



## The Influence of Democratic Leadership Style and Work Discipline on Teacher Performance

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### ABSTRACT

*The influence of democratic leadership style and work discipline on teacher performance at SMKN 1 Palangka Raya. This research aims to determine the influence of democratic leadership style and work discipline on the performance of SMKN 1 Palangka Raya teachers. This research method uses a quantitative approach, the number of samples in this research is 93 respondents. The sampling technique uses probability sampling. Data collection methods use interview, observation, questionnaire techniques, while the data analysis techniques used in this research use descriptive analysis techniques and multiple linear analysis techniques. The research results show that democratic leadership style and work discipline have a significant influence. influencing teacher performance at SMKN 1 Palangka Raya. And the results of the descriptive analysis stated that respondents agreed with the proposed indicators.*

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### INTRODUCTION

In the current era of globalization, global education is in the most powerful spotlight, everything related to the conditions faced by the people, whatever education is, is the target and object. The young generation who will continue the development of this nation must be equipped with a mature education to adapt to the various demands of the times and be able to bring solutions to the problems currently being faced in people's lives.

The human factor is a crucial part of an organization because good employee management is one way to increase employee productivity or performance. Experts in the twentieth century created HR as a specific field of study that investigates the use and relationship of humans to achieving organizational goals. Reality evidence shows that good HRM can improve performance (Sohel Ahmad, Roger G Schroeder 2003; Sean A. Way, Diane E Johnson, 2005; Paul F. Buller, Glenn M. Mc Evoy, 2012).

Efforts to increase awareness of discipline in students are one part of the teacher's task which is the key to achieving school goals. Teacher discipline in schools is needed so that school activities can take place effectively. This teaching discipline has a general aim, namely to implement the curriculum well which supports improving the quality of education. To ensure that teacher performance meets the standards set by the school, a patterned control and supervision function is needed, which is one of the duties of the school principal.

According to (P Dan and Jamrizal, 2022) a school principal is a person who leads an educational institution, whose work is very complex. Apart from playing a role in organizing and managing schools so that they are efficient and effective, school principals are also required to improve the performance of their employees. The head of the school is someone who has the authority to produce and choose policies for the organization or agency to achieve goals. School principals also play a role in motivating employees to improve employee performance, especially in learning. If the school principal succeeds in motivating employees, good employee performance will be achieved. On the contrary, without the role of the school principal, especially in motivating employees, there will be less than optimal employee performance because they think they will not be promoted as employees, as a result the school principal is obliged to have a high level of initiative

in improving the quality of education.

The problem that occurs is that employees feel that there is a lack of the leader's way of conveying messages, ideas or thoughts to subordinates using the aim of the subordinate understanding what is meant well, whether it is verbally or not directly, as a result this affects the relationship between the leader and subordinates, and hypnotize the work spirit of subordinates.

In accordance with the background of the struggle mentioned above, researchers are interested in investigating more deeply, it can provide benefits both theoretically and simply to various parties, namely: can provide theoretical contributions and development of human resource management concepts, especially those affiliated with using a democratic and disciplined leadership style. work on the performance of SMKN 1 Palangka Raya teachers. can be used as a reference and source of information for further research in the field of human resources.

## **LITERATURE REVIEW**

### **Democratic Leadership Style**

Democratic leadership style is a way for leaders to always hold deliberations with their employees in completing various kinds of work within the organization, as a result employees feel motivated by their thoughts and opinions and have good experience in dealing with various complex dilemmas faced in the organization. In this way, employees are able to work well not because of coercion, but because of enlightenment and responsibility. Although the democratic leader is the final decision maker, he invites others to be involved in the decision-making process. This not only increases job satisfaction by involving employees or team members in what is happening but also helps develop one's skills. Employees and team members feel in control of their own future, such as promotions they hope for, and are also motivated to work hard to get more out of it. just a financial imbalance (Priansa, 2017). The characteristics of a democratic leadership style:

- The workload of the organization is the responsibility of the human resources of the business organization;
- Employees are considered the main component in work so that the roles of strategic employees need to be adjusted to the duties and responsibilities they carry out;
- Leaders still play a role that is generally controlled but not rigid in solving problems throughout;
- high trust in employees by relinquishing supervisory responsibilities;
- Communication with employees is open and communicative.

