

Enabling Employees to Perform with the Factors that Influence it: The Impact of Democratic Leadership and Work Discipline



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ABSTRACT: Many things must be considered in encouraging the achievement of effective employee performance, knowing these factors will automatically be able to maximize the impact of errors that occur. The role of the leader in environmental business in the region and the work environment, as well as the self-motivation of the employees is factors that must be considered in achieving performance. This research is a quantitative research with census techniques; the sample used is as many as 50 respondents from all employees of the research object, namely CV. Akemi Bali Crafts in Bali. The data analysis technique in this study used linear regression analysis with the t test and f test to test the hypothesis. Democratic leaders who are familial have a major impact on encouraging employee self-motivation, so as to be able to foster a conducive work environment, so that these factors must collaborate in encouraging the sustainability of performing employees.

KEYWORDS: Factors Influence, Democratic Leadership, Self-Motivation, Work Discipline, Enabling Employees

1. INTRODUCTION

One area that is very well known for its craft industry is Bali. Bali is famous for its customs and community culture which are still very strong, especially when viewed from its relation to religious ceremonial activities. Crafts play an important role in art and community activities in Bali. In addition, the tourism industry also provides support for the development of the handicraft industry in Bali, given the availability of a fairly high target market. Human resources play an important role in the success of an organization. With good human resources the company is able to carry out operations effectively and efficiently which can help the company achieve its stated goals. Human resources is also the key that determines the development of the company. In essence, HR is in the form of humans who are employed in an organization as movers, thinkers and planners to achieve goals that organization. Therefore companies must pay attention to human resources owned to be able to produce maximum performance. Good human resource management is to produce maximum performance. According to Mulang (2021), employee performance, is work performance or work results both the quality and quantity achieved by human resources per unit of time in carrying out their work duties in accordance with the responsibilities assigned to them. Employee performance is how much employees give contribution to the company including quantity output, quality output, timeframe, attendance at work and cooperative attitude. Employee performance refers to the employee's ability to carry out the overall tasks that are his responsibility. One of the market players in the handicraft industry in Bali is CV. Akemi Bali Craft which is a woodworking company in Klungkung with a total of 50 employees divided into 13 men and 37 women. The reason for the company recruiting more women is because the level of work is more concerned with accuracy. When viewed from education, there are 9 employees with junior high school level education, 34 high school/vocational high school educations, and 7 undergraduate educations.

CV. Akemi Bali Craft always tries to improve its performance, but in its operations there are still problems with employee performance. This can be seen from the fluctuation in sales over the last five years. It is known that sales during 2017-2021 amounted to IDR. 8,776,146,000 of the target set at IDR. 10,180,000,000 with realization of 86.21%. The highest realization occurred in 2019 of IDR 1,834,815,000 from the target of IDR. 2,000,000,000 with an achievement of 91.74%. The lowest realized sales occurred in 2021 of IDR. 2,034,953,000 with an achievement of 78.87%. Overall, there are still fluctuations in sales

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that show inconsistent performance. One of the factors that influence enabling employee is democratic leadership. According to (Homan et al., 2020) democratic leadership is a process of directing and influence activities related to the tasks of group members. According to (Nabella et al., 2022) democratic leadership is a science that comprehensively examines how to direct, influence, and supervise other people to carry out tasks according to planned orders. Research by (Pancasila et al., 2020) found that democratic leadership has a positive effect on employee performance. This means that the better the democratic leadership, the employees will work optimally. This is supported by research conducted by (Iman & Lestari, 2019) which found that work discipline democratic leadership has a positive effect on Enabling employee. Good democratic leadership will maximize employee performance. Contrary to research (Purwanto et al., 2021) which states that democratic leadership has a negative effect on employee performance. This means that the better the democratic leadership, the lower the employee performance.

