

The Influence of Democratic Leadership Style on Employee Performance at the Watang Sawitto District Office Pinrang

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ABSTRACT

An organization, to improve employee performance depends on the leadership style itself. This study aims to determine the effect of democratic leadership style on employee performance at the Watang Sawitto District Office, Pinrang Regency. This research is quantitative research that shows a causal relationship. The population in this study was 31. Data collection techniques used are observation, questionnaires, interviews, and documentation. The data analysis technique used is a descriptive statistical analysis using percentages and inferential statistical analysis using data normality tests, product-moment correlation analysis, and simple linear regression analysis. The results showed that the democratic leadership style at the Watang Sawitto District office, Pinrang Regency was in the very good category in terms of decisions made together, respecting the potential of subordinates, listening to criticism, suggestions, and opinions from subordinates, and cooperating with subordinates. Meanwhile, employee performance is in the very good category in terms of service orientation, commitment, work initiative, cooperation, and leadership. Based on simple linear regression analysis, it shows that democratic leadership style influences employee performance. This research can be used as a reference that focuses on the democratic leadership style on employee performance because the previous research focused on employee work motivation.

Keywords: Leadership Style, Democratic, Employee Performance

INTRODUCTION

The success of an organization's performance is strongly supported by the quality of resource factors, such as the man factor, machine money, market, and others (Arhas & Suprianto, 2019). One of the most important resources is human resources (Jamaluddin et al., 2017; Sari et al., 2020). Human resources are people who have the ability or expertise, talent, creativity that can be given to the organization, every organization certainly demands that every employee or personnel can maximize their abilities. Human resources are one of the key factors to get the best performance because Human Resources are a determining factor in achieving goals effectively and efficiently (Dahlan et al., 2017). According to Douglas, Hanafi et al., (2018: 84) explained that companies need employees who can work better and faster, so employees who have high job performance are needed. Therefore, every organization needs a leader, and a leader who is chosen means he is the best in the organization because the leader works for the organization no longer works for himself and a leader who can encourage and influence his subordinates to cooperate so that they can improve their performance (Irawati, 2020; Niswaty et al., 2019)

In an organization, improving employee performance and discipline depends on the leadership style itself. Leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. (Goddess, 2018; Day & Antonakis, 2013). The leadership style has three basic patterns, namely those that prioritize the implementation of tasks, those that emphasize cooperative relationships, and those that emphasize the results that can be achieved. So that the most appropriate leadership style is something that can foster motivation and easily adapt to all situations (Hanafi et al., 2018:85).

Leadership style influences employee performance because the impact will be very high. According to Rivai and Sagala (Hanafi et al., 2018:85) One's leadership has a very large role in every decision making, so making decisions and taking responsibility for the results is one of the duties of a leader. In this case, it can be concluded that the leadership style is very influential in achieving organizational goals. Organizational goals are impossible to achieve if people in the organization do not have good performance.

The democratic leadership style is currently considered a very appropriate leadership style because the democratic leadership style is a leadership style that gives broad authority to subordinates (Laliasa et al., 2018). Whenever there is a problem, always involve subordinates as a complete team. In a democratic leadership style, the leader provides a lot of information about the duties and responsibilities of his subordinates. The basic personality of this model leader is white. In the democratic leadership style, members have a bigger role. In this leadership, a leader only shows the goals to be achieved, how to achieve these goals, members who determine. In addition, members are also given the freedom to solve the problems they face (Nasila & Akib, 2014; Saggaf et al., 2019)

Conceptually, performance can be seen from two aspects, namely the performance of individual employees and organizational performance. Employee performance is the result of individual work in the organization. While organizational performance is the totality of work that has been achieved by an organization. Employee performance and organizational performance have a close interest. The achievement of organizational goals cannot be separated from the resources owned by the organization that is used or run by employees who play an active role as actors to achieve the goals of the organization (Nawawi, 2013: 212; Niswaty et al., 2019).

Based on the background of the problem that has been described, researchers are interested in studying "The Influence of Democratic Leadership Style on Employee Performance at the Watang Sawitto District Office, Pinrang Regency."

METHOD

This study is a correlation study that is intended to determine whether there is an influence of democratic leadership style on employee performance at the Watang Sawitto District Office, Pinrang Regency. The variables used are Democratic Leadership Style

(X) as an independent variable or as an influencing variable and Employee Performance (Y) as the dependent variable or the influenced variable. The total population in this study was 31 people.

Data collection techniques used in this study are observation techniques, questionnaire techniques, documentation, and interviews (Sugiyono, 2016). The data analysis technique in this study is a descriptive statistical analysis that aims to describe the two variables using percentage, average (mean), and standard deviation and inferential statistical analysis to test research hypotheses using normality test, Product Moment correlation analysis, and linear regression analysis simple.

