

# **The Influence of Democratic Leadership Style, Work Discipline, and Work Motivation on Employee Performance at PT. Sinotrans**

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## **Abstract**

This study aims to determine the effect of democratic leadership style on employee performance, work discipline on employee performance and work motivation on employee performance. This study uses a quantitative approach, the number of samples taken is 50 people consisting of all employees of PT. Sinotrans. Data was collected by distributing questionnaires to respondents via google form. The data test in this study used validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, coefficient of determination analysis and multiple linear regression with the help of SPSS program. The results of this study indicate that democratic leadership style has a positive and significant effect on employee performance, work discipline has a positive and significant effect on employee performance and work motivation has a positive and significant effect on performance.

*Keywords: Democratic Leadership Style, Work Discipline, Work Motivation, Employee Performance.*

## **1. INTRODUCTION**

The rapid development of the world today, which is supported by advances in science and technology, has brought post-industrial society into the information and computerized era. On the other hand, this development has its own implications for the business world with the birth of a revolution in human relations. Human resources become an important factor in an organization or company. In order for management activities to run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee performance increases. PT. Sinotrans is a large-scale state-owned company founded in 1950 and merged with China Changjiang National Shipping (CSC Group) Corp. in 2009. Worldwide business in comprehensive logistics and shipping. The largest international logistics provider in China and the 2nd largest shipping agent in China with a human resource of approximately 50 people who have separate duties and are able to carry out their duties. The development of the modern era today, the business world has dramatically changed fundamentally, in following the flow of these developments. The company's management cannot ignore every need and desire of employees, both individually and institutionally, in this case the field of work they face.

Problems found in PT. Sinotrans some employees show low work discipline seen from absenteeism, employees who come late and don't come for no reason, from observations and information obtained from the head of the personnel department, it is still found that the enthusiasm for carrying out activities is still low, and it shows the low performance of some employees towards organization. At PT Sinotrans there was indiscipline from employees with late coming to work from month to month, which could make the company PT. Sinotrans lost money, whereas employees for PT. This Sinotrans is the most important asset that must be owned by the company and is highly considered by the management. Basically, competent human resources with good performance can support the success of a business. On the other hand, incompetent human resources and poor performance are competitive problems that can put the company at a disadvantage and in achieving the goals of an organization, human resources are needed as system managers. To achieve organizational goals, there are many aspects that become important in their fulfillment, including the element of leadership or leaders. Existing employees or employees if not managed properly will not be able to achieve the goals that have been set. Therefore, leaders must be able to manage Human Resources and every leader has a method of leading in achieving organizational goals.

Professional employees can be interpreted as a view to always think, work hard, work full time, discipline, honest, high loyalty, and full of dedication for the success of their work. To achieve high production results, company leaders must pay attention to work discipline. Employee performance can be influenced by various factors. One of the factors that can affect employee performance in a company is the leadership style applied in the company. This is in accordance with the results of research conducted by Nopitasari (2019) which shows that the democratic leadership style has a positive and significant effect on employee performance. This is because the democratic leadership style provides opportunities for employees to participate in every activity and make decisions according to their positions, abilities and skills. This makes employees feel involved by the leadership, so that employees are encouraged to carry out their duties and work well. As a result, the employee will achieve good performance.

Employee performance can also be affected by work discipline. This is in accordance with the results of research conducted by Yudiningsih, et al. (2016) which shows that work discipline has a positive and significant effect on employee performance. This is because the higher the work discipline of an employee, the higher the sense of responsibility that exists within the employee for the tasks assigned to him, so that the higher the performance and work performance achieved by the employee. In addition to democratic leadership style and work discipline, motivation can also affect employee performance. The results of research conducted by Suwarno (2014) show that motivation has a positive and significant effect on employee performance. This is because the stronger the motivation in an employee, the stronger the employee's behavior is directed at achieving goals, so the higher the performance it produces.

## **2. LITERATURE REVIEW**

### **Employee Performance**

Company performance is the level of achievement of results in order to realize the company's goals. Performance management is the overall activity carried out to improve the performance of the company or organization, including the performance of each individual and work group in the company. High employee performance is expected by the company. The more employees who have high performance, the overall company productivity will increase so that the company will be able to survive in global competition. According to Nopitasari (2019), performance is matters related to the implementation of the work and the results achieved from the work. According to Budiyo et al. (2016), performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Damara

(2019), performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time.