Based on the results of interviews with 5 employees, on Friday, December 9, 2022, sales fluctuations that occurred at CV. Akemi Bali Craft are caused by a problem with democratic leadership. Leaders are too busy with the work being done so they lack socialization with employees. This makes employees less familiar with superiors and mistakes often occur in submitting assignments at work. Another factor that affects employee performance is self-motivation. (Tarigan and Setiawan, 2020); (Basalamah & As'ad, 2021), state that self-motivation is an effort that can cause a behavior, direct behavior, and maintain or maintain behavior. Self-Motivation is a basic human need and as an incentive that is expected to fulfill the desired basic needs, so that if the need exists it will result in the success of an activity. Employees who have high self-motivation will try to get their work done as well as possible. Research (Paais & Pattiruhu, 2020) found that self-motivation has a positive effect on employee performance. This means that the better the self-motivation, the better the employee's performance. This is supported by research conducted by (Wiradendi Wolor et al., 2020); (Niati et al., 2021) self-motivation has a positive effect on employee performance. Good self-motivation makes employees more enthusiastic at work so that performance becomes better. This means that the higher the self-motivation, the lower the employee's performance. Some employees also stated that they had motivational problems. Employees state that there is an unfavorable relationship with co-workers which can be seen from the presence of employees who object to being asked to help with the work of other employees who are unable to attend. Employees also stated that the salary given was not in accordance with the work. In addition, employee performance is also influenced by work discipline. Work discipline is a policy that leads to a sense of responsibility and the obligation for employees to comply with the regulations set by the agency where the employee works.

Efendi et al. (2020) found that work discipline has a positive effect on employee performance. This means that the better the work discipline, the better the employee's performance. This is supported by research conducted by (Razak et al., 2020); and (Rahmi et al., 2020) who found work discipline has a positive effect on employee performance. Work discipline makes employees work more regularly and maximizes the utilization of resources. Contrary to the research of (Pawirosumarto et al., 2020), which states that work discipline has a negative effect on enabling employee performance. This means that the higher the work discipline, the lower the employee's performance. The problem of work discipline can be seen from the presence of employees who are often late to work. There were also several employees during breaks which should have been only one hour but took more than an hour's break. This hinders the completion of work. In addition, work discipline can also be seen from the presence of high employee absenteeism. It is known that the average absenteeism rate for 2021 is 3.33%. The highest absentee rate occurred in December at 3.48% and the lowest absenteeism rate occurred in January at 2.77%. The average number of lost working days in 2021 is 43 days each month, where the highest number of lost working days occurred in July with 49 days and the lowest occurred in January with 36 days. Based on this, the authors are interested in further research with the title: "The Influence of democratic Leadership, self-Motivation and Work Discipline on Employee Performance at CV. Akemi Bali Craft".

2. LIBRARY STUDY

2. Literature Review

2.1 Leadership Democratic, Self-Motivation, and Discipline Work

According to (Aisyah et al., 2022) democratic leadership is a process of directing and influencing activities related to the tasks of group members. According to (Chanko & Rahmat, 2022), Democratic leadership is a science that examines comprehensively how to direct, influence, and supervise other people to carry out tasks according to planned orders. Widarko and Anwarodin (2022); Kim and Lee (2022), state that self-motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain behavior that is appropriate to the work environment in the organization. Self-Motivation is a basic human need and so on incentives that are expected to meet the desired basic needs, so that if those needs exist it will result in the success of an activity. According to Sulistyarningsih et al. (2023); Manda et al. (2022) discipline is a form of self-control for employees and

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regular implementation and shows the level of seriousness of the work team in an agency or work organization. According to Rivaldo & Nabella (2023); Sudirman et al. (2023), work discipline is an attitude and behavior in accordance with the rules of the agency, both written and unwritten. Employee performance is how much employees give contribution to the company including quantity output, quality output, timeframe, attendance at work and cooperative attitude. Employee performance refers to the employee's ability to carry out the entire task tasks that are his responsibility (Zaeni et al., 2022, Karoso et al., 2022).

