

The Influence of Democratic Leadership Style and Communication on Employee Productivity PT. Asia Surya Perkasa Pangkal Pinang

Fernando Josse¹, Siti Komariah Hildayanti², Mohammad Kurniawan DP³
^{1,2,3}Fakultas Ekonomi, Universitas Indo Global Mandiri, Indonesia

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ABSTRACT

The purpose of this study was to analyze the description of the role of democratic leadership style and communication on work productivity at PT Asia Surya Perkasa Pangkal Pinang. The population in this study were 66 employees who were total saturated sampling. Research data collection was carried out by observation and distributing questionnaires. The analysis technique used is multiple linear regression analysis, validity test and classical assumption test. Based on the results of analysis and hypothesis testing, democratic leadership style has a positive and significant effect on the work productivity of employees of PT Asia Surya Perkasa Pangkal Pinang, communication has a positive and significant effect on the work productivity of employees of PT Asia Surya Perkasa Pangkal Pinang. With the results (1) there is a positive and significant influence in the t test results where the $t_{count} > t_{table}$ value or that the calculated t value for the democratic leadership style is $8.346 >$ from t_{table} 1.998 with a significance level of $0.050 < 0.05$, and communication has a calculated t value = $12.303 >$ from t_{table} 1.998 with a significance level of $0.000 < 0.05$, (2) The F_{count} value is 75.579 with a F_{table} value of 3.14 so that the F_{count} value is 75.579 with a F_{table} value of 3.14. is 3.14 so that the value of $F_{count} > F_{table}$ or $75.579 > 3.14$ and a significance level of $0.000 < 0.05$, (3) The coefficient value of R Square (R^2) is 0.706 or 70.6 percent so that the magnitude of the influence of communication variables and democratic leadership style on employee work productivity is 70.6 %

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Corresponding Author:

Fernando Josse

Fakultas Ekonomi,

Universitas Indo Global Mandiri

Jalan Jenderal Sudirman No 629 KM 4 30128 Palembang South Sumatra, Indonesia

Email: Fjosse925@gmail.com

1. INTRODUCTION

The philosophy of Human Resource Management (HRM) is that every employee affects the resources of the business. Because managing people is a process in resource management that makes up the organization. Organizations set policies and implement practices to help manage the work of employees. Employees play a role in resources so that business organizations can produce quality products and services for the company. Management of company resources includes financial, physical, human resources, and technical capabilities and systems.

Work productivity is the ability of employees to produce relative to the inputs used. Employees are said to be productive if they can produce goods or services as expected in a short or appropriate time. Efficiency is a measure of productivity because the resulting productivity comes from the effort that is the measure of success. A person can be called a productive individual if they show several things such as acting constructively and responsibly, loving work, dedication and loyalty.

Democratic leader style is the acceptance of suggestions and criticism from employees actively involved in the problem solving process because the leader prioritizes cooperation and work. team within the company. The democratic leader's decisions are authorized by means of the approval of his team members, the leader is also responsible for the final decision because it is the leader who determines and gathers responses from several sources. However, not all decisions are made based on the group, it all depends on the individual and the role of each employee.

Communication plays a very important role when the boss will communicate to his employees, by communicating managers and employees can relate to each other, with good communication a company can be said to be successful in terms of cooperation, of course this also affects the productivity of all employees, therefore communication is expected to be effective in accordance with the desired company plan. According to Wibowo (2017: 165) defines that communication is the exchange of information between sender and receiver, and draws conclusions as a perception of the meaning of something between the individuals involved is also said to be an interpersonal and information exchange.

Based on the above background and the phenomena that occur, the authors are interested in conducting research entitled "The Effect of Democratic Leadership Style and Communication on Employee Productivity of PT Asia Surya Perkasa Pangkal Pinang".

2. RESEARCH METHOD

In this study the authors took the object of research at PT Asia Surya Perkasa Pangkal Pinang. The scope of this research is on variables related to human resource management including democratic leadership style, communication, and work productivity which are directly related to affecting employee performance so as to make quality leaders with employees who have high performance.

