



The Effect of Democratic Leadership Style on Employee Performance (Study Cases at the Dompu Education and Culture Office Branch Office)

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Article Info	Abstract
Article History Received: 2023-01-15 Revised: 2023-02-22 Published: 2023-03-12	Research is Mix Method research which is a combination of qualitative and quantitative research methods. Quantitative research can be interpreted as a method study which grounded on philosophy positivism, used for researching on population or certain samples, technique taking sample is generally done randomly, data collection using research instrument, data analysis is quantitative/statistical with the aim to test the hypotheses that have been implemented in his book. While the use of qualitative research methods is a data collection technique that is carried out by using the method of observation, interviews and documentation, then the data obtained is analyzed using data reduction, data presentation, and drawing conclusions. After that the data was tested with the validity of the data using source triangulation. The analysis of the data is quantitative/statistical in nature with the aim of testing the hypotheses that have been applied in the book. The results of hypothesis testing on the democratic leadership variable were carried out by the Head of the Dompu Education and Culture Office Branch Office at a sig . 0.0 0 <0.05 on the t test and sig. 0.015 <0.05 on the F test and a value of $F_{hitung} 5.258 > 4.30$, so there is a significant influence of democratic leadership variables on employee performance variables. This means that the higher the democratic leadership style, the higher the performance of employees at the Dompu Education and Culture Office Branch Office, so between both of them there is correlation.
Keywords: <i>Leadership;</i> <i>Democracy;</i> <i>Employee Performance.</i>	

Artikel Info	Abstrak
Sejarah Artikel Diterima: 2023-01-15 Direvisi: 2023-02-22 Dipublikasi: 2023-03-12	Penelitian ini merupakan penelitian Mix Method yang merupakan perpaduan antara metode penelitian kualitatif dan kuantitatif. Penelitian kuantitatif dapat diartikan sebagai suatu metode penelitian yang berpijak pada filsafat positivisme, digunakan untuk meneliti populasi atau sampel tertentu, teknik pengambilan sampel umumnya dilakukan secara acak, pengumpulan data menggunakan instrumen penelitian, analisis data bersifat kuantitatif/statistik dengan tujuan untuk menguji hipotesis yang telah diimplementasikan dalam bukunya. Sedangkan penggunaan metode penelitian kualitatif adalah teknik pengumpulan data yang dilakukan dengan menggunakan metode observasi, wawancara dan dokumentasi, kemudian data yang diperoleh dianalisis dengan menggunakan reduksi data, penyajian data, dan penarikan kesimpulan. Setelah itu data diuji dengan keabsahan data menggunakan triangulasi sumber. Analisis data bersifat kuantitatif/statistik dengan tujuan menguji hipotesis yang telah diterapkan dalam buku ini. Hasil pengujian hipotesis terhadap variabel kepemimpinan demokratis dilakukan oleh Kepala Cabang Dinas Pendidikan dan Kebudayaan Dompu pada tingkat sig . 0.0 0 < 0.05 pada uji t dan sig. 0,015 < 0,05 pada uji F dan nilai $F_{hitung} 5,258 > 4,30$ maka terdapat pengaruh yang signifikan variabel kepemimpinan demokratis terhadap variabel kinerja pegawai. Artinya semakin tinggi gaya kepemimpinan demokratis maka semakin tinggi pula kinerja pegawai pada Kantor Cabang Dinas Pendidikan dan Kebudayaan Dompu, sehingga diantara keduanya terdapat korelasi.
Kata kunci: <i>Kepemimpinan;</i> <i>Demokrasi;</i> <i>Kinerja Karyawan.</i>	

I. INTRODUCTION

Leadership in the organization plays a very important role in influencing employee performance. Leaders establish relationships with workers, reward employees who excel, develop and empower their workers, greatly influencing the performance of human resources who are their subordinates. As an effort to improve the

image, work and performance of government agencies towards professionalism and support the creation of good government "good governance", it is necessary to unify the direction and views of all levels of government employees which can be used as a guide or reference in carrying out both managerial and operational tasks in all areas of work and organizational

units of government agencies in an integrated manner, therefore the government's vision, mission, strategy and reference values can be formulated which become guidelines regarding the intended direction, burden of responsibility, strategy for achieving it and the values of attitudes and behavior of employees.