RESULT AND DISCUSSION

The results of the analysis of the data presented in this study are data obtained from the results of a questionnaire given to 31 respondents who became the research sample which aims to determine the description of democratic leadership style and description of employee performance. and to analyze the influence of democratic leadership style on employee performance at the Watang Sawitto District office, Pinrang Regency and the results of observations presented are data obtained by researchers as supporters of the data from the questionnaire. The data analysis will be described as follows:

Democratic Leadership Style

The democratic leadership style variable in this study was measured based on four indicators, namely decisions made together, respecting the potential of their subordinates, listening to criticism, suggestions and opinions from subordinates and cooperating with subordinates. The results of data analysis for each indicator can be seen in the table below:

Table 1.
Results of Data Analysis Indicators of Democratic Leadership Style Variables

No.	Indicator	n	N	%	Category
1.	Decisions made together	404	465	86.88	Very good
2.	Appreciate the potential of his subordinates	385	465	82.79	Very good
3.	Hear criticism, suggestions and opinions from subordinates	499	620	80.48	Good
4.	Collaborating with subordinates	794	930	85.37	Very good
Amount		2.082	2,480	83.95	Very good

Source: Data Processing Results, 2021

Based on the results of data processing, it shows that each indicator used to measure the description of the democratic leadership style at the Watang Sawitto District Office, Pinrang Regency, where the indicator for joint decisions is at the highest percentage of 86.88 and is in the very good category. For indicators of appreciating the potential of their subordinates, they are in the very good category with a percentage level of 82.79. Hearing criticism, suggestions and opinions from subordinates is in the good category with a percentage level of 80.48. And cooperating with subordinates is in the very good category with a percentage level of 85.37. It can be seen that the description of the democratic leadership style at the Watang Sawitto District office, Pinrang Regency is in the very good category with an achievement of 83.95.

Employee Performance

Employee performance variables in this study were measured based on five indicators, namely service orientation, commitment, work initiative, cooperation and leadership. The results of data analysis for each indicator can be seen in the table 2:

Table 2.
Results of Data Analysis of Employee Performance Variable Indicators

No.	Indicator	n	N	%	Category
1.	Service Orientation	554	620	89.35	Very good
2.	Commitment	460	620	74.19	Good
3.	Work Initiative	230	310	74.19	Good
4.	Cooperation	547	620	88.22	Very good
5.	Leadership	407	465	87.52	Very good
Amount		2.198	2,635	83.41	Very good

Source: Data Processing Results, 2021

Based on The results of data processing show that each indicator used to measure how the description of employee performance at the Watang Sawitto District Office, Pinrang Regency, where for service orientation indicators is at the highest percentage of 89.35 and is in the very good category. Commitment is in the good category with a percentage level of 74.19. work initiative is in the good category with a percentage level of 74.19. Cooperation is in the very good category with a percentage level of 88.22. And leadership is in the very good category with a percentage level of 87.52.

The results of the analysis of the average and standard deviation of the leadership style variables can be seen in the table 3:

Table 3.
The Results of the Analysis of the Mean and Standard Deviation of Democratic Leadership Style Variables

	N	Min	Max	mean	Std. Deviation
Style Leadership Democratic	31	36	78	67.16	8.851

Source: Results of Statistical Analysis through SPSS 23 Program.

Based on the results of data processing, it can be seen that the average value of the data results for the democratic leadership style variable is 67.16 and the standard deviation value is 8.851.

The effect of democratic leadership style on employee performance

Before analyzing the effect of democratic leadership style on employee performance, firstly, a data analysis test was conducted using the normality test. Normality test aims to determine the distribution of research data is normally distributed or not so that further statistical methods can be used whether using parametric or non-parametric statistics. The normality test in this study used the Chi-Square formula. Data testing is done by comparing the calculated Chi-Square value with the Chi-Square table (X^2_h X^2_t), then the data distribution is declared normal, and greater is declared abnormal. More details can be seen in the following table 4:

Table 4.
Normality Test Results

Variable	X2 count	X2 table	df	Note.
Democratic Leadership Style	6,387	24,996	18	Normal
Employee Performance	10,806	28.869	15	Normal

Source: Results of Statistical Analysis through SPSS 23 Program.

Based on the analysis of the normality test of the data in the table, it is known that the democratic leadership style variable is declared normally distributed because it has met the price requirements (6.387) which is smaller than the df 18 of 24.996. Likewise, the employee performance variable is declared to be normally distributed, because it has met the price requirements $X^2_h X^2_t X^{2h}$ (10,806) is smaller than with df 15 of 28.869. X^2_t

After the data is normally distributed, the Product Moment correlation analysis is performed. Product Moment correlation analysis is intended to determine whether there is an influence of democratic leadership style on employee performance at the Watang Sawitto District Office, Pinrang Regency. Based on the correlation analysis of the product-moment calculation results, an r-count of 0.482 was obtained which was then consulted with the interpretation guidelines proposed by Sugiyono, so that the correlation

coefficient of 0.482 was in the interval 0.40 - 0.499 with a moderate level of relationship. Furthermore, to test the significance of the relationship, namely whether there is a relationship found that is valid for the entire population, it is necessary to test its significance. Is the correlation of the results significant or not,

Based on the product-moment correlation test analysis, it is stated that there is a relationship between democratic leadership style and employee performance at the Watang Sawitto District Office, Pinrang Regency, because r -count (0.482) is greater than r -table (0.355) then H_0 is rejected and H_a is accepted and the coefficient of determination is known. namely $r^2 = 0,232$ or 23.2 percent, which means that the employee performance variable can be explained by the democratic leadership style variable. Meanwhile, the remaining 76.8 percent is determined by factors outside of the democratic leadership style that have not been studied.

