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THE INFLUENCE OF DEMOCRATIC LEADERSHIP, INNOVATIVE BEHAVIOR AND COMMITMENT TO EMPLOYEE PERFORMANCE AT THE TAPIN DISTRICT EDUCATION OFFICE

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Abstract

This research aims to understand in depth about the influence between democratic leadership, innovative behavior, and commitment to employee performance. The sample of this study consisted of 51 respondents who worked in the Tapin District Education office. The data collection technique used in this study is a questionnaire which is then processed using a data quality test consisting of validity and reliability tests, classical assumption tests which include normality tests, multicollinearity tests, and heteroscedasticity tests, multiple linear regression tests, and finally hypothesis tests consisting of t tests, F tests, adjusted r square tests. The results concluded that democratic leadership and commitment did not have a significant effect on employee performance. While innovative behavior has a significant effect on employee performance.

Keywords: *Democratic Leadership, Innovative Behavior, Commitment, Employee Performance*

Abstrak

Penelitian ini bertujuan untuk memahami secara mendalam tentang pengaruh antara kepemimpinan demokratis, perilaku inovatif, dan komitmen terhadap kinerja karyawan. Sampel penelitian ini terdiri dari 51 responden yang bekerja di dinas Pendidikan Kabupaten Tapin. Teknik pengumpulan data yang digunakan dalam penelitian ini adalah kuesioner yang kemudia diolah menggunakan uji kualitas data yang yang terdiri dari uji validitas dan reabilitas, uji asumsi klasik yang meliputi uji normalitas, uji multikolinieritas, dan uji heteroskedastisitas, uji regresi linier berganda, dan yang terakhir uji hipotesis yang terdiri dari uji t, uji F, uji uji adjusted r square. Hasil penelitian menyimpulkan bahwa kepemimpinan demokratis dan komitmen tidak berpengaruh signifikan terhadap kinerja karyawan. Sedangkan perilaku inovatif berpengaruh signifikan terhadap kinerja karyawan.

Kata kunci: *kepemimpinan demokratis, perilaku inovatif, komitmen, kinerja karyawan*

A. Introduction

Managing human resources in the midst of an era of globalization is an

extremely complex task. Therefore, organizations must design a variety of supportive systems and robust infrastructure to ensure that their human resources are of the highest quality (Madya 2018). Organizations that are committed to continuing to exist andining a positive reputation in the public eye will not rule out the importance of developing and improving the quality of human resources in order to improve the performance and sustainability of organizations.

Employee performance is considered successful when the organization in which they work undergoes significant growth and development. (Herlisa et al., 2019), also stressed that the concept of employee performance is to evaluate the extent to which an employee has achieved a work result measured both in terms of quantity and merit, in accordance with the responsibilities given to them. So, managing and developing employee performance should be a top priority in any organization that wants to succeed in the long term.

Effective leadership, innovative behavior and the level of commitment that employees have can drive employee motivation, creativity, and dedication, which in turn can improve organizational outcomes. Leadership styles have been the focus of research for decades. Leadership theories that have been developed by experts, such as Kurt Lewin, Max Weber, and James MacGregor Burns, have identified different types of leadership styles, including transformational, transactional, democratic, and others. Each style of leadership has a different influence and impact on subordinates and organizations. Effective leadership styles can create a positive working environment and provide incentives for employees to improve their performance. For example, the approach of democratic leadership, as highlighted by Utari & Hadi 2020), is known for emphasizing human values and respect for the dignity and rights of the individuals it leads.

Furthermore, according to (Utari & Hadi 2020), in democratic leadership, leaders tend to involve team members in the decision-making process, give them responsibility and authority, encourage participation in determining ways of work and goals, and see feedback as an opportunity to train team members. According to (Djunaedi & Gunawan 2018), the style of democratic leadership characterizes the ability of a leader to motivate other individuals to be willing to work together in achieving a set goal. This is achieved through a process in which the decisions and steps to be taken by a team or organization are determined jointly by the leader,

and team members, creating cooperation and active participation in decision-making. The leader strives to teach and stimulate the potential of innovation and creativity of his subordinates. These subordinates are actively involved in the decision-making process. Moreover, according to (Pratiwi & Manafe 2022) one of the characteristics inherent in a democratic leader is his ability to openly accept criticism advice, or views from his subordinates. In the context of an organization or company, giving room for employees to convey criticism, advice, and opinions is common practice. This allows employees to keep improving themselves over time and helps reduce potential errors.

