

The Influence of Democratic Leadership Style on Employee Performance at PD Parkir Makassar Raya

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Abstract. Leadership is an important element in a company, because without leadership a company will experience setbacks. This study aims to determine the effect of democratic leadership style on the performance of employees in PD. Greater Makassar Parking. This research is a quantitative research that shows causation. The sample in this study were 51 people using the Simple Random Sampling technique and 3 informants. Data collection techniques used are questionnaires, interviews, and documentation. The data analysis technique used is descriptive data analysis and inferential statistical analysis. Based on the results of the product moment correlation test, the relationship between variables is moderate. Based on the results of simple linear regression analysis it was concluded that there is a positive and significant influence of democratic leadership style on employee performance. Choosing the right leadership style will have a good impact on the company. The results of this study state that the democratic leadership style tends to be open with employees, this can improve an employee's performance because they are able to work together and provide direct opinions with leaders. Based on the results of simple linear regression analysis it was concluded that there is a positive and significant influence of democratic leadership style on employee performance. Choosing the right leadership style will have a good impact on the company.

Keywords: Leadership style, democratic, employee performance

1. Introduction

Every organization, both corporate organizations, social organizations, and government organizations in achieving goals cannot be separated from using the resources they have (Astuti et al. 2019; Sazwani, Jamaluddin, and Niswaty 2020). The resource referred to in this case is the employee. If an organization wants to develop quickly, it must have human resources that produce quality employee performance (Arhas and Suprianto 2020; Pratiwi et al. 2019). Performance is the result achieved by employees in carrying out tasks that have been mandated with existing criteria. If the plan is well organized, but the personnel working on it are not qualified and lack enthusiasm for work, then the plan is in vain.

Conceptually, performance can basically be seen from two aspects, namely individual employee performance and organizational performance. Employee performance is the result of individual work in an organization, while organizational performance is the totality of work results that have been achieved by an organization. Performance is the result of an employee's work both in quality and quantity that has been achieved in carrying out his duties in accordance with the responsibilities given by the organization (Han and Robertson 2021; Islami, Mulolli, and Mustafa 2018; Vieta and Erdsiek 2020). Employees who have good work quality cannot be separated from the supervision of a leader (Çetin, Karabay, and Efe 2012; Rajamemang et al. 2019).

Factors that affect employee performance according to Riyadi in (Istan and Hardinata 2020) there are 2 factors namely internal factors and external factors. The internal factors referred to relate to a person's characteristics, while external factors come from leadership, the environment, co-workers, and the social environment. Meanwhile according to (2017) "One of the factors that influence performance, both results and work behavior, is leadership style. Leadership style is the style or attitude of a leader in dealing with or instructing his subordinates.

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The success of a leader depends on how the leader creates a good situation so that the people he leads have the awareness to carry out what he wants to achieve in the organization. To make this happen, various ways are needed that can be done by a leader, one of which is choosing the right leadership style in the organization. Coal (2020) explained that leadership style is an effort made by someone to influence their subordinates in various ways/techniques of each and has the ability to influence, move, direct a person or group towards a better and positive direction through a long process. Saggaf et al. (2019) argues that leadership style is a leader's way of moving and directing his subordinates to take directed actions in supporting the achievement of goals.

There are several leadership styles that can be used in leading an organization including autocratic leadership style, participant leadership style, militaristic leadership style, free leadership style, democratic leadership style, charismatic leadership style, and paternalistic leadership style. Of the 6 leadership styles, one of which the researchers discussed was the democratic leadership style. Democratic leadership style is the ability of a leader to influence his subordinates to work together to achieve the goals set. Leaders who use a democratic style place themselves as supervisors, regulators, and control an organization without hindering the rights of their subordinates to express opinions.

This study aims to determine the description of democratic leadership style, to know the description of employee performance, and the influence of democratic leadership style on employee performance at PD Parkir Makassar Raya. The indicators of democratic leadership style according to Pasolong (2014) namely decisions are made together, respecting the potential of subordinates, listening to suggestions, criticisms and opinions, and collaborating with subordinates. While employee performance as the dependent variable with the indicators proposed by Robbins which has been modified by (Darwis et al. 2019) namely the quality of work, quantity of work, and timeliness.

The hypothesis in this study is that it is suspected that democratic leadership style has a positive and significant effect on employee performance at PD Parkir Makassar Raya

2. Method

The type of research used is correlational with quantitative techniques. In this study, we wanted to find out whether there was a relationship between the two variables or whether there was an influence of democratic leadership style on employee performance at PD Parkir Makassar Raya. by observing certain aspects of obtaining data according to the problems that exist in the research objectives, where the data is processed, analyzed, and further processed on the basis of the theories that have been studied so that the data can be drawn a conclusion.