2.4 Relationship between Variables and Hypotheses

According to (Aisyah et al., 2022, Xu et a., 2022), democratic leadership is a process of directing and influence activities related to the tasks of group members. According to (Tianingrum, 2022), democratic leadership is a science that examines comprehensively how to direct, influence, and supervise other people to carry out tasks according to planned orders. Good democratic leadership creates a good division of tasks so that performance becomes better. Widarko & Anwarodin (2022), Megawaty et al. (2022), state that self-motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain behavior that is appropriate to the work environment in the organization. Self-Motivation is a basic human need and as an incentive that is expected to fulfill the desired basic needs, so that if the need exists it will result in the success of an activity. Employees who have high self-motivation will try to get their work done as well as possible. According to (Sulistyaningsih et al., 2023); Sinaga et al. (2022), discipline is a form of self-control for employees and regular implementation and shows the level of seriousness of the work team in an agency or work organization. Work discipline is a policy towards a sense of responsibility and obligation for employees to comply with the regulations set by the agency where the employee works. Work discipline makes there is regularity in work so that employee performance becomes better. Mulang (2021); Kurniasih et al. (2022), employee performance, is work performance or work results (*output*) both the quality and quantity achieved by human resources per unit of time in carrying out their work duties in accordance with the responsibilities assigned to them. Employee performance is how much employees give contribution to the company including quantity output, quality output, timeframe, attendance at work and cooperative attitude. Employee performance refers to the employee's ability to carry out the overall tasks that are his responsibility. Based on the study theoretical and the empirical study, the hypothesis is formulated as follows:

H1: Democratic leadership has a positive and significant effect on enabling employee performance.

H2: Self-Motivation has a positive and significant effect on enabling employee performance.

H3: Work discipline has a positive and significant effect on enabling employee performance.

H4: Democratic leadership, self-motivation and work discipline have a positive and significant effect on enabling employee performance.

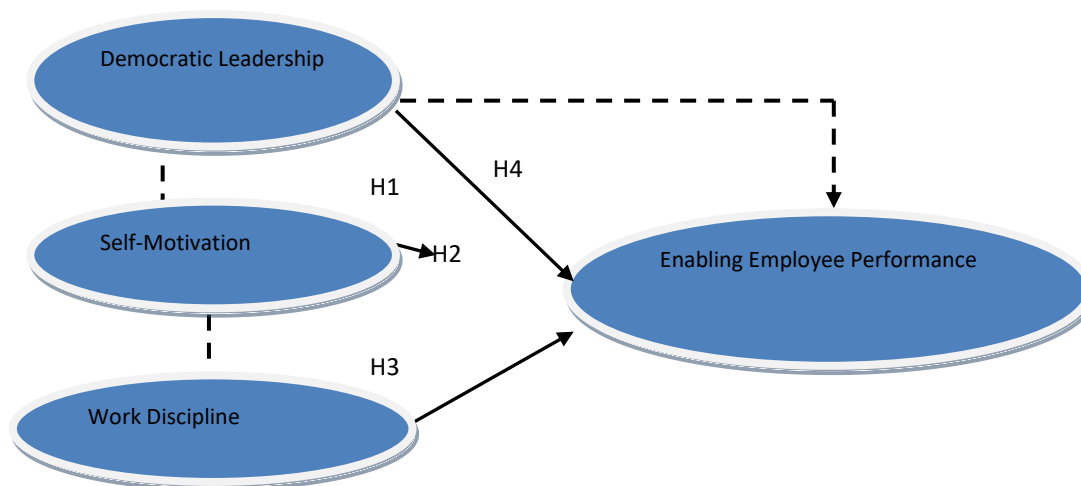


Figure 1. Research Conceptual Framework

Source: Researcher's Conceptual Framework, 2022

3. RESEARCH METHODS

This research is a quantitative study with a sample of 50 people from the total number of Enable employees at CV. Akemi Bali Craft. Research using quantitative data with data collection is done by distributing questionnaires online to respondents. Data analysis was performed using multiple linear regression analysis as the processing tool used.