### **Democratic Leadership Style**

According to Metra (2017), democratic leadership style is associated with personal strength and followers' participation in problem solving and decision-making processes. According to Ading (2020) leadership style is a combination of identities used by superiors in influencing their employees so that company goals are achieved or it can also be stated that leadership style is a pattern of behavior and strategies that are favored and often used by a leader. Leadership can also be seen as a form of persuasion, an art of fostering a certain group of people, usually through the right approach and motivation so that they are not afraid to work together in achieving organizational goals. From this opinion, it can be concluded that leadership is a person's personality that radiates desire in a certain group of people and is able to invite and encourage them to work together in order to achieve goals.

### **Work Discipline**

According to Kurniawan (2020) states that, discipline shows how a condition or obedient attitude is in employees towards company rules and regulations. According to Nisyak et al. (2016) discipline has two meanings. The first sense, involves learning or molding behavior by applying rewards or punishments. The second understanding is a narrower understanding, namely discipline is only related to punitive actions against wrongdoers. According to Nopitasari (2019), work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. According to Mangkunegara (2011) in Nopitasari and Krisnandy (2018), work discipline is a tool used by managers to communicate with their employees so that they are willing to change a behavior as an effort to increase one's awareness and willingness to comply with all company regulations and social norms. applicable.

### **Work motivation**

These attitudes and values are invisible which give the strength to encourage the individual to behave in achieving goals. If individuals are motivated, they will make positive choices to do something, because basically motivation can spur employees to work hard so that they can satisfy their desires and increase their work productivity and will ultimately affect the achievement of organizational goals. Managers motivate subordinates by rewarding those who perform well. The level of motivation varies from one individual to another and within an individual at different times. Budiyo et al. (2016) motivation is a condition that encourages or causes someone to do an act or activity that takes place consciously. According to Casino et al. (2020) work motivation is the provision of a driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction.

### **Hypothesis Development**

#### *Democratic Leadership Style Relationship*

Democratic leader behavior tends to encourage employees to grow and develop their power of innovation and creativity, so as to improve the performance of employees under their leadership (Siagian & Khair, 2018). The democratic leadership style is characterized by the existence of a structure whose development uses a cooperative decision-making approach. This makes employees feel involved by the leadership, so that employees are encouraged to carry out their duties and work

well. As a result, the employee will achieve good performance. This shows that democratic leadership style can have a positive effect on employee performance. This is in accordance with the results of research conducted by Nopitasari (2019) which shows that the democratic leadership style has a positive and significant effect on employee performance. Based on the description of the research, the following hypothesis is put forward:

*H1: Democratic Leadership Style has an effect on employee performance*

*Discipline Relationship to Employee Performance*

The results of research conducted by Yudiningsih (2016) show that work discipline has a positive and significant effect on employee performance. High work discipline is indicated by the presence of a high sense of responsibility in employees towards the tasks assigned to them. That is, the higher the level of work discipline of an employee, the higher the sense of responsibility within the employee for the tasks assigned to him, so that the greater the effort made by the employee to carry out his duties and work well. This will ultimately improve the performance. Thus, work discipline has a positive and significant effect on employee performance. Based on the description of the research, the following hypothesis is put forward:

*H2: Discipline affects employee performance*

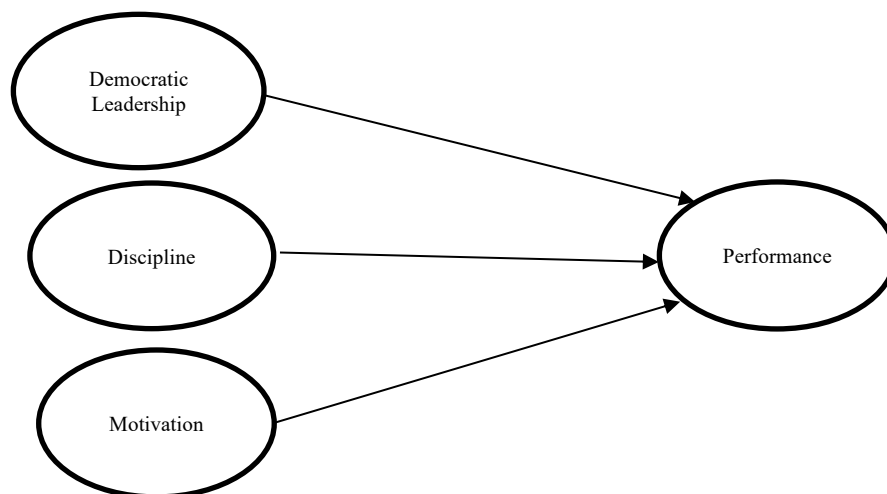
*The relationship between motivation and employee performance*

The results of research conducted by Suwarno (2014) show that motivation has a positive and significant effect on employee performance. The motivation referred to here is the motivation of employees to carry out their duties and work well. The stronger the motivation in an employee, the stronger the employee's desire to carry out his duties and work well, so that the employee's behavior is more motivated to be directed in accordance with the performance standards and goals set by the company. This will ultimately improve the performance of the employee. Thus, motivation has a positive and significant effect on employee performance. Based on the description of the research, the following hypothesis is put forward:

*H3: Motivation affects employee performance*

**Research Design**

The research design is as shown in the following figure.



