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Original Article



Investigating the Effects of Democratic Leadership Style and Compensation on Indonesian Civil Servants' Performance

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Abstract

Employee performance is the outcome of a process measured over a specific period on the basis of predetermined provisions or agreements. Generally, performance can be interpreted as an individual's entire work process, with results as a basis for determining whether their work is satisfactory. This study investigated the influence of democratic leadership style and compensation on employee performance at the Office Secretariat of the Regional People's Representative Council of the Serdang Bedagai Regency. The study employed a quantitative data method to determine the research focus, select informants as sources, assess data quality, analyse and interpret data, and draw conclusions from the findings. The findings reveal that work status and work environment influence employee performance. Besides that, democratic leadership style and compensation did not demonstrate a significant impact. However, when considered collectively, all four factors were found to influence employee performance. These results provide valuable insights for organisational management to understand and improve employee performance within this context.



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1. Introduction

Employee performance is the outcome of a process measured over a specific period on the basis of predetermined criteria or agreements (Marisyah et al., 2023). Generally, performance can be understood as an individual's entire work process, with the results as a basis for evaluating whether their work is satisfactory (Lufitasari et al., 2020). Drawing from these expert opinions, performance can be defined as the work achievements of individuals aligned with their roles or tasks within an organisation and evaluated against specific value measures or organisational standards.

The Secretariat of the Regional People's Representative Council (DPRD) of Serdang Bedagai Regency, the research site of this study, is a government agency. It functions as a supporting element for government affairs under the provincial authority, providing administrative services and support for the duties and functions of the DPRD. Led by a

secretary, the DPRD Secretariat is responsible for managing the secretarial and financial administration, supporting the implementation of DPRD duties and functions, and coordinating expert assistance as required by the DPRD in exercising its rights and functions. Maintaining high-quality performance is crucial for employees in this context, as it directly affects the provision of public services.

Table 1 illustrates the Serdang Bedagai Regency DPRD Secretariat's performance outcomes and activity accomplishments in the general sector in fiscal years 2018 and 2019. The data demonstrate a decline in overall performance, particularly in the apparatus discipline improvement program, which was significantly underperformed relative to its target. Additionally, the office administration service program failed to meet the established objectives.

According to Rifaldi et al. (2019), a democratic leadership style can motivate subordinates by increasing work motivation. The type of democratic

leadership, according to Sinurat et al. (2023), is to place humans as the main and most important factor in every group/organisation. This type is manifested by the dominance of behaviour as a protector and saviour and behaviour tend to advance and develop the organisation/group. In addition, it is also realised through leadership behaviour as an executor (executive).

Table 1. Recapitulation of employee programs/activities of the Serdang Bedagai Regency in 2019 and 2020

No	Programs/Activity	Program Recapitulation		Target
		2019	2020	
	Upgrade program			
1	Capacity of the people's representative institutions	70.12%	39.60%	85%
	Facilitation program			
2	Legal product formulation DPRD	25.44%	45.69%	85%
	Service program			
3	Administration	74.84%	74.34%	85%
	Upgrade program			
4	Employee performance	70.60%	85.92%	85%
	Upgrade program			
5	Apparatus discipline	35.69%	38.60%	85%
	Upgrade program			
6	Apparatus resources	92.78%	90%	85%
	Planning program			
7	Strategy and reporting of SKPD financial	74.84%	85.92%	85%

Source: Secretariat of DPRD Serdang Bedagai Regency

The leadership style in this context is democratic, which is a way that a person influences a group of people or subordinates to work together and make efforts with enthusiasm, motivation, and confidence to achieve the goals that have been set. The factor that becomes the criteria for achieving the smooth goals of an organisation is to identify and measure the performance of its employees. If an organisation can achieve the goals that have been set, it can be said that the organisation is effective.

In the pre-survey, each respondent, comprising the Serdang Bedagai DPRD Secretariat employees, was permitted to select two factors influencing employee performance. This approach was adopted to identify the most significant factors affecting organisational performance. The results revealed that compensation and democratic leadership styles emerged as the two predominant factors, with 50% (10 respondents) and 30% (6 respondents) of the responses, respectively. Work status was identified as the least influential factor, accounting for 20% (4 respondents) of the responses.

On the basis of the author's pre-survey of the factors that affect the declining performance of the employees who work there, get the following results:

Table 2. Factors that should get more attention from agencies to improve employee performance

Factor affecting	Frequency	Percentage
Work environment	5	10
Compensation	10	50
Employment status	4	20
Democratic leadership style	6	30

Source: DPRD Secretariat Serdang Bedagai

Employment status is a person's position in a business unit or activity (Suci et al., 2023). Outsourcing in the Manpower Act and contract employees always feel anxious because of uncertainty about work status. Then, the psychological implications of employee performance will appear in the motivation of contract employees. On the other hand, future uncertainty can increase the morale of contract employees and help them get more evaluations from companies/agencies.