The operational definition of this research consists of democratic leadership style and employee performance. Democratic leadership style is a way that is owned by a leader in influencing a group or subordinates in working together to achieve goals. The indicators used in measuring democratic leadership style include 1) decisions are made jointly, 2) respecting the potential of subordinates, 3) listening to suggestions, criticisms and opinions, and 4) collaborating with subordinates. While performance is an activity carried out by an employee to achieve the results of the work given in order to achieve the goals of the agency or company. The indicators for measuring employee performance are 1) quality of work, 2) quantity of work, and 3) timeliness.

The population in this study amounted to 146 people. The sample in the study was taken from 35% of the total population, namely 51 people. The sampling technique is simple random sampling i.e. taking samples from the population is done randomly without regard to the existing strata in the population. Data collection techniques

consisted of questionnaires, interviews, and documentation of research implementation. Before distributing the questionnaire to the respondents, validity and reliability tests were first carried out on all questionnaire items. After all the questionnaire items are valid and reliable, the questionnaire can be distributed to the respondents.

Data analysis techniques in this study consisted of descriptive statistics using percentage, mean and standard deviation analysis. Inferential statistics consist of normality test, product moment correlation test and simple linear regression analysis. The statistical tool used in analyzing the results of this study is SPSS version 26.

3. Results and Discussion

The results of the study include an overview of democratic leadership style, description of employee performance and the influence of democratic leadership style on employee performance. The research results consist of descriptive statistical analysis and inferential statistical analysis.

3.1 Democratic Leadership Overview

Descriptive analysis in this study is to find out the general description of democratic leadership style and employee performance through achievement indicators of democratic leadership style and employee performance indicators, which consist of percentage, mean and standard deviation.

Every leader has different characteristics in leading his subordinates. This leader's behavior is called leadership style. Leadership style is a pattern of behavior designed to influence subordinates in order to maximize their performance. In this study, the democratic leadership style variable consists of several indicators including making decisions together, respecting the potential of subordinates, listening to suggestions, criticisms, and opinions, and collaborating with subordinates. Following are the results of the descriptive analysis, the average value and standard deviation of the democratic leadership style:

Table 1: Analysis of the Average and Standard Deviation Variables of Democratic Leadership Style (X)

		Statistics
		Democratic Leadership Style (X)
N	Valid	51
	missing	0
Means		42.67
Median		43.00
Mode		43a
std. Deviation		4.141
Minimum		33
Maximum		50
sum		2176

Source: Data Processed by SPSS, 2022.

Based on the summary of Table 1 on the variable democratic leadership style, a total score of 2176 respondents was obtained with an average score of respondents' answers of 42.67. The standard deviation value is 4,141 where the value is smaller than the mean value. This indicates that the variable using democratic leadership style is

homogeneous or has the same diversity. The descriptive analysis of indicators in a democratic leadership style is as follows:

Table 2: Descriptive Analysis Per Indicator Democratic Leadership Style (X)

No.	Indicator	n	N	%	Category
1	Decisions are made together	455	510	89.22	Very good
2	Appreciating the Potential of Subordinates	408	510	80.00	Well
3	Listening to Suggestions, Criticisms, and Opinions	889	1020	87.16	Very good
4	Collaborating with Subordinates	424	510	83.14	Very good
	Amount	2176	2550	85.33	Very good

Source: Data Processed by SPSS, 2022.

Based on this variable, the decision indicators made together are in the very good category with a percentage level of 89.22%. This is seen from the leadership involving employees in making decisions and leaders carrying out work activities together with employees. Appreciating the potential of subordinates is in the good category with a percentage level of 80%, in terms of leaders respecting the potential of employees and leaders giving awards/commendations to employees who excel. Based on the indicators of listening to suggestions, criticisms, and opinions are in the very good category with a percentage level of 87.16% in terms of leaders listening to criticism, leaders listening to suggestions, leaders listening to opinions, and leaders being objective in giving criticism to employees. In the last indicator, cooperating with subordinates is in the very good category with a percentage rate of 83.14%. This is seen from the leadership being able to work closely with employees and get directly involved in observing employees. Of the four indicators above, a total value of 2176 is obtained from a total value of 2550, while the percentage is 85.33% indicating that the democratic leadership style is in the very good category.

3.2 Employee Performance Overview

M Following are the results of the description analysis, the average value and standard deviation of the employee performance variables with three indicators:

Table 3: Analysis of Average and Standard Deviation of Employee Performance (Y)

Employee Performance (Y)		
N	Valid	51
	missing	0
Means		44.35
Median		45.00
Mode		44
std. Deviation		3,714
Minimum		34
Maximum		50
sum		2262

Source: Data Processed by SPSS, 2022.