**Figure 1. Research Design**

### 3. RESEARCH METHODOLOGY

This type of research uses quantitative. The population in this study were employees of PT. Sinotrans totaling 50 people. Sampling with a saturated sample, then all employees of PT. All 50 Sinotrans will be investigated. The method of collecting data is by using a questionnaire distributed via googleform. The data to be analyzed is data obtained from the respondents' answers to the distributed questionnaires. Data analysis aims to present data in a more easily understood manner. The data analysis using the help of the SPSS program.

### 4. RESULT AND DISCUSSION

#### Multiple Linear Regression Model

The results of the calculation of multiple linear regression with the help of the SPSS program are as follows:

**Table 1. Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.767	1.580		-3.651	.001
	Democratic Leadership	.653	.122	.488	5.351	.000
	Discipline	.474	.105	.378	4.530	.000
	Motivation	.178	.053	.186	3.328	.002

a. Dependent Variable: Employee Performance

Source: Processed Research Data (2021)

Based on the SPSS output above, the following regression equation is obtained:

$$Y = -5.767 + 0.653X_1 + 0.474 X_2 + 0.178 X_3$$

The model shows the meaning that the Democratic Leadership Style coefficient value is 0.653 which means that every increase in the Democratic Leadership Style will be followed by an increase in employee performance of 0.653. The coefficient of Work Discipline is 0.474 which means that every increase in Work Discipline will be followed by an increase in employee performance of 0.474. Work Motivation coefficient value of 0.178 states that every increase in Work Motivation will be followed by an increase in employee performance of 0.178.

#### F Test

**Table 2. ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	875.865	3	285.925	40.150	.000 <sup>b</sup>
	Residual	609.738	60	7.211		
	Total	1485.603	63			

a. Dependent Variable: Employee Performance

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

**Coefficient of Determination Test**

**Table 3. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 <sup>a</sup>	.910	.904	.989

Source: Processed Research Data (2021)

The results of the data above can be seen that the coefficient of determination obtained is 0.904. This means that 90.4% democratic leadership style, work discipline, and work motivation affect employee performance. While the rest is influenced by other variables not examined in this study

**Discussion**

*The Influence of Democratic Leadership Style on Employee Performance*

Based on the results of the study, it can be seen that the democratic leadership style has a positive and significant effect on the performance of PT. Sinotrans Cikarang. This shows that leaders who apply a good democratic leadership style, leaders are able to provide direction to employees and always help employees when there are obstacles in their work, so that employees can be more active in doing their jobs so as to improve employee performance. The results of this study are relevant to research conducted by Talahatu (2015) which explains that leadership style affects employee performance.

*The Effect of Work Discipline on Employee Performance*

Based on the results of the study, it can be seen that work discipline has a positive and significant effect on the performance of PT. Sinotrans Cikarang. Various disciplines such as coming to the company on time and giving sanctions or warnings, so that employees will be better at doing work at PT. Sinotrans. The results of this study are relevant to the research conducted by Ekhsan (2019) which describes that work discipline has an effect on employee performance.

*The Effect of Work Motivation on Employee Performance*

Based on the results of the study, it can be seen that work motivation has a positive and significant effect on the performance of employees of PT. Sinotrans Cikarang. Various motivations such as the provision of salaries, allowances, and various kinds of awards to employees who excel, can foster the work spirit of the employees of PT. Sinotrans Cikarang. The results of this study are relevant to research conducted by Juniantara (2015) which explains that work motivation affects employee performance.

**5. CONCLUSION**

Based on research on the Effect of Democratic Leadership Style, Work Discipline and Work Motivation on Employee Performance at PT. Sinotrans, it is concluded that the results of testing the first hypothesis have proven that there is an influence between democratic leadership style on employee performance. The examiner proves that the democratic leadership style has a positive and significant effect on employee performance. Leaders with a good democratic leadership style, caring for subordinates can influence employees to be more active in carrying out the tasks that are their responsibility so that employee performance can increase. The results of the second hypothesis testing prove that there is an influence between work discipline on employee performance. Various disciplines such as coming to the company on time and giving sanctions or warnings, so that

employees will be better at doing work at PT. Sinotrans. The results of testing the third hypothesis have proven the influence of work motivation on employee performance. Various motivations such as the provision of salaries, allowances, and various kinds of awards to employees who excel, can foster employee morale at PT. Sinotrans.

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