### **Work Discipline**

According to Keith Davis (1985-366) in (Anwar, 2017) stated that " *discipline is management action to uphold organizational standards* ". Based on Keith Davis' opinion, work discipline can be interpreted as the implementation of management to reinforce organizational guidelines.

Work discipline means an action used by superiors to communicate with employees so that they are willing to communicate with employees so that they are willing to increase employee enlightenment and willingness to obey all applicable social regulations and norms. based on. According to (Hasibuan, 2017) stated that work discipline is the enlightenment and sadness of someone obeying all company regulations and applicable social customs.

### **Performance**

Performance comes from the definition of performance which means work performance or work results, but it can have a broader meaning, namely not only the results but how the work process takes place. Performance means work results that have a strong relationship with the organization's strategic goals, customer satisfaction and contribute to the economy Armstrong and Baron in

(Budiasa, 2021). Mangkunegara in (Budiasa, 2021) states that performance is the result of work in terms of quality and quantity achieved by an employee when carrying it out in accordance with the responsibilities given to him. Expressing performance as the result of work in terms of quality and quantity achieved by an employee during its implementation in accordance with the responsibilities given to him.

Based on some of the performance discourse above, it can be concluded that performance is a person's ability to utilize the resources they have to achieve the work that will occur both in quality and quantity, according to the responsibilities given. Good performance is performance that follows established standard synchronous procedures or mechanisms.

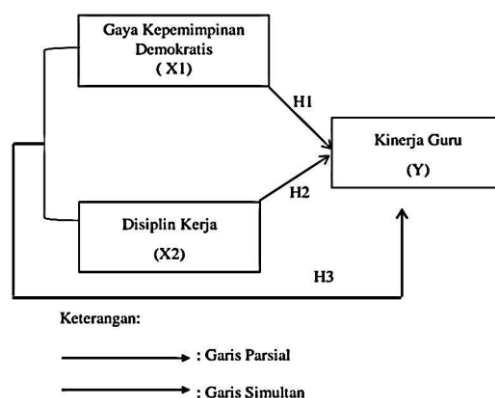
Campbell in (Budiasa, 2021) mentions indicators that can be used to measure performance, namely:

- Ability to carry out specific work tasks;
- Ability to carry out non-specific work tasks;
- Ability in oral and written communication;
- Efforts to display;
- Discipline;
- Facilities and working relationships with colleagues or teams;
- Supervision and;
- Management or administration.

## METHODS

This research is a type of causal associative research using a quantitative approach. Causal associative research is research that aims to test the impact between 2 or more variables, namely looking for the impact between the independent variable and the dependent variable. Research that proposes a hypothesis: 1). It is suspected that the democratic leadership style influences the performance of SMKN 1 Palangka Raya teachers. 2). It is suspected that work discipline influences the performance of SMKN 1 Palangka Raya teachers. 3). It is suspected that democratic leadership style and work discipline simultaneously influence the performance of SMKN 1 Palangka Raya teachers. The variables analyzed in this research are divided into dependent variables (Y) and independent variables (X).

The dependent variable (Y) is a dependent variable whose existence is determined by the independent variable. In this study the dependent variable means the performance of the teachers at SMKN 1 Palangka Raya. The independent variable (X) is an independent variable which will later influence the dependent variable which consists of democratic leadership style (X1) and work discipline (X2). Based on theoretical support and the results of previous research, the conceptual framework that will be used in this research can be explained as shown in the picture below:



Picture 1. Framework Study

**RESULTS**

The reliability test is used to measure general news which is an indicator of a variable. Field information is said to be reliable if a respondent answers questions consistently or stably from time to time. In this study, the reliability test used the SPSS 25 program by looking at the *Cronbach Alpha value* as a comparison. If the *Cronbach Alpha* coefficient is > 0.60 then the questionnaire is declared reliable (Ghozali, 2005).