Supporting this government program, the Governor of West Nusa Tenggara Province (NTB) with the motto "NTB Gemilang", then issued NTB Governor Regulation Number 45 of 2020 which is the Second Amendment. Where in this case it is divided into several Branch Offices of the Dompu Education and Culture Service, one of which as stated in Article 2 of the Dompu Education and Culture Service Branch Office Civil Servants is included in the Class A Dompu Education and Culture Service Branch Office, including the Education Office Branch Office and Dompu Culture and several other Education and Culture Service Branch Offices in the province of West Nusa Tenggara (NTB). In carrying out its duties, the Dompu Education and Culture Service Branch Office along with other Education and Culture Service Branch Offices, namely assisting the Provincial Government through the Provincial Education and Culture Office in carrying out some of the official tasks in the field of controlling the Dompu Education and Culture Office Branch Office in their working area. Every employee within the scope of the Dompu Education and Culture Service Branch Office is required to carry out their duties in a professional and friendly manner under any circumstances in order to provide excellent service to all people who come to the Dompu Education and Culture Office Branch Office.

Therefore, it is necessary to pay attention to effective and efficient performance, where performance is used as an expression of one's ability to carry out a job (Sari, 2014). Performance has an important role in carrying out activities to achieve goals effectively and efficiently. A performance determines the success or failure of an activity. Performance refers to the level of achievement of the tasks that make up the work of all employees. Performance also reflects how well employees meet the requirements of a job that has been determined by the Service Branch Office in accordance with their respective fields of work (Batubara, 2020). Benchmarks in a community service agency are said to be successful and successful if there is a community who are satisfied with the service and convenience provided by a community

agency. In carrying out their daily tasks, employees of the Dompu Education and Culture Office Branch Office (KCD DIKBUD) have done as many things as possible to give satisfaction to every member of the public who comes. Many things influence in achieving the success of excellent service, one of which is the human resources in the agency. In the Dompu District Office of Education and Culture (KCD DIKBUD) environment, several things affect the quality of service, namely the number of employees who are still limited in serving hundreds of employees throughout Dompu Regency, there are several employees who are still not primed in serving customers, In addition, the condition of the room that was not so wide caused that not all of the people who came were satisfied with the service and comfort at the Dompu Education and Culture Office Branch Office . next

However, when viewed in general, regardless of the various advantages and disadvantages faced by the Dompu KCD Dikbud, in general it has been running well and has good quality performance, coupled with a good pattern of democratic leadership. From this, it inspired researchers to conduct research on KCD Dompu, mainly related to leadership issues with a democratic pattern that was developed at KCD Dompu which also influenced and provided fresh air in an effort to increase service activities provided to the community

II. METHOD

This research was conducted at the Dompu Education and Culture Office Branch Office. The time for conducting the research is from September 2022-November 2022. Research is Mix Method research which is a combination of qualitative and quantitative research methods. Quantitative research can be interpreted as a method study which grounded on philosophy positivism, used for researching on population or certain samples, technique taking sample is generally done randomly, data collection using research instrument, data analysis is quantitative/statistical with the aim to test the hypothesis that has been implemented in his book (Sugiyono 2014:13). While the use of qualitative research methods is a data collection technique carried out by using observation, interviews and documentation, then the data obtained is analyzed using data reduction, data presentation, and drawing conclusions. After that the data was tested with the validity of the data using source triangulation.

In order to obtain and find out the extent of the success rate or in this case the implementation of a democratic leadership pattern at the Dompu Education and Culture Office Branch Office, the researchers tried to conduct interviews with several informants in order to strengthen the results of the research obtained as well as to facilitate discussion of research results. For obtain data which in accordance with problem which will discussed in writing, so researcher use method: Questionnaire e/questionnaire is list question or statement collect data by providing questions or written statements to respondents to obtain the required data. Questionnaire or questionnaire this is given to all employees of the Dompu Education and Culture Office Branch Office. Data which obtained from questionnaire or question-naire this relate with leadership democratic and employee performance.