Simple Linear Regression Analysis

The purpose of using simple linear regression analysis is to test the hypothesis in this study, namely: "it is suspected that there is a significant influence between democratic leadership style on employee performance at the Watang Sawitto District Office, Pinrang Regency". For more details, see the table 5:

Table 5.
Summary of Simple Linear Regression Analysis Results.

Variable	β	F-count	Sig.	T-count	Sig.
constant	54,772			9,963	0.000
		8,754	0.006		
Democratic Leadership Style	0.240			2,959	0.006

Source: Statistical Analysis Results through SPSS 23 Program

Based on the simple linear regression analysis in the table, the regression equation analysis is obtained for values = 54.772 and = 0.240 so that the resulting regression equation is:

$$= 54,772 + 0.240 X$$

With a constant of 54.772 states that if there is no democratic leadership style, then the employee's performance is 54,772. The regression coefficient of 0.240 states that every increase in democratic leadership style will increase employee performance by 0.240. Conversely, if the democratic leadership style decreases, the employee's performance decreases by 0.240. So the sign (+) indicates the direction of the unidirectional relationship, while the sign (–) indicates the direction of the inversely proportional relationship between the independent variable (X) and the dependent variable (Y).

The results of the F-test analysis through SPSS obtained that the F-count is 8.75 and the F-table (0.05: 1: 31) is 4.16, which means that the F-count is greater than the F-table. Because $(8.75 > 4.16)$ it was rejected and accepted. So that the direct results of data processing in this study with the hypothesis that "it is suspected that there is an influence between democratic leadership style on employee performance at the Watang Sawitto District Office, Pinrang Regency" is declared acceptable. $F_0 > F_{\alpha}$

DISCUSSION

Democratic Leadership Style

The leadership style greatly influences the success of a leader in influencing his subordinates. One of them is the democratic leadership style which is the behavior used by a person when that person tries to influence the behavior of others. Based on the results of the research, the democratic leadership style applied by the leadership at the Watang Sawitto District Office, Pinrang Regency is in the very good category. This is in line with the opinion of Pasolong in Ferdinand (2018) about the characteristics of a democratic leadership style, namely, decisions are made together, appreciate the potential of each subordinate, hear criticism, suggestions and opinions from subordinates and collaborate with subordinates.

Employee Performance

Employee performance is in the very good category according to the opinion (Mulyadi, 2016:63). Performance (Work Achievement) is essentially a result of work achieved by an employee in carrying out tasks in accordance with responsibilities in terms of quality and quantity in accordance with their duties and responsibilities (Anita et al., 2013). Performance is also the appearance of individuals and work groups of employees. Three important things in performance are goals, measures, and ratings. Determining the goals of each organizational unit is a strategy to improve performance.

The results showed that the performance of employees at the Watang Sawitto District Office was in the "very good" category. This is supported by Government Regulation Number 30 of 2019 article 25 paragraph (1) concerning the assessment of work behavior as stated, namely, Service Orientation, Commitment, Work Initiative, Cooperation and Leadership.

The Influence of Democratic Leadership Style on Employee Performance

Based on the results of simple linear regression analysis shows the equation $Y = 54.772 + 0.240 X$ with obtained Fcount which is 8.75 greater than Ftable which is 4.16 $(8.75 > 4.16)$ this means that there is a positive and significant influence of democratic leadership style on performance employees at the Watang Sawitto District Office, Pinrang Regency", is declared accepted. Overall, the democratic leadership style applied by the

leadership of the Watang Sawitto District Office, Pinrang Regency went well to improve employee performance. The choice of leadership style applied affects improving employee performance. The leadership of the Watang Sawitto District Office, Pinrang Regency who applies a democratic leadership style tends to set a good example for employees, be an inspiration,

CONCLUSION

Based on the data analysis and discussion that has been described regarding the influence of democratic leadership style on employee performance at the Watang Sawitto District Office, Pinrang Regency, that, the democratic leadership style at the Watang Sawitto District office, Pinrang Regency is included in the very good category. Democratic leadership style in terms of decisions made together, respecting the potential of subordinates, listening to criticism, suggestions and opinions from subordinates and cooperating with subordinates, Employee performance at the Watang Sawitto District office, Pinrang Regency is included in the very good category, in terms of service orientation, commitment, initiative work, collaboration, and leadership,

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