In the employee performance variable, a total respondent score of 2262 was obtained with an average gain of 44.35. The standard deviation value is 3.714, which is

smaller than the mean value, indicating that employee performance data has the same diversity. The descriptive analysis on employee performance variables is as follows:

Table 4: Employee Performance Descriptive Analysis (Y)

No.	Indicator	n	N	%	Category
1	Quality of Work	702	765	91.76	Very good
2	Job Quantity	915	1020	89.71	Very good
3	Punctuality	645	765	84.31	Very good
	Amount	2262	2550	88.71	Very good

Source: Data Processed by SPSS, 2022.

Based on employee performance variables, indicators of work quality are in the very good category with a percentage level of 91.76% in terms of employees minimizing errors, fulfilling work requirements and standards, and being able to work according to predetermined targets. Based on the quantity of work indicators, it is in the very good category with a percentage rate of 89.71%. The quantity of this work is seen from the point of view of employees being given the opportunity to take their own initiative in achieving targets, completing tasks and responsibilities well, being able to fulfill the workload, and achieving the targets that have been set. The timeliness indicator is in the very good category with a percentage level of 84.31% in terms of completing work on time, time discipline at work, and finish the job faster than the allotted time. From the three indicators above, a total value of 2262 is obtained from a total value of 2550, while the percentage is 88.71% indicating that the employee's performance is in the very good category.

3.3 Inferential Statistics

Inferential statistical analysis on the results of this study, consisting of a normality test, product moment correlation test, and simple linear regression analysis. The normality test is a test carried out to determine the distribution of data, whether the data is normally distributed or not. The normality test method used in this study is the non-parametric Kolmogorov-Smirnov (KS).

Table 5: Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		51
Normal Parameters, b	Means	.0000000
	std. Deviation	3.00448115
Most Extreme Differences	absolute	.082
	Positive	.082
	Negative	-.070
Test Statistics		.082
asympt. Sig. (2-tailed)		.200c,d
a. Test distribution is Normal.		

Table 5 shows that the results of the normality test on the variables of democratic leadership style and employee performance are normally distributed. With reference to the significance value, if the value (Sig 2-tailed) > 0.05, the data is normally distributed.

The results of the analysis show a significance value of 0.200 (Sig > 0.05). Based on the test results through the Kolmogorov-Smirnov non-parametric statistical test, the simple linear regression model is feasible to use in this study because it meets the assumption of normality.

Product moment correlation analysis is a parametric test to determine the relationship between research variables of democratic leadership style and employee performance. The results of the correlation analysis are presented in Table 6 below:

Table 6: Product Moment Correlation Analysis

correlations			
		Democratic Leadership Style	Employee Performance
Democratic Leadership Style	Pearson Correlation	1	.588**
	Sig. (2-tailed)		.000
	N	51	51
Employee Performance	Pearson Correlation	.588**	1
	Sig. (2-tailed)	.000	
	N	51	51

Source: Data Processed by SPSS, 2022.

Based on the results of the correlation test in Table 6, a correlation coefficient value of 0.588 is obtained which indicates that there is a relationship between the democratic leadership style variable and employee performance with a moderate level of relationship (0.40-0.599). Based on product moment correlation analysis, it can be concluded that there is a relationship between democratic leadership style variables and employee performance at PD Parkir Makassar Raya.

Regression analysis is an analysis that aims to predict or predict the value of the dependent variable in the future, if the value of the independent variable is increased or decreased, or to find out how much the change in the independent variable can affect the dependent variable. In this study, it only consisted of 1 independent variable (democratic leadership style) and 1 dependent variable (employee performance), so the regression model used was simple linear regression analysis. Following are the results of the analysis of simple linear regression equations:

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	21,858	4,443		4,920	.000
	Democratic Leadership Style	.527	.104	.588	5,086	.000

Source: Data Processed Spss, 2022.

Based on the results of the data analysis above, the significant results obtained were equal to 0.000, which means it is smaller than 0.05 in this case it has a partial effect between variables X and variable Y. The results of the T test analysis with the SPSS version 26 program obtained a Tcount of 5.086 and Ttable of 2.008 it can be seen that

Tcount is greater than Ttable ($T_{count} > T_{table}$) then H_0 is rejected and H_a is accepted. So that it can be concluded that from the results of data processing the hypothesis that says "it is suspected that there is an influence of Democratic Leadership Style on Employee Performance at PD Parking Makassar Raya" is accepted.