An employee's innovative behavior has a major influence on employee performance. The research conducted by (Elny 2021), who researched the "Effects of Innovative Behavior and Work Motivation on Employee Performance at Enzo Medan CV" explains that innovative behavior has the potential to improve performance efficiency and expand the organization's ability to its set goals. The results of this study show that there is a significant influence between innovative work behaviour on the performance of employees of CV Enzo Medan.

Then the research conducted by (Tico et al., 2023), which is entitled "Influence of Innovative Working Behavior on the Performance of Officers in the Population Service and Civil Records of the City of Gorontalo". From the results of this research obtained Innovative behavior includes the exploration of ideas, generation of ideas fighting for ideas and implementation of ideas have a positive impact on the performance of employees.

The results of a number of studies described above show that innovative behavior positively affects employee performance, but this is contrary to the study studied by (Arfiana 2021), entitled "The Impact of Leadership, Innovation and Innovative Behavior on Employee Performance in the Individual Quick Freezing (IQF) Department of PT. Solar Single Nature Production and Export of Frozen Copper Sidoarjo", in which the study showed that there was no significant influence between innovative behaviour variables on employees performance variables with a significant value of -0,134, showing that the innovative behavioral variable has an opposite or negative relationship with employee performances.

Based on the research gap above, the author is interested in adding the variable Democratic Leadership and Employee Commitment to carry out further research under the title: "Influence of Leadership Style, Innovative Thinking and Employer Commitments on Employees' Performance in the Department of Education of Tapin District" in order to improve employee performance optimally.

B. Research Methods

This research is descriptive analysis, which aims to provide a systematic and accurate picture of the impact of empowerment leadership on the level of employee engagement and employee satisfaction in a company. (Zuriah, 2007, p. 47)

The population in the research is the employees of the Department of Education of Tapin District. The samples taken in this research are all members of the population, i.e. all employees in the Department. This research's primary source of data is the results of the questionnaire. The secondary data used in this research is data from books, journals, the Internet and previous research.

The data collection method used in this study is the use of questionnaires. Questionnaires are data collection techniques that are carried out through the way of giving some questions or written statements to respondents to be answered (Sugiyono 2017). The questionnaire will be given to employees at the Tapin District Education Department.

In this study, the double regression analysis technique was chosen because there were three free variables and one bound variable to describe. In order for data obtained from a population or sample to be properly processed, a prerequisite for analysis is required to ensure that the data matches before further analysis is carried out. Results and Discussion

C. Results and Discussion

The research involves the application of several classical assumption tests, such as the normality test and the heteroskedastisity test. In addition, double regression tests are used, including t tests to test the significance of regression coefficients and adjusted R-square tests.

1. Characteristics of Respondents

Characteristics of respondents are shown in Table 1. With a total of 51 respondents comprising (41.2%) men and (58.8%) women. In this study, employees who have permanent employee status (72.5%) and (27.5%) are non-permanent employees. The age of the employee for this study was 30 years or less (25,5%), 31-39 years (21.6%), 40-49 years (35.3%), and 50 years or more (17.6%). And for the Period of Employment was dominated by employees who had worked over 15 years with a total of 21 people (41.2%).

Table 1 Respondent Characteristics

Category	Description	Total	%
Gender	Male	21	41,2 %
	Female	30	58,8 %
Employment Status	non-permanent employee	14	27,5 %
	permanent employee	37	72,5 %
Age	30 year/less	13	25,5 %
	31-39 years	11	21,6 %
	40-49 years	18	35,3 %
	50 years	9	17,6 %
Period of Employment	< 2 Years	3	5,9 %
	2-5 Years	7	13,7 %
	6-10 Years	10	19,6 %
	11-15 Years	10	19,6 %
	>15 Years	21	41,2 %

Source: Primary data processed, 2023

2. Uji Validitas dan Reabilitas

The validity test shows that all questionnaire variables are valid, since each eligible item is the value of the Corrected Item Total Correlation > rtable (df=51-2, df=41), which is 0.2329. The rehabilitation test of the democratic leadership variable has a credibility and reliability rate of 75.3% and puts an error of 24.7%. Innovative behavioral variables have an audacity and credibility rate of 7.5%, and put an error in 24.7%, the commitment variable is 70.6%, and the employee performance variable puts a error in 29.4%, and it has an audace and reliance rate of 86.4% and put the error in 13.6%. So it can be concluded that the entire research variable had a reliability coefficient close to 1.00 and could be said to be reliable.

3. Normality Test

Normality tests are performed with the aim of determining whether the data spread measured follows a normal distribution. If the data distribution is proven to be normal, it can be concluded that the sample taken accurately reflects the distribution of the population.

