



The Influence of Democratic Leadership Style, Motivation and Work Discipline on Employee Performance in the Secretariat of the Kuningan Regency People's Representative Council

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Abstract

This study examines the influence of democratic leadership style, motivation, and work discipline on the performance of employees at the Secretariat of the Regional People's Representative Council (DPRD) of Kuningan Regency. Conducted over five months using a quantitative approach, data were gathered from all 81 employees via a Likert-scale questionnaire. The results indicate that all three variables significantly influence performance individually and collectively. Motivation emerged as the strongest predictor with a Beta coefficient of 0.658, followed by democratic leadership (0.346) and work discipline (0.330). The F-test confirmed the simultaneous effect of these variables, with an F-statistic of 15.373 and a p-value of 0.000, highlighting their combined impact on employee performance. These findings emphasize the critical role of leadership, motivation, and discipline in enhancing employee outcomes. To improve performance, it is recommended that the Secretariat adopt participative leadership, implement performance-based motivational strategies, and enforce clear disciplinary policies. These measures can foster a supportive work environment, drive organizational success, and enable the Secretariat to effectively fill its administrative and technical support roles.

Keywords: Democratic leadership style, employee performance, motivation, people's representative council, work discipline.

1. Introduction

The optimal performance of state officials is the key to the success of governance and public services (Yohanitas, 2017). The Secretariat of the Regional People's Representative Council (DPRD Secretariat), as one of the regional government institutions (M, Agustang, Idkhan, & Annas, 2022), has a vital role in supporting the DPRD's duties through administrative services and other technical support (Ismail, Prasetijowati, & Hidayati, 2022). To realize this role, professional and well-managed human resources (HR) are needed. Effective HR management includes recruitment, placement, training, and career development (Muncahyo, 2024; Ulfah, 2024). However, the reality in the field shows that the performance of the Kuningan Regency

DPRD Secretariat employees still requires attention, especially in terms of motivation, discipline, and leadership.

Employee performance is the key to organizational success (Alefari, Fernández Barahona, & Salonitis, 2018; Ángeles López-Cabarcos, Vázquez-Rodríguez, & Quiñoá-Piñeiro, 2022). According to Rivai & Sagala (2018), performance reflects the results of employee work in carrying out mandated tasks. In the context of the Kuningan Regency DPRD Secretariat, various obstacles, such as weak partnerships between the DPRD and regional heads, lack of understanding of regulations by DPRD members, and a suboptimal organizational structure, hinder the effectiveness of performance. This is exacerbated by the lack of experts and adequate facilitation support.

Leadership factors also play a significant role in influencing performance (Zaid & N.R, 2024). A democratic leadership style, in which team members are allowed to participate in the decision-making process (Zaid & N.R, 2024), has been shown to improve employee performance (Diana, Supriyanto, Ekowati, & Ertanto, 2021; Fenta Kebede, Aboye, Dagnaw Genie, Tesfa, & Yetwale Hiwot, 2023; Maqbool et al., 2024). However, at the Kuningan Regency DPRD Secretariat, political influence, disharmony in executive-legislative relations, and limited leadership roles in supporting DPRD duties are still significant challenges.

In addition to leadership, motivation is essential in driving employee performance (Fahriana & Sopiah, 2022; Khalil, 2024). Low motivation due to minimal budget support, suboptimal coordination, and disharmonious relations between the executive and legislative branches impact performance achievements that are not yet optimal. According to Renstra data, the targets for office services and administration have not been fully achieved, indicating the need to improve employee motivation.

As a foundation for creating order and employee compliance, work discipline also affects performance. Low discipline causes the quality of work results not to meet targets (Ni Luh Sri Kasih & Gede Hery Prayuda Wijaya, 2022). For this reason, integrated efforts are needed in leadership, motivation, and work discipline to improve the performance of DPRD Secretariat employees. Based on these conditions, this study aims to analyze the effect of democratic leadership style, motivation, and work discipline on the performance of Kuningan Regency DPRD Secretariat employees.