Table 3. Working Status by Sub-Section

No	Position	Frequency
1	DPRD Secretary	1
2	Head of Division	4
3	Head of subsection	11
4	Staff	16
Total		32

Source: Secretariat of DPRD Serdang Bedagai Regency

Table 3 shows the overall work status based on the sub-sections in the Serdang Bedagai DPRD Secretariat office. According to Widayati et al. (2017), employee compensation is any form of payment or reward given to employees arising from the employee's employment. Compensation is given as a reward for employee contributions to companies/agencies. By providing compensation, it can improve employee performance. Compensation is considered important for employees because the amount of compensation reflects the value of remuneration for what has been done. The following is data on compensation for the Serdang Bedagai DPRD secretariat office employees.

The compensation provided is based not only on the employee's position but also on the employee's monthly attendance. The provision of compensation is quite important for employees, as is remuneration for contributions made by employees.

Table 4. Employee Compensation

No	Compensation	Description	Given System
1	Salary	Basic Salary	Give 12 th in a Year
2	Incentive	Over Time	Given every month if the

No	Compensation	Description	Given System
			employee exceeds the minimum working hours limit
		Departmental Allowances	Give 12 th in a Year
		Religious Allowances	Give 12 th in a Year
		Leave Allowances	Give 12 th in a Year
3	Allowances	Transport Allowances	Give 12 th in a Year
		Healthy Allowances	given in accordance with the employee's position
4	Benefits	Benefits of Work Mutation	Given to employees who obtain a work mutation

Source: Secretariat of DPRD Serdang Bedagai Regency

For this reason, compensation must be carried out fairly by the company/institution. The work environment is one of the most important components for employees to complete their work. The work environment is everything around the workers who play an important role and can influence the workers in carrying out the tasks given (Kartiwa et al., 2021). The work environment includes working relationships formed between fellow employees, working relationships between subordinates and superiors, and the physical work environment where employees work (Sedarmayanti & Rahadian, 2018).

The purpose of this research is expected to be means for developing knowledge through a model built on the influence of creative self-efficacy variables, training and development, innovative work behaviour and digital literacy on employee performance. The study results are expected to guide interested parties, especially leaders in an organisation or company and especially leaders at the Regional Secretariat of the Riau Islands Province, in formulating policies to improve employee performance and increase customer service.

2. Literature Review

2.1. Democratic Leadership Style

Leadership style is a behaviour pattern that leaders engage in when dealing with employees. The effectiveness of the leadership style depends on the organisational situation (Omolayo & Omole, 2013) in Aminu Umar et al. (2020). Leadership style is an approach that provides direction, implements plans, and motivates people (Northouse, 1999). Leaders must identify the best leadership style to manage their employees. In business, leadership is closely related to performance. Effective leaders are those who can

improve their company. Leadership is very important for managing employees and the organisation. The suitability of the leadership style to be used in an organisation depends on the business sector in which it operates.

Rivai & Basari (2005) state that a democratic leader possesses several characteristics namely he is happy to receive suggestions, opinions and even criticism from his employees, always tries to prioritise teamwork to achieve goals, sincerely gives the employees the widest freedom to make mistakes which are then corrected so that the subordinates no longer make mistakes which are then corrected so that employees do not make the same mistakes, but are more daring to do something different Another mistake, always trying to make employees more successful than their leaders, and trying to develop self-capacity as a leader.

2.2. Employment Status

The status of the workers in question is Permanent Employees bound by PKWTT (Indefinite Time Work Agreement) and Non-Permanent Employees bound by PKWT (Specific Time Work Agreement). PKWTT or permanent employees are employees who already have a contract or work agreement with the company for an indefinite period (permanent). Based on the explanation above, it is clearly stated that Law No. 13 of 2003 has regulated the difference between permanent and non-permanent employees. The advantages of being a PKWT worker are the large opportunity to increase abilities and competencies, the breadth of relationships and networks, income, and flexibility.

2.3. Compensation

Bimantoro & Swasti (2023) state that compensation is the overall compensation received by employees as a reward for contributions made to the organisation, both financial and non-financial. Azhari & Riadi (2022) state that compensation is all income in the form of money and goods directly or indirectly received by employees as compensation for services provided to the company. According to Dessler et al. (2015), employee compensation is all forms of payment or gifts given to employees and arises from their work and has two components: direct payments (in the form of wages, salaries, incentives, commissions, and bonuses), and indirect payments (In the form of financial benefits such as insurance and vacation money paid by the company).