Table 3 Normality Test

Test of Normality			
	Kolmogorov-Smirnov[a]		
	Statistic	df	sig.
Unstandardized Residual	0,063	51	0,200

a. Lilliefors Significance Correction

Source: Primary data processed, 2023

The above result shows a significance value of 0.200 > 0.05 which means that the data is distributed normally. The conclusion is that normal residual values and normality assumptions on linear regression are met (Sugiyono 2017).

4. Linearity Test

Linearity tests are generally performed to determine to what extent both variables show a significant linear relationship. The existence of a linear relationship between the predictor variable (X) and the criterion variables (Y) becomes an important indicator in interpreting the data properly. Thus, the results of a significant linearity test show that there is a reliable linear correlation between the two variables (Ghozali 2016).

Table 4 Linearity Test

Anova Table							
			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance*Democratic Leadership	Between Groups	(Combined)	283.187	12	23.599	1.820	.080
		Linearity	95.489	1	95.489	7.364	.010
		Deviation from linearity	187.698	11	17.063	1.316	.253
	Within Groups		492.734	38	12.967		
	Total		775.922	50			
Employee Performance *Innovative Behavior	Between Groups	(Combined)	616.297	10	61.630	15.444	.000
		Linearity	568.133	1	568.133	143.367	.000
		Deviation from linearity	48.164	9	5.352	1.341	.247
	Within Groups		159.625	40	3.991		
	Total		775.922	50			
Employee Performance *Commitment	Between Groups	(Combined)	241.446	10	24.145	1.807	.091
		Linearity	205.934	1	205.934	15.412	.000
		Deviation from linearity	35.512	9	3.946	.295	.972
	Within Groups		534.476	40	13.362		
	Total		775.922	50			

Source: Primary data processed, 2023

The results of the linearity test (Anova Table test) in the table showed that the Linearity significance value for the Democratic Leadership variable (X1) is 0,010 < 0,05. This indicates a linear relationship between the democratic leadership (X1) variable and employee performance (Y). Similarly, for the innovative behavioral variable (X2), a lineary significance of 0,000< 0,05 indicates that there is a significant linear relation between the innovative conduct variable/employee performance(X2) and the employee's performance(Y).

5. Multicollinearity Test

The aim of this test is to assess the extent to which each variable is interrelated in a linear way. Evaluation of multicolinearity is carried out by testing the Variance Inflation Factor (VIF) and tolerance values (Ghozali 2016).

Table 5 Multicollinearity Test

Coefficients[a]

Model		Unstandardized	Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1.	(Constant)	1.118	3.988		.280	.781		
	DL	.031	.096	.025	.321	.750	.841	1.189
	IB	1.145	.124	.777	9.252	.000	.746	1.341
	C	.254	.136	.155	1.866	.068	.764	1.309

a. Dependent Variable : Abs res

Source: Primary data processed, 2023

The results of the multicoleniality test (VIF test) in the table above show that VIF < 10 and tolerance > 0.1, which means that the regression model does not contain multicolleniality and regression models are worthy of use.

6. Heteroscedacity Test

Table 6 Heteroscedacity Test

Coefficients[a]

Model		Unstandardized	Coefficients	Standardized Coefficients	t	Sig.	Collinearity	Statistics
		B	Std. Error	Beta			Tolerance	VIF
1.	(Constant)	-2.333	2.439		-.956	.344		
	DL	.091	.058	.238	1.553	.127	.841	1.189
	IB	-.011	.076	-.023	-.141	.888	.746	1.341
	C	.040	.083	.078	.486	.629	.764	1.309

a. defendant Variable : Abs_res

Source: Primary data processed, 2023

The results of the heteroskedastisity test (Glejser test) on the table show that the independent variable "democratic leadership" has a significance value of 0.127 > 0.05. The "Innovative Behavior" variable also shows a significant value of 0,888 > 0.05, and the "Commitment" variabel has a significantity value of 0.029. Clearly, these results show that no independent variable has a statistically significant impact on the absolute dependent value. This is reinforced by the fact that the probability of the significance of such three variables exceeds the confidence level of 0.05. Therefore, it can be concluded that this regression model does not indicate the existence of heteroskedastisity.

7. Hypothesis Testing

In the results of the H1 test in Table 7, the t value (0.321) showed a significance of 0.750 > 0.05. H1 therefore stated that democratic leadership had a positive but not significant influence on employee performance was rejected. Meanwhile, the results of the H2 test showed a t value (9.252) with a significance of 0,000 < 0,05. This confirmed that H2 stated that innovative behaviour had a positive and significant impact on employee performance was acceptable. On the other hand, the H3 test indicated the t value (1.866) with a significantity of 0.068 > 0.05. Thus, H3 stating that commitment had a negative but non-significant impact on employee performance was also rejected.