Furthermore, to see the magnitude of the influence between variables can be known based on the results of the correlation test analysis. The results of the analysis obtained the coefficient of determination (r square)

Table 8: Simple Linear Regression Results

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.588a	.346	.332	3035
a. Predictors: (Constant), Democratic Leadership Style				

The interpretation of the value of the determinant coefficient shows how much the contribution of the independent variable is able to explain the dependent variable. Based on the results obtained by the coefficient of determination, it can be concluded that the democratic leadership style variable has an influence of 34.6% on the performance of employees in PD. Makassar Raya Parking, while the remaining 65.4% is influenced by other variables not explained in this study.

Based on the values in Table 6, the simple linear regression equation can be formed into the following equation:

$$\hat{Y} = 21.858 + 0.527 X$$

Based on the simple linear regression equation, information is obtained:

- 1) A constant value of 21.858 indicates that if the independent variable (Democratic Leadership Style) is assumed to be constant, then Employee Performance in PD. Makassar Raya Parking is 21,858
- 2) The (+) sign indicates a unidirectional relationship, meaning that if the democratic leadership style variable increases, the employee's performance will also increase.
- 3) The regression coefficient value for the democratic leadership style variable is 0.527. This value indicates that for every 1 unit increase in democratic leadership style, the performance of PD employees. Makassar Raya Parking will increase by 0.527.

Based on simple linear regression analysis, it was concluded that there was a significant positive effect between the two variables. As for the decision-making criteria in answering the previously proposed research hypothesis, the research hypothesis is acceptable, so it can be concluded that democratic leadership style has a significant positive effect on employee performance.

Discussion

Democratic leadership style is a way that is owned by a leader in influencing a group or subordinates to work together to achieve organizational goals. Based on the results of research that has been conducted on PD employees. Makassar Raya Parking is in the very good category with a percentage rate of 85.33%.

Democratic leaders are open and involve subordinates in making decisions to achieve organizational goals. Deep Robbins (Yugusna, Fathoni, and Haryono 2016) states that "democratic leadership describes leaders who tend to involve employees in making decisions". Based on the results of the study, it was seen that the decisions made together were in the very good category with a percentage level of 89.22%. It can be concluded that the leadership of PD. Parking Makassar Raya does not

only make decisions unilaterally but involves all employees in making these decisions. Based on the results of interviews conducted by researchers to Mr. Ir. Asrarudin Mamoto, MM. which states that "Every time there is a policy decision related to internal or external companies, the leader first negotiates with subordinates and is discussed in meetings in a deliberative manner to produce the best decision for the company". In line with opinion Akeb et al. (2020) "Leaders are willing to delegate some authority to subordinates, policies and decisions are made jointly between subordinates and leaders, communication can take place in two directions where leaders are subordinates and vice versa".

Democratic leadership respects every potential subordinate and is willing to acknowledge members' expertise in their respective fields. Based on the results of the study that respecting the potential of subordinates is in the good category with a percentage level of 80.00%. It can be seen that the leadership at PD Parkir Makassar Raya gives awards to employees who have potential in their work. By giving awards to employees, it will motivate employees to improve their performance even better. This was acknowledged by Mrs. Sri Suhartini, SE, who stated that "leaders always appreciate employee performance by giving rewards, especially to employees who have work achievements". According to opinion Syafriadi (2018) "Giving rewards and sanctions can motivate an employee to work better and improve his performance in the company." Giving rewards is a leader's business as an effort so that employees improve their performance in the company. It also becomes one of the factors that can increase the enthusiasm of employees at work in addition to salary. With this, employees will feel valued for the potential of each individual.

Accepting suggestions, criticisms and opinions is one of the characteristics of democratic leadership. Democratic leadership style assumes that people's opinions are better than their own and participation will create responsibility for its implementation (Lee and Lee 2009; Niswaty et al. 2019).

Based on the results of the study, it was shown that the leader accepted suggestions, criticisms and opinions in the very good category with a percentage rate of 87.16%. The results of data processing are in line with the results of interviews conducted with Ms. Siti Rahmah, S. Sos who stated that "the PD. Parking Makassar Raya before making a decision before doing deliberations in a meeting. So that all criticism, suggestions and opinions from employees are listened to by the leadership. This is in accordance with what was observed by researchers that the leader of PD. Parking Makassar Raya is a leader who listens to all criticism, opinions or suggestions for a better company in the future. This indicator is in the very good category in line with the results of the study Erdiyansyah (2012) that leaders really accept suggestions and criticism from subordinates so that subordinates feel valued, a good leader is a leader who always appreciates the potential of each of his subordinates and listens to suggestions and suggestions from subordinates.