The object of this research is a company engaged in the sale, maintenance of original Honda spare parts which is the head office of 21 dealers in Bangka Belitung. The factors to be studied are, how the democratic leadership style affects employee work productivity, how communication affects employee work productivity and how democratic leadership style and communication affect employee work productivity.

Data collection technique is one aspect that is very instrumental in the smoothness and success of a study by collecting the data needed to answer the formulation of research problems. Data collection used in this study is as follows:

- a) Interview is a conversation between two or more people conducted by the interviewer and the interviewee. Interviews are also used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be researched.
- b) Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer, with an efficient data collection technique if the researcher knows exactly the variables to be measured and knows what to expect from the respondent. The questionnaire in this study uses digital assistance, namely Google Form, Google Form is a useful tool to assist in making information collection easy and efficient. This application is used to make it easier to distribute questionnaire information and more efficient, namely by inputting questionnaire questions through Google Form and later will be distributed digitally via a link to research respondents. And the distribution of questionnaires directly to respondents.
- c) Observation is a data collection technique that is carried out through an observation, accompanied by notes on the condition or behavior of the target object. Observation is the systematic observation and recording of the symptoms under study. The observation technique used in this study is structured observation, which presupposes that the researcher knows what

aspects of the situation under study are relevant to the research objectives and is therefore in a position to develop a specific plan for making and recording observations before actually starting data collection.

- d) Documentation is a method used to obtain data and information in the form of books, archives, documents, written figures and images in the form of reports and information that can support research. Document study is a complement to the use of observation or interview methods will be more reliable or have high credibility if supported by photographs or existing academic papers. But not all documents choose a high level of credibility. For example, many photos do not reflect the original situation, because photos can be made for certain interests. The documentation used in the research is documents owned by the HRGA Supervisor such as employee attendance data, salary components that already have Labor Constitution standards, other calculations related to the research topic. The results of observation and interview research will be more reliable if supported by the existence of a document.

Table 1. Number of employees of PT Asia Surya Perkasa Pangkal Pinang

No	Divisi	Total
1	Marketing	10
2	TSD (Technical Specification Document)	4
3	Part Divisi	12
4	HC3 (Honda Costumer Care Center)	6
5	Admin	22
6	GA (General Affair)	2
7	HRD (Human Resource Development)	2
8	IT (Information and Technology)	4
9	Operation	4
	Total Karyawan	66

Existing data in the company is obtained through interviews, such as agency profiles, number of employees, organizational structure, vision and mission, recruitment data, career development data, employee performance data and distributing questionnaires.

3. RESULTS AND DISCUSSIONS

In this chapter, we will discuss the results of research at PT Asia Surya Perkasa Pangkal Pinang with 66 respondents in this study, starting from descriptive statistics related to research data (including general description of respondents, research variables, data quality tests, normality tests, and classical assumptions); hypothesis testing results and discussion of hypothesis tests that are statistically tested using the SPSS version 26 data processing program.

Table 2. Respondents Based on Gender

Gender	Frequency	Percentage
Male	42	63.6
Female	24	36.4
Total	66	100.0

Table 3. Respondents by Age

Age	Frequency	Percentage
20-30	37	56.1
30-40	23	34.8
40-50	3	4.5
50-60	3	4.5
Total	66	100.0

Table 4. Respondents by Education Level

Education Level	Frequency	Percentage
D3	16	24.2
S1	45	68.2
S2	5	7.6
Total	66	100.0

Testing the effect of democratic leadership style and communication on employee productivity of PT Asia Surya Perkasa Pangkal Pinang was carried out using simple linear regression analysis. Testing the effect of using simple linear analysis is done to test the effect of the independent variable on the dependent variable. Submission by looking at the spread of data (points) on the diagonal source of the Scateer Plot grFIC, the basis for decision making is if the data spreads around the diagonal line and follows the diagonal line, the regression model fulfills the assumption of normality. If the data spreads far from the regression or does not follow the flow of the diagonal line, then the regression model does not meet the assumption of normality.

