores obtained for each variable, where democratic leadership style obtained a score of 1,727, work discipline obtained a score of 1,107, and employee performance obtained a score of 1,984. These results indicate that in general the internal conditions at KOPDIT Serviam Oebufu Branch are in a fairly conducive situation, especially in terms of leadership and discipline, which are believed to contribute to improving employee performance. However, further analysis is needed to determine the relationship and influence between the variables studied.

Furthermore, from the results of partial hypothesis testing (t-test), it was found that democratic leadership style did not have a positive and significant effect on employee performance. This indicates that although democratic leadership is in the good category, this leadership style has not been able to provide a real impact in improving employee performance directly. On the other hand, the test results also show that work discipline has a positive and significant effect on employee performance, which means that the higher the level of work discipline, the better the performance shown by employees. In addition, the results of the simultaneous test (F-test) prove that together, the variables of leadership style and organizational commitment have a positive and significant effect on employee performance at KOPDIT Serviam Oebufu Branch. This finding reinforces the importance of synergy between leadership and commitment in creating a work environment that supports the improvement of employee performance as a whole.

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