2.4. Work Environment

The work environment is one of the crucial factors in creating employee performance. Because the work environment directly influences employees in completing work, ultimately improving organisational performance, a working environment condition is said to be good if employees can carry out activities optimally,

healthy, safe, and comfortable. According to Afandi (2018), the work environment is everything around employees. It can affect the performance of the tasks assigned to them, for example, with the presence of an air conditioner (AC), adequate lighting and so on. According to Firdaus & Susanti (2022), the definition of the work environment is the entire tooling and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as groups.

2.5. Employee Performance

Performance is defined as what employees do or do not do. Employee performance is what influences how much they contribute to the organisation. According to Wibowo & Prasetyo (2022), performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources, who have the ability, competence, motivation, and interests. How the organisation values and treats its human resources will affect its attitudes and behaviour in performing. According to Efendi & Mar'i (2020), performance is a real behaviour that everyone displays as work performance produced by employees according to their role in the company. The concept of performance is an abbreviation of work energy kinetics, equivalent to English performance. The term performance is often Indonesian zed as performance. Performance is the output produced by the functions or indicators of a profession within a certain time.

3. Materials and Methods

The data collection technique is done using a questionnaire or questionnaire which is several questions or written statements about factual data or opinions relating to the respondent, which are considered facts or truths that are known and need to be answered by the respondent. An interview is a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be investigated, but also if the researcher wants to know things from the respondents more deeply. According to Moh & Sirkumbang (2013), a literature study is a data collection technique that involves reviewing books, literature, notes, and reports related to the problem being solved. This study uses multiple linear regression analysis as a tool to analyse data processed with the SPSS-25. The model used in explaining this research uses the equation: $Y = a + b_1X_1 + b_2X_2 + e$

4. Results and Discussion

Data obtained was then tested using the classic assumption test to get good results. After the classical assumption test is carried out, the data is analysed using multiple linear regression analysis techniques and

performs hypothesis testing to examine the effect of the dependent variable on the independent variable and determine the coefficient of determination to see how big the contribution of the independent variable to the dependent variable is.

4.1. Classic Assumptions

The classical assumption will be tested first before the hypothesis is tested in this study. The classical assumption test consists of normality, multicollinearity, and heteroscedasticity tests.

4.1.1. Normality Test

The normality test aims to test whether the confounding or residual variables have a normal distribution in the regression model (Ghozali, 2016). Testing the normality of the data can be done using two methods: graphs and statistics.

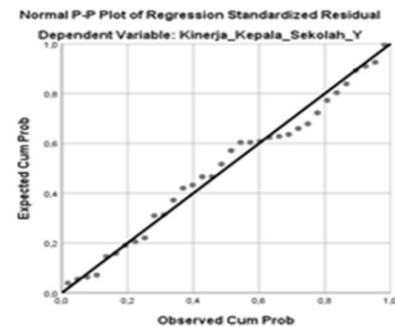


Figure 1. Normal P Plot

Figure 1 shows the normally distributed data will form a straight diagonal line, and plotting the residual data will be compared with a diagonal line. If the distribution of residual data is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016).

4.1.2. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF).

Table 5. Result of Multicollinearity Test

Variable(s)	Collinearity Statistics	
	Tolerance	VIF
Democratic Leadership Style	0.936	1.068
Work Discipline	0.936	1.068

a. Dependent Variable: Performance

Table 5 shows that the tolerance value of Leadership Style is 0.936, Work Discipline is 0.936, all of which are greater than 0.10, while the VIF value of Leadership Style is 1.068, Work Discipline is 1.068, all of which are smaller than 10. On the basis of the results of the above calculations, the tolerance value of all

independent variables is greater than 0.10, and the VIF value of all independent variables is also smaller than 5, so there is no correlation symptom in the independent variables. So, it can be concluded that there is no symptom of multicollinearity between independent variables in the regression model.

4.1.3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether, from the regression model, there is an inequality of variance from the residuals of one observation to another. A good regression model is one with homoscedasticity or no heteroscedasticity. The Glaser test is one way to detect heteroscedasticity presence or absence. In the Glaser test, if the independent variable is statistically significant in influencing the dependent variable, heteroscedasticity is indicated. On the other hand, if the independent variable is not statistically significant in influencing the dependent variable, then there is no indication of heteroscedasticity. This is observed from the significance probability above the 5% confidence level (Ghozali, 2016).