2. Method

This research was conducted at the Secretariat of the Regional People's Representative Council (DPRD) of Kuningan Regency, West Java, for five months from March to July 2024. The approach used was quantitative, with a survey method

to collect information from respondents through questionnaires. The study population consisted of all 81 employees at the Secretariat of the Kuningan Regency DPRD, including ASN staff, casual daily workers, faction experts, and faction staff. Because the population is small (less than 100), the entire population was taken as a sample (total sample).

This research examines the relationship between leadership style (democratic or otherwise), employee motivation, and work discipline through an association-causal approach. The data was analyzed using descriptive statistics and tests of validity, reliability, and classical assumptions. The data was acquired from a Likert scale questionnaire. Classical assumption tests validate the applied regression model by assessing normality, multicollinearity, and heteroscedasticity; validity and reliability ensure that the measurement instrument is acceptable and consistent. The purpose of the study is to provide suggestions based on the research findings and to clarify the relationship between the factors.

3. Results and Discussion

3.1 Validity and Reliability Test Results

Table 1. Results of Validity Test of Variables' Items

Variabel	Item	P. Correlation	Sig. (2-tailed)	Validity
Democratic Leadership (DL)	VAR00001	0,685	0,000	Valid
	VAR00002	0,737	0,000	Valid
	VAR00003	0,723	0,000	Valid
	VAR00004	0,641	0,000	Valid
	VAR00005	0,481	0,000	Valid
	VAR00006	0,395	0,002	Valid
	VAR00007	0,666	0,000	Valid
	VAR00008	0,660	0,000	Valid
Motivation (M)	VAR00001	0,661	0,000	Valid
	VAR00002	0,725	0,000	Valid
	VAR00003	0,643	0,000	Valid
	VAR00004	0,715	0,000	Valid
	VAR00005	0,479	0,000	Valid
	VAR00006	0,586	0,000	Valid
	VAR00007	0,633	0,000	Valid
	VAR00008	0,730	0,000	Valid
Work Discipline (WD)	VAR00001	0,571	0,000	Valid
	VAR00002	0,820	0,000	Valid
	VAR00003	0,730	0,000	Valid
	VAR00004	0,767	0,000	Valid
	VAR00005	0,630	0,000	Valid
	VAR00006	0,586	0,000	Valid
	VAR00007	0,697	0,000	Valid
	VAR00008	0,421	0,000	Valid

Performance (P)	VAR00001	0,658	0,000	Valid
	VAR00002	0,688	0,000	Valid
	VAR00003	0,715	0,000	Valid
	VAR00004	0,673	0,000	Valid
	VAR00005	0,634	0,000	Valid
	VAR00006	0,646	0,000	Valid
	VAR00007	0,717	0,000	Valid
	VAR00008	0,626	0,002	Valid

The results of the validity test of all instrument items for the four variables, namely Democratic Leadership Style (X1), Motivation (X2), Work Discipline (X3), and Performance (Y), are shown in the combined table. This validity test uses the Pearson Correlation method, with the criteria that an item is declared valid if the correlation coefficient value is significant at the probability level (Sig.) <0.05. All items from the four variables show significant correlation values, so they can be declared valid for this study.

In the Democratic Leadership Style variable (X1), all items have a correlation coefficient between 0.395 and 0.737, with a significance value of 0.000 to 0.002. The item with the highest correlation is VAR00002 (0.737), while the lowest is VAR00006 (0.395). This shows that all instrument items in this variable have a strong and significant relationship with the primary variable.

The Motivation variable (X2) shows similar results, with correlation coefficient values ranging from 0.479 to 0.730, and all values are significant at the 0.000 level. The item with the highest correlation is VAR00008 (0.730), while the lowest is VAR00005 (0.479). These results indicate that each item in the motivation variable contributes validly to the measurement of the variable.

In the Work Discipline variable (X3), the correlation coefficient ranges from 0.421 to 0.820, with all significance values below 0.05. The item with the highest correlation is VAR00002 (0.820), while the item with the lowest is VAR00008 (0.421). Similarly, for the Performance variable (Y), the correlation values of the items are in the range of 0.626 to 0.717, with all items significant. Thus, all instruments used for the four variables of this study have proven valid and feasible for further analysis.