Democratic leaders have the characteristics of being able to work together with their subordinates. According to opinion Suprianto et al. (2021) that in this leadership style, there is cooperation between superiors and subordinates. Under democratic leadership, subordinates tend to have high morals, can work together, prioritize work quality and can direct themselves. Based on the results of the leader's research, collaborating with subordinates is in the very good category with a percentage rate of 83.14%. From the results of data processing, it can be seen that the leaders of PD Parkir Makassar Raya are capable of working with employees for the benefit of the company. This is consistent with the characteristics of a leader who uses a democratic leadership style by motivating employees so that cooperation will be better established. In line with Hasibuan's opinion in (Faturahman 2018) expressing the motivation of the driving force that creates the

excitement of one's work so that they want to cooperate effectively and be integrated with all efforts to achieve satisfaction.

Employee performance is everything that employees do that gives results to the company. According to Mangkunegara in (Saleh and Darwis 2016) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given".

Based on the results of research that has been conducted on PD employees. Makassar Raya Parking is in the very good category with a percentage rate of 88.71%. Quality is a result of work that is obtained by someone by minimizing all mistakes. Based on the results of research conducted on employees of PD Parking Makassar Raya stated that the quality of work of employees was in the very good category with a percentage level of 91.76%. This shows that employees provide the best quality at work. In line with the results of the study Ceswirdani et al. (2017) to improve the quality of work employees always try to arrive on time, employees who arrive on time will immediately carry out work so that no work is delayed and this will later affect employee performance. Agree with the results of an interview with Mrs. Sri Suhartini, SE who stated that: "talking about the quality of employees, they always carry out their duties properly and keep trying to reduce mistakes at work".

Quantity is something that shows the large amount of work completed so that efficiency and effectiveness can be realized in accordance with company goals. Based on the results of research conducted on employees of PD Parking Makassar Raya stated that the quantity of employee work is in the very good category with a percentage level of 89.71%. This shows that the quantity of work provided by PD Parkiring Makassar Raya employees is classified as very good. In line with the opinion of Elmuti and Kathawala in (Irawati 2015) states that "quality is the amount or target produced expressed in terms of units of the number of activity cycles completed".

Timeliness is the level of activity completed at the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. Based on the results of research conducted on timeliness indicators are in the very good category with a percentage level of 84.31%. This shows that employees of PD. Makassar Raya Parking does the work with a predetermined time and does not delay the responsibilities given. In line with opinion (Prof. Dr. Moeheriono 2012) explains that "timeliness measures whether the work has been completed correctly and on time".

Democratic leadership style is a leadership style that always tries to prioritize cooperation and teamwork in an effort to achieve company goals. Leaders who use a democratic style place themselves as supervisors, regulators, and control an organization without hindering the rights of their subordinates to express opinions. A good leader will always motivate his subordinates so that they give good performance for the organization. This is in line with the theory put forward by Sutrisno in (Khoiri and Oktavia 2019) who explained that "there are several factors that influence an employee's performance including leadership factors, including aspects of the quality of leaders and subordinates in providing enthusiasm, direction and work support to employees".

Based on the results of the analysis, the results of the study show that there is a positive and significant influence between the democratic leadership style and the performance of employees in PD. Greater Makassar Parking. This means that the hypothesis put forward is "allegedly there is an influence of democratic leadership style on the performance of employees in PD. Raya Makassar Parking" was declared accepted with a moderate level of influence.

The results of this research analysis are supported by research (Fadly et al. 2019) democratic leadership style has a significant positive effect on employee performance. Further research from (Kurniawan 2018) shows that the democratic

leadership style has a significant effect on the performance of CV Anugrah Jaya employees. Furthermore, the results of research from (Susanti 2015) with the title "The Influence of Democratic Leadership Style on Employee Performance at the Sungai Pinang District Office, Samarinda City" states that the democratic leadership style has a very strong influence on employee performance at the Sungai Pinang District office, Samarinda City and has been proven true and acceptable.

4. Conclusion

Based on the results of the analysis of the influence of democratic leadership style on employee performance, the conclusion from the results of this study is that Democratic Leadership Style (X) seen from joint decisions, respecting the potential of subordinates, listening to suggestions, criticisms, and opinions as well as collaborating with subordinates is in a very high category. good. Employee performance (Y) based on the quality of work, quantity of work, and timeliness is in a very good category. Based on the results of the data analysis, the relationship between democratic leadership style and employee performance is in the moderate relationship category, and there is a positive and significant influence of democratic leadership style on employee performance at PD Parkir Makassar Raya.

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