Table 6. Result of Glejser Test

Variable(s)	t-stat	Sig.
(Constant)	4,752	2,423
Democratic Leadership Style	0.048	0.727
Work Discipline	0.037	0.48

a. Dependent Variable: ABS_RES1

Table 6 shows the significance value of Leadership Style is greater than 0.05 (5%), which is 0.143, and the test of the significance value of Work Discipline is greater than 0.05 (5%), which is 0.185, so there is no indication of heteroscedasticity.

4.2. Multiple Linear Regression

Multiple linear regression testing explains the magnitude of the role of leadership style and work discipline in employee performance. Data analysis in this study used multiple linear regression analysis using SPSS 25 for Windows. The analysis of each variable is described in the following description:

Table 7. Result of Multiple Linear Regression

Variable(s)	Unstandardised Coefficients	
	B	Std. Error
(Constant)	5.018	3,685
Democratic Leadership Style	0,375	0,123
Work Discipline	0,603	0,145

a. Dependent Variable: Performance

Table 7 captures the multiple linear regression equation with the formulation: $Y = a + b_1X_1 + b_2X_2 + \epsilon$ so that the equation is obtained: $Y = 5.018 + 0.375 X_1 + 0.603 X_2 + \epsilon$.

4.3. Hypothesis Testing

4.3.1. Partial Test

The t-statistic test is also known as the individual significance test. This test shows how far the influence of the independent variable partially on the dependent variable.

Table 8. Result of Partial Test using t-test

Variable(s)	t-stat	Sig.
(Constant)	1.361	0,183
Democratic Leadership Style	3.048	0,002
Work Discipline	4,157	0,000

a. Dependent Variable: Performance

Table 8 indicates that leadership style and work discipline affect employee performance. For leadership style, the t-stat (3.048) exceeded the t-table (1.693) at a 5% significance level, with a p-value of 0.002 ($p < 0.05$). This finding supports the first hypothesis, indicating that leadership style significantly influences employee performance. Similarly, work discipline demonstrated a significant impact on employee performance. The t-statistic (4.157) was greater than the t-table value (1.693) at the 5% significance level, with a p-value of 0.000 ($p < 0.05$). This result confirms the second hypothesis, suggesting that work discipline significantly affects employee performance. These findings underscore the importance of leadership style and work discipline in determining employee performance in civil servant settings.

4.3.2. Simultaneous Test

Table 9. Result of Simultaneous Test using F-test

ANOVA	F	Sig.
Regression	11,894	0,000 ^b
Residual		
Total		

a. Dependent Variable: Performance

b. Predictors: (Constant), Work discipline, Leadership style

Table 9 shows the analysis yielded an F-statistic of 11.894, with 3 and 31 degrees of freedom for the numerator and denominator, respectively, at a significance level of 5%. The critical F-value obtained from the F-distribution table is 3.30. Given that the calculated F-statistic (11.894) exceeded the critical F-value (3.30) and the p-value (0.000) was less than the predetermined significance level (0.05), the third hypothesis was supported. This finding suggests that leadership style and work discipline exert a statistically significant simultaneous effect on civil servant performance.

4.4. Coefficient of Determination

The coefficient of determination in this study was assessed using the adjusted R-squared value, as it is less susceptible to inflation due to the addition of independent variables. The specific values of the

coefficients of determination are shown in the following Table:

Table 10. Coefficient of Determination

R	R Square	Adjusted R Square
0,659a	0,434	0,398

a. Predictors: (Constant), Work Discipline, Leadership Style
b. Dependent Variable: Performance

Table 10 captures the adjusted R-squared value of 0.398, as presented in Table 10, indicating that the Leadership Style and Work Discipline variables accounted for 39.8% of the variance in civil servant performance. It suggests that the model explains a moderate proportion of the variability of the dependent variable. The remaining 60.2% of the variance in employee performance is attributable to factors not included in the current research model, implying that additional variables may contribute to explaining the outcome variable.

5. Conclusions

In conclusion, this study proposes several recommendations for future studies and practical applications. Future researchers are encouraged to expand the study's scope to encompass provincial or national government coverage across Indonesia. Civil Servants employee should prioritise the implementation of effective leadership styles and work discipline as strategies to enhance their performance, drawing upon the valuable insights provided by this research. Furthermore, these employees should focus on maintaining and improving their work discipline to boost overall performance.

Subsequent studies could broaden the research scope, contributing additional insights and information to assist Civil Servants in formulating policies and developing strategies related to leadership style and work discipline. This research aims to serve as a valuable resource for students conducting similar studies or further investigations on related topics. This study is anticipated to stimulate curiosity and encourage further research, potentially incorporating interviews or wider questionnaire distribution to gather more comprehensive data. By addressing these aspects, future research can build upon the current findings and provide a more comprehensive understanding of leadership style and work discipline in educational settings.

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