III. RESULT AND DISCUSSION

1. Description of the Research Location

The Dompu Education and Culture Office Branch Office which is located at Jalan Pegawaian No.12, Kandai Dua, Kec. Woja, Dompu Regency, West Nusa Tenggara. Basically, it is an element of the task force of the Education and Culture Office of the Province of NTB which covers the Dompu Regency area. In the NTB Governor Regulation Number 45 of 2020 which is the Second Amendment it is stated in Article 2 that the Dompu Education and Culture Office Branch Office is included in Class A Services, including the Dompu Education and Culture Office Branch Office and several Branch Offices of the Education and Culture Office (KCD DIKBUD) in the province of NTB, in carrying out their duties, the Dompu Education and Culture Office (KCD DIKBUD) Dompu Branch Office along with other KCD DIKBUD are assisting the Provincial Government through the NTB Province Education and Culture Office in carrying out some of the official duties in the field of control in working area.

2. Research Results

a) Implementation of Democratic Leadership

In the findings of this study, the author will describe with an analysis of democratic leadership style in improving employee performance in accordance with the main problems that exist in the work area of the

Dompu Education and Culture Office Branch Office . And from the results of theoretical studies and field data that the authors have obtained, the next step is to analyze the data obtained in the field. So that you can know the results transparently. And reminding that the data collected from this research is both qualitative and quantitative, then in the data analysis stage using descriptive analysis by describing the concept of democratic leadership style at the Dompu Education and Culture Office Branch Office .

The use of qualitative descriptive research methods for data collection techniques is carried out by using observation, interviews and documentation, then the data obtained is analyzed using data reduction, data presentation, and drawing conclusions. After that the data was tested with the validity of the data using source triangulation. Thus it can be avoided in making decisions that will be used as facts to find out how the democratic leadership style of the head of the Dompu Education and Culture Office Branch Office is. In the interview process, the author conducted in-depth interviews with the head of the Dompu Education and Culture Office Branch Office, the Head of Sub-division, Kasi and several employees of the Dompu Education and Culture Office Branch Office who interviewed researchers as data sources.

b) The Influence of Democratic Leadership on Employee Performance

1) Test of validity

According to Sugiyono (2010:33) put forward that: "results study which valid is if there is similarity Among data which collected and data which indeed which occur on which object ditel i it , whereas research result What is reliable is when there are similarities in data at different times. So that could obtain results study like which want achieved in study, then the researcher prepares a more detailed and extensive instrument for achievement data which valid. Testing validity questionnaire this done with use program *IBM SPSS version 23 . Basis for Decision Making Pearson Validity Test*. Compare Value R with R_{tabel} . If the value R_{hitung} is

greater than R_{tabel} . then it is said to be valid and If the value R_{hitung} is less than R_{tabel} . it is said to be invalid. How to find value R_{tabel} with $N = 24$ at a significance level of 5% in the value distribution R_{tabel} statistics. then the value is obtained R_{tabel} of 0.455 . Based on the results of the validity test using *IBM SPSS version 23* , overall the questionnaire items are said to be valid. Significance Value (Sig.) of *IBM results SPSS version 23* research data is said to be valid according to the statement, if the Significance Value is less than 0.05 = then it is said to be valid.

2) Test of Reliability

Basis for taking the *Cronbach Alpha Reliability Test* According to Wiratna Sujerweni (2014), the questionnaire is said to be reliable if the *Cronbach alpha value* is more than 0.6. Based on the results of the reliability test using *SPSS version 23* data X and data Y, *Cronbach Alpha* = 0.9 48 from 15 *N of Items* as in table 4.3. and *Cronbach Alpha* = 0.918 of 15 *N of Item* as in table 4. 4 So it can be concluded that the questionnaire used is reliable.