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4. RESULTS AND DISCUSSION

Validity and Reliability Instrument Test

Validity test can be done by correlating between item scores with the so-called total score Pearson correlation or correlation product moment with value cut-off 0.30 and if the correlation coefficient is below 0.30 it can be stated that the instrument is invalid so it must be repaired or discarded and if the correlation of each factor is positive and the magnitude is 0.30 and above then these factors are constructed (construct) strong (Sugiyono, 2018). Reliability is the degree of accuracy, precision and accuracy shown by the measurement instrument where its use can be done internally, namely testing by analyzing the consistency of the existing items. Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct.

Table 1. Validity and Reliability Test Results

Information	Item Statement	Correlation coefficient	> 0,3	Information	Cronbach's Alpha	Information
Democratic Leadership (X1)	X1.1	0.813	0.3	Valid	0.902	Reliable
	X1.2	0.883	0.3	Valid		
	X1.3	0.767	0.3	Valid		
	X1.4	0.738	0.3	Valid		
	X1.5	0.844	0.3	Valid		
	X1.6	0.883	0.3	Valid		
Self-Motivation (X2)	X2.1	0.931	0.3	Valid	0.919	Reliable
	X2.2	0.904	0.3	Valid		
	X2.3	0.770	0.3	Valid		
	X2.4	0.808	0.3	Valid		
	X2.5	0.937	0.3	Valid		
Work Discipline (X3)	X3.1	0.830	0.3	Valid	0.907	Reliable
	X3.2	0.705	0.3	Valid		
	X3.3	0.698	0.3	Valid		
	X3.4	0.883	0.3	Valid		
	X3.5	0.840	0.3	Valid		
	X3.6	0.849	0.3	Valid		
	X3.7	0.808	0.3	Valid		
Enabling Employee (Y)	Y1	0.907	0.3	Valid	0.913	Reliable
	Y2	0.840	0.3	Valid		
	Y3	0.901	0.3	Valid		
	Y4	0.752	0.3	Valid		
	Y4	0.918	0.3	Valid		

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Based on the processing of Table 1, the data shows the Pearson correlation coefficient > 0.30 and all of them are significant, and the value *Cronbach's Alpha* greater than > 0.60 . This means that all the instruments used in the research are valid and reliable so that the next analysis can be continued.

Classic assumption test

Normality Test

A good regression model is a regression that has a normal or close to normal distribution, so it is feasible to do it by looking at the probability numbers. Population data said distributed normal if the coefficient *Asymp. Sig (2-tailed)* greater than $\alpha = 0.05$. The results of the normality test are seen in Table 2 as follows:

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	1.24474964
Most Extreme Differences	Absolute	.086
	Positive	.086
	Negative	-.059
Test Statistic		.086
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Results Processed by the author (2023)

The results of Table 2 above show *asyp. Sig.(2-tailed)* is 0.200 greater than 0.05. Thus it can be said that the variable is normally distributed.

Multicollinearity Test

To detect whether there is a correlation between independent variables can be seen from the value tolerance more than 0.1 and *Variance Inflation Factor (VIF)* less than 10 is said to have no multicollinearity (Ghozal, 2018). The results of the multicollinearity test can be seen in Table 3.

Table 3. Test Results Multicollinearity

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	X1	.347	2.882
	X2	.336	2.975
	X3	.419	2.388

a. Dependent Variable: Y

Source: Results Processed by the author (2023)

The calculation results in Table 3 show that all independent variables have a value tolerance greater than 0.10. Value calculation result variance inflation factor (VIF) also shows that all independent variables have a VIF value below 10. So it can be concluded that there is no multicollinearity in the variables Independent in the regression model.