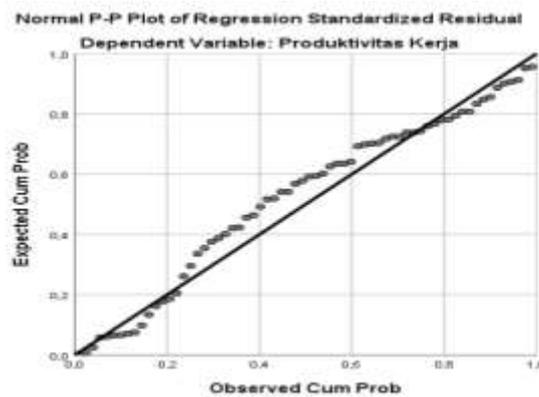


Figure 1. Normality Test Results

In the calculation results, it is known that the significance value of the Democratic Leadership Style variable is 0.659 while the communication variable is 0.874. Based on this, it can be concluded that heteroscedasticity occurs between independent variables in the regression model. Then the above results can be explained by the results of graphical analysis, namely the scatterplot graph, the points formed must spread randomly, spread both above and below the number 0 on the Y axis. If this condition is met, heteroscedasticity does not occur and the regression model is suitable for use.

Table 5. Glejser Test Results Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,013	1,411		,718	,475
Democratic Leadership Style	,028	,063	,098	,443	,659
Communication	-,009	,057	-,035	-,160	,874

By looking at the scatterplot graph above, it can be seen that the points spread randomly, and are spread both above and below the number 0 (zero) on the Y axis. So it can be concluded that there are no symptoms of heteroscedasticity in the regression model used.

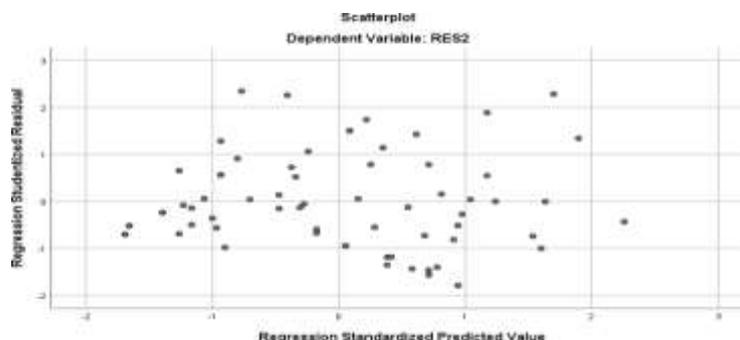


Figure 2. Heteroscedasticity Test Results

By looking at the scatterplot graph above, it can be seen that the points spread randomly, and are spread both above and below the number 0 (zero) on the Y axis. So it can be concluded that there are no symptoms of heteroscedasticity in the regression model used.

Table 6. Partial Test Results (t test) Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12,799	2,609		4,906	,000
Democratic Leadership Style	,626	,075	,722	8,346	,000

Based on table 6 above shows that the calculated t value for democratic leadership style is 8.346> from t_{table} 1.998 with a significance level of 0.000 <0.05, then H₀ is rejected and H_a is accepted so that the hypothesis is stated that democratic leadership style has a positive effect on employee work productivity.

Communication has a calculated t value = 12.303> from t_{table} 1.99834 with a significance level of 0.000 <0.05, then H₀ is rejected and H_a is accepted. So the hypothesis is stated that communication has a positive effect on employee work productivity.

Table 7. Simultaneous Test Results (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	622,505	2	311,253	75,579	,000 ^b
	Residual	259,449	63	4,118		
	Total	881,955	65			

This test is carried out by comparing the significance of the F_{count}> F_{table} value, it means that the regression model is correct, meaning that the effect is joint, by looking at F_{table}= f (k; n-k), F = (2; 66-2), F_{table} = (2-64) = 3.14 (results seen in F_{table}) with an error rate of 5%.

Based on the test results in the table above, it can be seen that the F_{count} value is 75.579 with the F_{table} value being 3.14 so that the F_{count}> F_{table} or 75.579 > 3.14 and a significance level of 0.000 <0.05 then H₀ is rejected and H₁, H₂ is accepted, it can be concluded that the Democratic Leadership Style variable is the most important variable in the organization. It can be concluded that the variables of Democratic Leadership Style (X₁) and Communication (X₂) simultaneously have a significant effect on employee work productivity at PT Asia Surya Perkasa Pangkal Pinang.