3) Test of hypothesis

Hypothesis testing is a temporary answer to the problems that will be researched. Hypotheses are compiled and tested to show whether they are true or false method free from mark and opinion researcher which arrange and test it (Sugiono, 2014: 120). Test the hypothesis with the T test and F test using *IBM SPSS Version 23* with the following decision making criteria:

- a. Sig value < 0.05 or t count > t table then there is an influence of variable X on variable Y
- b. Sig value > 0.05 or t count < t table then there is no effect of variable X on variable Y

Based on the results of hypothesis testing using *IBM SPSS Version 23* , data is obtained as in table 4.5 as follows: Based on the value calculated using *SPSS 23* as in the table above.

- a. There is sig 0 , 0 0 < 0.05, then there is a significant influence of variable X on variable Y
- b. There is a T value count 6.214 > 2.0 74, then there is a significant influence of variable X on variable Y, it can be concluded: H1 is accepted while H0 is rejected
- c. If the sig value < 0.05 or F count > F table then there is an influence of variable x on variable y

The value of the calculation results using *SPSS 23* as in the table above. So value $F_{hitung} = 5.258 > 4.30$ there is a significant influence on variable X on variable Y. Then the sig value = 0.015 < 0.05, so there is a significant influence on variable X on variable X. It can be concluded; H1 is accepted while H0 is rejected, meaning that there is a significant effect on variable X on variable Y.

3. Discussion

a) Implementation of KCD Dikbud Dompu Democratic Leadership

Based on research that has been done in the field in research on the Influence of Democratic Leadership Style on KCD Dompu Education and Culture, basically it has fulfilled several principles regarding the Basic Theory of Democratic Leadership. As stated by Harbani Pasolong, (2013: 23) that the characteristics of a democratic leader include: a. Decisions are made together, b. Appreciate the potential of each of his subordinates, c. Hear criticism, suggestions/opinions from his subordinates, d. Collaborate with subordinates. Next, Hendyat Soetopo (2013:215) say that leadership democratic is a leader which always involve all members of the group in taking something decision. When related to the results of interviews and observations of the Head of KCD Dikbud Dompu and some of his employees, basically it can be said that the implementation of Democratic Leadership at KCD Dikbud Dompu has gone well in line with what was conveyed by the theory. Some related results obtained by researchers from research results include:

- 1) The Head of Dompu KCD Dikbud Dompu makes decisions based on the results of deliberations, the head of

Dompu KCD Dikbud and employees whenever they encounter problems, problems, and activities always carry out deliberations with their employees first, so that problems and activities can be resolved and run well.

- 2) The Head of KCD Education and Culture Dompu accepts all input, both suggestions and criticism from employees.
- 3) The Head of Dompu KCD Education and Culture is always considerate of his employees because the Head of Dompu Education and Culture KCD always accepts any criticism and suggestions well, in order to create harmony and comfort in the Dompu Education and Culture KCD.
- 4) The Head of Dompu KCD Dikbud provides opportunities for the career development of his employees, where the Head of KCD Dikbud Dompu always supports giving input and suggestions to his subordinates so that they always improve themselves by attending various seminars and workshops in the context of self-development and career.
- 5) The Head of KCD Dikbud Dompu also creates a conducive and harmonious atmosphere with his employees. The Head of KCD Dikbud Dompu maintains a good relationship with employees, because basically feeling comfortable in an organization makes all problems easier to solve.
- 6) The Head of KCD Dikbud Dompu appreciates the potential of his employees.
- 7) The Head of Dompu KCD Dikbud is communicative with his subordinates, where the head of KCD Dikbud Dompu always approaches all employees to make KCD more advanced and developing, as well as providing motivation and guidance to achieve a professional quality work atmosphere.
- 8) The head of the Dompu KCD Dikbud provides guidance and counseling, where the head of the Dompu KCD Dikbud always provides motivation and observation to employees, how employees complete the tasks that have been given.