Table 7 t-test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1.	(Constant)	1.118	3.988		.280	.781
	Democratic Leadership (X1)	.031	.096	.025	.321	.750
	Innovative Behaviour (X2)	1.145	.124	.777	9.252	.000
	Commitment (X3)	.254	.136	.155	1.866	.068

a. defendant Variable : Employee Performance (Y)

Source: Primary data processed, 2023

8. Influence of Democratic Leadership on Employee Performance

The findings of this study show that the democratic leadership variable has proved to have a positive influence (0.031), but the results of the study state that the impact does not reach a significant level with a complete value of 0.750 > 0.05, so it can be concluded that H1 is rejected. Based on the analysis of statements relating to democratic leadership on the performance of employees at the Tapin District Education Department, it is described that the majority of employees in the Tapins District Education Service consider their leaders to involve them in the decision-making process, but when it relates to the relationship to employee performance. The findings of this study point to insignificant values. This research is supported by (Retnaningtyas et al., 2022) that the relationship of democratic leadership style has no direct influence on employee performance. The direction of influence is positive, meaning that a democratic leadership style can improve employee performance, but at the moment it has not had a broad impact on the Tapin District Education Department.

9. Influence of Innovative Behaviour on Employee Performance

The findings from this study show that the innovative behavioral variable has proved to have a positive influence (9.252) and has a significance value of 0,000 <0.05. Based on the analysis of all statements that have been submitted to employees at the Department of Education of Tapin District, it can be concluded that H2 innovative behaviour against employee performance is acceptable. The

data showed positive support for innovative behavior from various aspects. This research is supported by (Hadi et al., 2020) and by (Lamato & Liwang, 2023) Innovative behavior has been shown to have a positive and significant impact on employee performance. It is evident that employees tend to show innovative behavior when they are faced with demanding and challenging situations in fulfilling their duties. In addition, companies give freedom and opportunity to employees to implement their ideas in dealing with problems in the workplace. This situation can result in more effective and efficient development of work patterns. So increasing the level of innovative behaviour of employees towards the company not only has the potential to develop the quality of the company, but can also make a positive contribution to improving the performance of employees in the Department of Education of Tapin district as a whole.

10. Influence of Commitment on Employee Performance

The findings of this study show that the commitment variable has proved to have a positive effect (1.866), but the results of the study state that the impact does not reach a significant level with a finished value of 0.068 > 0.05, so it can be concluded that H3 is rejected. Based on the analysis of statements related to employee commitment at the Tapin District Education Service, although some aspects such as career opportunities and moral obligations indicate a high level of commitment, other statements indicate significant variations in answers. Some employees disagree entirely with the effort to provide high-quality work and efficiency in the job. This research is supported by (Rondonuwu et al., 2017) that commitment relationships have no direct impact on employee performance. Nevertheless, the direction of influence is positive, suggesting that even if not directly, commitment can make a positive contribution to employee performance. So if the level of employee commitment can beined well, involving them in the vision and objectives of the company, as well as meeting their needs and expectations, then it is foreseeable that this will have a positive impact on improving employee performance at the Tapin District Education Service in its entirety.

D. Conclusion

Based on the previous discussion in this study, which covered the impact of democratic leadership, innovative behaviour, and commitment to employee performance in the Tapin District Education Service involving 51 respondents, the conclusion can be summarized as follows:

1. Test the influence of democratic leadership on employee performance. The test of the hypothesis showed that there was a positive correlation of 0.031, which means that if the level of democratic leadership increased, it could be followed by an increase in employee performance of 0.031 percent. However, the significance value (Sig) for the democratic leadership variable is 0.750 > 0.05. This indicates that the hypothesis of the Democratic Leadership Variable is rejected, meaning that there is no partially significant influence on the employee performance variable.
2. Test the impact of innovative behavior on employee performance. Innovative behavior showed a positive impact of 1,145 on employee performance, which means that every improvement in innovative behaviour is followed by an improvement of employee performing by 1,145. Furthermore, the innovative behavior variable has a significance value of 0,000 < 0.05. This indicates that the innovative behavioral variable is accepted, meets the standards of significance, and it can be concluded that innovative behaviour has a partially significant influence on employee performance.
3. Test the impact of commitment on employee performance. The test results of the hypothesis showed that the commitment variable has a positive effect of 0.254 on employee performance, which means that every improvement in commitment is followed by an improvement of employee performing by 0.254. Nevertheless, the significance value (Sig) of the commitment variable is 0.068 > 0.05. Thus, the commitment variable hypothesis is rejected, implying that there is no partially significant influence between commitment and employee performance variable.

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