Table 1. Results Reliability Test Instrument Study

Variable	<i>Chronbach Alpha</i>	Criteria	Information
Democratic Leadership Style	0.931	<i>Chronbach Alpha &gt;0.60</i>	reliable
Work Discipline	0.861		reliable
Teacher Performance	0.966		reliable

Source: Data is processed Author, 2023

In general, the linearity test is to find out whether 2 variables have a significant linear relationship or not. To find out whether variable X and variable Y have a linear relationship or not, you can find out by looking at the calculated F value with the F table. If F count > F table the conclusion is that there is no linear correlation and vice versa. If F count < F table the conclusion is that there is a linear relationship between variable X and variable Y. It is known that F count is 196.032 > F table is 3.10 so it can be concluded that no there is a linear relationship between variable X and variable Y. Furthermore, Equality regression Multiple shows results:

Table 2. Result of Eq regression Linear Multiple

		Coefficient <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficient	Q	signature.
Model		B	Std. Error	Beta		
1	(Constant)	2,946	1,720		1,713	,090
	Amount_X 1	,695	.133	,544	5,246	,000
	Amount_X 2	,416	.113	,381	3,679	,000

A. Dependent Variable: Total\_Y1

Based on table in on can determined model regression linear multiple Which stated in equation form as following:

$$Y = 2,946 + 0.695X_1 + 0.416 X_2 + e$$

From mark equality regression on can is known that:

1. Constant as big as 2,946 It means If variable leadership style and work discipline constant or still, so mark teacher performance is 2,946 or when presented as big as 294.6%.
2. Mark Coefficient regression For variable democratic leadership style on equality regression show mark positive as big as 0.695, It means If democratic leadership style increase as big as 1 unit, the teacher's performance value will increase by 0.695, in other words, the amount influence democratic leadership style on performance Teacher is 0.695 or 69.5%.
3. Mark Coefficient regression For variable work discipline on equality regression show mark positive as big as 0.416 , It means If And work discipline increased by 1 unit so mark performance Teacher will increase 0.416 with say other, big influence work discipline to performance Teacher is 0.416 or 41.6%.

Table 3. Test results Partial (t)

Model		Q	signature.
1	(Constant)	1,713	,090
	Democratic Leadership Style_X1	5,246	,000
	Work Discipline_X2	3,679	,000

The coefficient of the Democratic Leadership Style variable (X1) is significant at  $\alpha = 0.05$ , because  $t_{count} > 5,246$   $t_{table}$  1,662 ( $5,246 > 1.662$ ) or sig value.  $0.00 < 0.05$ . It means influence The Democratic Leadership Style variable on teacher performance is significant. Means the hypothesis state that Democratic Leadership Style influential to performance Teacher acceptable.

Coefficient Work Discipline (X2) is significant on  $\alpha = 0.05$ , Because Q count 3,679  $>$  t table 1.662 ( $3.679 > 1.662$ ) or sig value.  $0.000 < 0.05$ . This means the influence variable Work Discipline to performance Teacher is significant. Means hypothesis Which state that Work Discipline influential to performance teachers can accepted. Next are the results test F (simultaneous), as following.