Table 2. Reliability Test Results

Variables	Value	Reliability	Categories
DL	0,784	Reliable	High
M	0,796	Reliable	High
WDi	0,815	Reliable	High
P	0,824	Reliable	High

Based on Table 2 above, the Alpha Cronbach reliability coefficient value for variable X1 is 0.784; for variable X2, it is 0.796; for variable X3, it is 0.815; and for

variable Y, it is 0.824. Thus, the research instrument for all variables is reliable and can be used.

3.2 Classical Assumption Test

3.2.1 Data Normality Test

Table 3. Results of Normality Test Calculations

Test Statistics	DL	M	WD	P
Chi-Square	19.852a	21.975b	21.963c	23.568d
df	20	18	19	21
Asymp. Sig.	0.467	0.233	0.286	0.314

Results from the normalcy test indicate that X1, "Democratic Leadership Style," X2, "Work Motivation," and X3, "Work Discipline," and Y, "Performance," all follow a normal distribution. The computed Chi-square value (χ^2) for every variable is lower than the χ^2 table value from the Chi-square Table when the significance threshold is set at 0.05. The results show that the variables X1 ($\chi^2 = 19.852$, $p = 0.467$), X2 ($\chi^2 = 21.975$, $p = 0.233$), X3 ($\chi^2 = 21.963$, $p = 0.286$), and Y ($\chi^2 = 23.568$, $p = 0.314$) follow a normal distribution, as confirmed by the probability value ($p > 0.05$).

3.2.2 Multicollinearity Test

Table 4. Results of Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
DL	0.501	1.998
M	0.883	1.133
WD	0.470	2.128

Based on the data in the table, it can be concluded that there is no issue of multicollinearity amongst the independent variables because the Variance Inflation Factor (VIF) values of DL (1.998), M (1.133), and WD (2.218) are all less than 5.

3.2.2 Heteroscedasticity Test

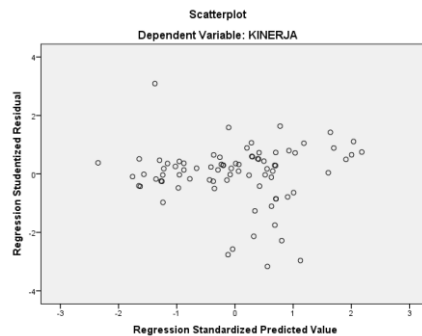


Figure 1. Scatterplot Figure of Heteroscedasticity Test Results

The scatterplot shows the following characteristics of the data distribution: (1) the data points are spread out both above and below the zero value or around it; (2) they are not concentrated just above or below the axis; (3) they do not form a wavelike pattern that widens, narrows, and then widens again; and (4) they show a preferred pattern. Hence, the multiple linear regression model is appropriate for our investigation since it does not rely on the standard assumption of heteroscedasticity.

3.3 Hypothesis Testing

3.3.1 T-Test

Table 5. Hypothesis Test (t) Results

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,190	3,135		3,888	,000
	DL	,346	,127	,348	2,735	,008
	M	,658	,110	,575	5,996	,000
	WD	,330	,145	,299	2,272	,026

According to Table 5, the t-test findings reveal that the Democratic Leadership Style variable (X1) has a significant influence since the p-value is $0.008 < 0.05$. The importance is confirmed by the fact that the t-value of 2.735 is greater than the t-table value of 1.990, which was computed using Excel's `=tinv(0.05;78)` function with degrees of freedom (df) = 78. As a result, there is a positive and statistically significant influence between Democratic Leadership Style (X1) and Performance (Y). While Ramayunis, Wandra, Ma'as C, & Putra (2024), found different results, this study's findings are consistent with those of other studies (Anggraeni & Sumartik, 2023; Fenta Kebede et al., 2023; Qtait, 2023). In addition, other variables account for 65.4% of the variance in performance, while the Democratic Leadership Style accounts for 34.6% (a Beta coefficient of 0.346).