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Heteroscedasticity-Test

To detect whether or not there is a variance homogeneous can be seen from the significance value is greater than $\alpha = 0.05$ to *absolute residual* (ABS_RES) partially, the model in the regression does not show symptoms of heteroscedasticity, so it is feasible to be used to predict the dependent variable. The results of the heteroscedasticity test can be seen in Table 4

Table 4. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.482	.792		.608	.546
X1	.109	.055	.470	1.960	.056
X2	-.036	.064	-.137	-.561	.578
X3	-.050	.044	-.247	-1.134	.263

a. Dependent Variable: ABS_RES

Source: Results Processed by the author (2023)

Test results *Glazes* in Table 4 the significance value is obtained, all independent variables have a Sig value greater than 0.05. This means that the regression model does not contain symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

In this study, technical data analysis used multiple linear regression analysis using the SPSS program (Statistical Package for Social Science). Multiple linear regression analysis is used to determine and to obtain the influence of democratic leadership, motivation and work discipline on enabling employee. The research results of multiple linear regression analysis in this study addressed in Table 5 below:

Table 5. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.393	1.283		-1.865	.069
X1	.206	.090	.223	2.300	.026
X2	.372	.104	.351	3.569	.001
X3	.358	.072	.439	4.978	.000

a. Dependent Variable: Y

Table 5 obtained a multiple linear regression equation as follows: $Y = -2,393 + 0,206 X1 + 0,372 X2 + 0,358 X3$

The constant coefficient value is -2.393 indicating that the value of the enabling employee variable is -2.393 if the democratic leadership, self-motivation and discipline of work equal zero (0). The value of the democratic leadership regression coefficient is 0.206. This shows that if the other variables are constant, the increase in democratic leadership will increase enabling employee by 0.206 units. Coefficient value self-motivational regression of 0.372, this shows that if the other variables are constant, the increase in the self-motivational variable will increase enabling employee by 0.372 units. Work discipline regression coefficient value of 0.358. This shows that if the other variables are constant, the increase in the work discipline variable will increase employee performance by 0.358 units.

Determination Test

According to (Ghozali, 2017) the coefficient of determination is essentially measuring how much far the ability of a model to explain the dependent variation. The value of the Coefficient of Determination is between zero and one. R value² Small square means very limited variation of the dependent variable.

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Table 6. Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.850	.840	1.285

a. Predictors: (Constant), X3, X1, X2

Source: Results Processed by the author (2023)

Table 6 can be seen the value of R square in this study shows that the value of R square equal to 0.850 that the level of correlation between the independent variables and the dependent variable is 85%, which means that the independent variables in this study, namely democratic leadership, self-motivation and work discipline are able to explain 85% of enabling employee and the remaining 15% is explained by other variables outside the model

F-test

The F statistical test basically shows whether all the independent variables or independent variables included in the model have a joint effect on the dependent or dependent variable. The following are the results of the SPSS test:

Table 7. F Test Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	431.059	3	143.686	87.059	.000 ^b
Residual	75.921	46	1.650		
Total	506.980	49			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: Results Processed by the author (2023)

The test results obtained the value of $F_{count} 87.059$ with a sig. $0.000 < 0.05$, then H_0 is rejected and H_1 accepted. This result means that there is a positive and significant influence simultaneously between democratic leadership, self-motivation and work discipline on enabling employee performance.

T-Test

Tests conducted to determine the influence of democratic leadership, self-motivation and work discipline on enabling employee performance. If the significance value is > 0.05 then H_0 is rejected, and if the significance is < 0.05 then H_0 is accepted. The results of the t test can be seen in Table 8 below.