Table 4. Test results Simultaneous (F)

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Means Square	F	signature
1	Regression	1015.754	2	507,877	196,032	,000b -
	Remainder	233,170	90	2,591		
	Total	1248.925	92			

A. Dependent Variable: Democratic Leadership Style\_Y1

B. Predictors: (Constant), Work Discipline\_X2, Total\_X1

Test This used with objective For prove is variable free jointly influence the attachment variable. From the results of calculations through SPSS show  $F_{count}$  as big as 196,032 and  $F_{table}$  3.10 (with use level meaning 0.00% as well as degrees freedom  $df_1 = k-1$  and  $df_2 = nk$ ;  $df_1 = 3-1 = 2$  and in  $df_2 = 93-3 = 90$ . This state that  $f_{calculated} (196,032) > F_{table} (3.10)$  so the hypothesis is accepted. This means that the independent variable is consisting of Democratic Leadership Style (X1), Work Discipline (X2). simultaneously influential to Performance teacher at SMKN 1 Palangka Raya. From data show results Coefficient of determination ( $R^2$ ), as following.

Table 5. Coefficient determination ( $R^2$ )

Model Summary				
Model	R	R square	Adjusted R Square	Std. Estimation Error
1	0.902 <sup>a</sup>	,813	,809	1,610

Predictors: (Constant), Work Discipline\_X2, Democratic Leadership Style\_X1

Dependent Variable: Teacher Performance (Y)

Value of the coefficient of determination ( $R^2$ ) of 0.902 indicates that there is variation in performance Teacher explained by variable Democratic Leadership Style (X1), Work Discipline (X2) amounted to 90.2% while 9.8% was explained by other variables Which No explained in model. Influence of the variable Democratic Leadership Style (X1) on teacher performance (Y), based on the results of partial analysis, it was found that the coefficient  $\beta$  originating from Democratic Leadership Style (X1) was positive, a positive indication of the correlation between

the variable Democratic Leadership Style (X1) and The teacher performance variable (Y) means that it is in the same direction, meaning that if a leader's Democratic Leadership Style variable increases, the teacher's performance will be higher. After testing, it turned out that the sig value was significant, thus meaning that there was a significant impact between Democratic Leadership Style (X1) on teacher performance (Y).

Influence of Work Discipline (X2) on teacher performance (Y). According to the results of the partial analysis, it was found that the  $\beta$  coefficient of Work Discipline (X2) means positive, a positive indication shows that the correlation between the Work Discipline variable (X2) and the Income Performance variable (Y) is in the same direction, namely that an increase in the Work Discipline of a person in leadership will result in the higher the teacher's performance. After conducting the test, it turned out that the sig value was significant, thus meaning that there was a significant impact between Work Discipline (X2) on Evangelist Performance (Y).

Effect of Simultaneous Variables Democratic Leadership Style (X1) and Work Discipline (X2) on teacher performance (Y). Based on the analysis that occurs simultaneously, it is found that Democratic Leadership Style (X1) and Work Discipline (X2) are positive signs, indicating that the relationship between the variables Democratic Leadership Style (X1) and Work Discipline (X2) uses the giver Performance variable (Y). is in the same direction, meaning that the higher the Democratic Leadership Style (X1) and Work Discipline (X2) of a leader, the higher the teacher's performance will be.

## CONCLUSION

Following are some conclusions from this research, including:

1. Democratic Leadership Style (X1) influential to Performance teacher SMKN 1 Palangka Raya.
2. Work Discipline (X2) influential to Performance Teacher SMKN 1 Palangka Raya.
3. Democratic Leadership Style (X1) and Work Discipline (X2) have an influence in a way simultaneously to Performance Teacher SMKN 1 Palangka Raya.

Based on the conclusion above, several suggestions can be put forward as follows: For the leaders of SMKN 1 Palangka Raya to pay more attention to the Democratic Leadership Style (X1) and Work Discipline (X2) variables so that performance can be achieved. Indicators have been reviewed and developed so that leaders and teachers can achieve satisfaction together. Future researchers can utilize and share the results of this research using different variables or the indicators used for each variable need to be developed. This research still has limitations, considering that this research only analyzes the effects of Democratic Leadership Style (X1) and Work Discipline (X2) on teacher performance. If we look at various theories relating to employee performance, of course there are many factors that influence it. Therefore, this research can be further refined and developed by adding many other variables, so that this research is more useful for the development of science and practical global interests.

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