b) Leadership Influence Democratic on Performance CCD employee

Based on the research results that have been obtained by researchers, that there is

connection positive Among style leadership democratic with KCD employee performance. The more tall style leadership democratic so the more tall performance of KCD employees, conversely the lower the democratic leadership style the lower the performance of KCD employees. The results of this study are in accordance with opinion Kartono (2012: 50) which suggests that a democratic leader will make efforts to guide, guide, direct and control the mind, feeling or behavior somebody for reach aim together. Matter this shows that a leader will influence the behavior of his subordinates. Matter this also in accordance with opinion Siagian (2010; 143), which state realization Work motivation cannot be separated from the role of a leader, one of which is style democratic leadership. Based on the results of the *hypothesis test T and F tests* are known to be variable style democratic leadership there is $\text{sig } 0.000 < 0.05$, then there is a significant influence of variable X on variable Y, there is a *calculated T value* $6,214 > 2.074$ then there is a significant influence of variable X to variables Y, then the conclusion: H1 is accepted while H0 is rejected. Likewise the results of the f test have a $\text{sig } 0.006 < 0.05$ or $F \text{ count} > F \text{ table}$, so there is an effect of variable X on variable Y then value $F_{\text{hitung}} = 5.258 > 4.30$ there is a significant effect on variable X on variable Y

KCD Employee Performance on style Democratic leadership in KCD Dikbud Dompu is classified as *high*. This can interpreted that leadership democratic to performance KCD Dompu employee. already fulfilled factor in style democratic leadership Among other leader have flavor each other trust, take into account feeling KCD employee take into account factor motivation work para CCD employee in finish tasks entrusted to him and recognition of the status of subordinates appropriate and professional. Democratic leadership style has a direct and positive influence on Employee Performance. Democratic leadership style is able to define, communicate and articulate KCD Dompu's vision, and KCD employees must accept and acknowledging the credibility of its leader. This is really needed by someone leader, because this will could Upgrade

performance on CCD employee. Thus the influence of democratic leadership on KCD Employee Performance got that value positive, it is supported by *hypothesis* test. So we can conclude that the correlation between democratic leadership and performance CCD employee categorized tall. There is a number of opinion which about factors which affect employee performance. According to Moorhead and Chung/Meggison, in Sugiono (2009:12) employee performance is influenced by several factors, namely: Quality work, Quantity work, Knowledge work, creativity.

IV. CONCLUSION AND SUGGESTION

A. Conclusion

Based on problem and discussion about influence style democratic leadership on KCD Employee Performance, it can be concluded that:

1. Based on research that has been done in the field in research on the Influence of Democratic Leadership Style on KCD Dompou Education and Culture, basically it has fulfilled several principles regarding the Basic Theory of Democratic Leadership. The characteristics of a democratic leader include: (a) Decisions are made together, (b) Appreciate the potential of each of his subordinates, (c) Hear criticism, suggestions or opinions from his subordinates, (d) Collaborate with subordinates. leadership democratic is a leader which always involve all members of the group in taking something decision.
2. There is a significant relationship between the two, this can be seen from the test results hypothesis on democratic leadership variables carried out by head KCD Dompou is at sig. 0.015 < 0.05 on the t test and sig. 0.015 < 0.05 on the F test and value $F_{hitung} 2.752 > 2.62$, so there is a significant influence of democratic leadership variables on employee performance variables. It means the higher the democratic leadership style, the higher the performance of KCD employees, so between both of them there is correlation.

B. Suggestion

Based on the research results and conclusions obtained, the authors give donation suggestion which expected could beneficial, that is:

1. Head KCD Dompou expected could maintain style leadership democracy, and always involve KCD employees in decision making. Head KCD Dompou must be appreciated CCD employee capable of carrying name good KCD Dompou.
2. Because Democratic Leadership greatly influences employee performance, it is necessary to increase its value so that employee performance increases day by day. Coupled with policies from the provincial government, especially the Department of Education and Culture to provide additional incentives to support employee performance motivation.

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