Table. 8 Test Results t

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.393	1.283		-1.865	.069
	X1	.206	.090	.223	2.300	.026
	X2	.372	.104	.351	3.569	.001
	X3	.358	.072	.439	4.978	.000

a. Dependent Variable: Y

Source: Results Processed by the author (2023)

DISCUSSION

The Influence of Democratic Leadership on Enabling Employee Performance

Based on the results of the data analysis test, it shows that the regression coefficient value of the democratic leadership variable is 0.206 with a significance level of 0.026 which is less than 0.05. This shows that democratic leadership has a positive and

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significant effect on enabling employee performance, meaning that the better the democratic leadership, the enabling employee performance will increase. According to Aisyah et al. (2022), democratic leadership is a process of directing and influence activities related to the tasks of group members. According to Xu et al. (2022), democratic leadership is a science that examines comprehensively how to direct, influence, and supervise other people to carry out tasks according to planned orders. Good democratic leadership creates a good division of tasks so that performance becomes better. The results of this study are consistent with research conducted by Chanko & Rahmat (2022), found that democratic leadership has a positive effect on enabling employee performance. This means that the better the democratic leadership, the better the enabling performance of employees.

The Effect of Self-Motivation on Enabling Employee Performance

Based on the results of the data analysis test, it shows that the regression coefficient value of the self-motivational variable is 0.372 with a significance level of 0.001 which is less than 0.05. This shows that self-motivation has a positive and significant effect on enabling employee performance, meaning that the better the self-motivation, the enabling employee will increase. Widarko and Anwarodin (2022) state that self-motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain behavior that is appropriate to the work environment in the organization. Self-Motivation is a basic human need and as an incentive that is expected to fulfill the desired basic needs, so that if the need exists it will result in the success of an activity. Enabling employees performance who have high self-motivation will try to get their work done as well as possible. The results of this study are consistent with research conducted by Kim and Lee (2022), Megawaty et al. (2022), who found that self-motivation, has a positive effect on enabling employee performance. This means that the better the self-motivation, the better the Enabling employee's performance.

The Effect of Work Discipline on Enabling Employee Performance

Based on the results of the data analysis test, it shows that the regression coefficient value of the work discipline variable is 0.358 with a significance level of 0.000 which is less than 0.05. This shows that work discipline has a positive and significant effect on enabling employee performance, meaning that the better the work discipline, the enabling employee performance will increase. According to Manda et al. (2022) discipline is a form of self-control for employees and regular implementation and shows the level of seriousness of the work team in an agency or work organization. Work discipline is a policy that leads to a sense of responsibility and obligation for employees to obey the rules set by the agency where the employee works. Work discipline creates regularity in work so that enabling employee becomes better. The results of this study are consistent with research conducted by Sulistyarningsih et al. (2023); and Rivaldo & Nabella (2023); Mulang (2021) found that work discipline has a positive effect on enabling employee performance. This means that the better the work discipline, the better the enabling employee's performance.

The Effect of Democratic Leadership, Self-Motivation and Work Discipline on Enabling Employee Performance

Based on the results of the data analysis test, it shows that the calculated F value is 87.059 with a significance level of 0.000 which is less than 0.05. This shows that democratic leadership, self-motivation and work discipline simultaneously have a positive and significant effect on enabling employee performance the better the leadership democratic, self-motivation and work discipline, the enabling employee's performance will increase. According to Mulang (2021); Zaeni et al. (2022), employee, is work performance or work results both in quality and quantity achieved by human resources per unit time period in carrying out their work duties in accordance with the responsibilities given to them. Enabling performance is how much employees give contribution to the company including quantity output, quality output, timeframe, and attendance at work and enabling cooperative attitude. Enabling employee performance refers to the employee's ability to carry out the overall tasks that are his responsibility. The results of this study are consistent with research conducted by Karoso et al. (2022); and Kurniasih et al. (2022), found that democratic leadership, self-motivation and work discipline have a positive effect on enabling employee performance. This means that the better the democratic leadership, work self-motivation and work discipline, the better enabling employee performance will be sustained.

5. CONCLUSIONS, LIMITATIONS AND POLICY IMPLICATIONS

Based on the results of research that has been done, it can be concluded that overall the variables used in this study, namely democratic leadership, self-motivation, and work discipline have a positive and significant effect on enabling employee performance, meaning that all these variables provide a strong impetus in encouraging the progress of CV. Akemi Bali Craft, to be able to encourage employees to do the work give is expected to give appreciation for the ability and expertise of employees at work.

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