With a t-value of 5.996 > the t-table value of 1.990, the t-test findings for Motivation (X2) demonstrate a significant effect, as the p-value is $0.000 < 0.05$. As a result, Motivation (X2) influences Performance (Y) positively and significantly. Results from this study differ from (Ramayunis et al., 2024), but it is consistent with those of other studies (Elmita, Wandra, Bismark, Suryani, & Adrika Putra, 2023; Hoxha & Ramadani, 2024; Layek & Koodamara, 2024; Mardiansyah, Suryani, Maas, Dakhyar, & Adrika Putra, 2023; Rachman, 2022). With a beta coefficient of 0.658, we can see that other variables impact performance less than motivation (which accounts for just 65.8%).

The t-test results show a significant influence between Work Discipline (X3) on performance, with a p-value of $0.026 < 0.05$ and a t-value of 2.272 > the t-table value

of 1.990. Results demonstrate that X3, work discipline, has a partial and statistically significant influence on Y, Performance. This result is similar to the results of previous research conducted by (Andika, Sovia, Zulsantoni, & Dakhyar, 2024; Azizah, Suryani, & Septaria, 2024; Elmita et al., 2023). The Beta coefficient of 0.330 signifies that Work Discipline contributes 33% to Performance, while the remaining 67% is influenced by other factors.

3.4 F-Test Results

Table 6. F-Test Results
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	923,315	3	307,772	15,373	,000 ^b
	Residual	1541,574	77	20,020		
	Total	2464,889	80			

a. Dependent Variable: Performance

b. Predictors: (Constant), Work Discipline, Motivation, Democratic Leadership Style

Democratic Leadership Style (X1), Motivation (X2), and Work Discipline (X3) all have an impact on Performance (Y) when taken together, according to the findings of the ANOVA or F-test, which yielded an F-statistic of 15.373 at a significance level of 0.000. An F-statistic of 15.373, which is higher than the F-table value of 2.723 (determined with $df_1 = 3$ and $df_2 = 77$ using Excel's $=FINV(0.05;3;77)$), and a p-value of $0.000 < 0.05$ both validate significance. The results show that the secretariat personnel of the Regional People's Representative Council of Kuningan Regency are positively and significantly impacted by Democratic Leadership Style, Motivation, and Work Discipline.

Theoretically, this supports organizational behavior theories emphasizing the importance of leadership, motivation, and discipline in enhancing employee performance. These findings align with studies suggesting that effective leadership fosters motivation and discipline, collectively driving performance. Organizations, particularly the Secretariat of the Regional People's Representative Council of Kuningan Regency, should focus on implementing democratic leadership approaches, developing motivational strategies, and enforcing work discipline to optimize employee outcomes. Managers could, for instance, involve employees in decision-making, offer incentives for high performance, and establish clear rules to ensure accountability, thereby creating a conducive work environment for improved productivity.

4. Conclusion

The study finally confirms that democratic leadership style, motivation, and work discipline significantly influence employee performance, both individually and collectively. The t-test results reveal that each variable has a partial positive and significant effect on performance, with motivation contributing the highest Beta coefficient of 0.658, followed by Democratic Leadership (0.346) and Work Discipline (0.330). The F-test further validates the combined impact of these variables on performance, with an F-statistic of 15.373 and a p-value of 0.000, indicating a substantial and significant simultaneous effect. These findings align with previous research emphasizing the role of leadership, motivation, and discipline in improving employee outcomes. However, the substantial unexplained variance highlights the need to explore other factors influencing performance.

Based on these results, the Secretariat of the Regional People's Representative Council of Kuningan Regency is recommended to adopt strategies to enhance democratic leadership, motivation, and work discipline. Leaders of the DPRD secretary of Kuningan regency should encourage participative decision-making to foster engagement, implement motivational programs such as performance-based rewards, and establish clear disciplinary policies to ensure accountability. By focusing on these areas, the secretary of DPRD in Kuningan can create a supportive work environment that drives employee performance and overall organizational success.

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