3.1 DISCUSSION

In this study using 3 (three) variables where democratic leadership style and communication as independent variables and work productivity as the dependent variable. This research data was obtained from distributing questionnaires with a sample size of 66 respondents.

a. The Effect of Democratic Leadership Style on Work Productivity

Based on table 4.12 above, it shows that the calculated t value for the democratic leadership style is 8.346> from t_{table} 1.998 with a significance level of 0.050 <0.05, then H₀ is rejected and H₀ is accepted so that the analysis of the effect of the relationship on the democratic leadership style with

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work productivity based on the phenomena that occur in the company with the hypothesis stated to be accepted with the assumption that "democratic leadership style with work productivity is based on the phenomenon that occurs in the company". This research concludes that a leader must be able to influence his employees so that they act according to time and cooperatively to achieve goals. The success of a leader is highly dependent on his ability to communicate to each rule in a group and direct it to maximally achieve organisational goals. The results of this study are in accordance with research (Oktrima, 2018) that communication variables have a positive relationship direction to employee work productivity.

b. The Effect of Communication on Work Productivity

Based on the result, it shows that communication has a t_{count} value = 12.303 > from t_{table} 1.998 with a significance level of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted. So that the hypothesis is accepted with the assumption that "communication has a positive effect on employee work productivity". This research concludes that a leader must be able to influence his employees so that they act according to time and cooperatively to achieve goals. The success of a leader is highly dependent on his ability to communicate to each rule in a group and direct it to maximally achieve organizational goals.

The results of this study are in accordance with research (Oktrima, 2018) that communication variables have a positive relationship direction to employee work productivity.

c. The Effect of Democratic Leadership Style and Communication on Work Productivity

The results of the overall hypothesis test show that F_{count} on each independent variable > F_{table} . So it can be concluded that the Democratic Leadership Style (X_1) and Communication (X_2) simultaneously affect Work Productivity at PT Asia Surya Perkasa Pangkal Pinang. Based on the test results in the table, it can be seen that the F_{count} value is 75.579 with the F_{table} value is 3.14 so that the $F_{count} > F_{table}$ value or $75.579 > 3.14$ and the significance level is $0.000 < 0.05$ then H_0 is rejected and H_1 , H_2 is accepted, it can be concluded that the Democratic Leadership Style (X_1) and Communication (X_2) variables simultaneously have a significant effect on employee work productivity at PT Asia Surya Perkasa Pangkal Pinang. Democratic leadership style and good communication have a significant effect on employee work productivity.

The results of this study are in accordance with research (Juniartawan, et.al, 2020) which states that democratic leadership style has a positive and significant effect on employee productivity "SMK Negeri 3 Bangli". Based on the results of the analysis obtained a significance value for the democratic leadership style variable. This means that partially the democratic leadership style has a positive and significant effect on employee productivity at SMK Negeri 3 Bangli.

Communication has a positive and significant effect on employee productivity "SMK Negeri 3 Bangli". Based on the results of the analysis of the significance value for the Communication Variable. This means that partially communication has a positive and significant effect on employee productivity at SMK Negeri 3 Bangli.

This study using scale range analysis and simple linear regression that has been done can conclude that the positive influence between leadership styles on work productivity, it means that the proposed hypothesis gets support / acceptable and consistent. In other words, democratic leadership has a positive effect on work productivity.

4. CONCLUSION

This study aims to determine the effect of democratic leadership style and communication on employee productivity at PT Asia Surya Perkasa Pangkal Pinang. Based on the results of the research that has been done, it can be concluded that: Based on the results of multiple linear regression analysis obtained in this study, where the authors can determine the direction and magnitude of the influence of the independent variables (Democratic Leadership Style and Communication) on the dependent variable (Work Productivity) with the result of a constant of 5.766, the value of the democratic leadership style variable (b_1) of 0.084, the value of the communication variable (b_2) of 0.594, and the standard error obtained the result of 2.345 so that a multiple linear regression equation is obtained. $Y = 5.766 + 0.084X_1 + 0.594X_2 + e$. From the results of the regression equation, it means that variable X_1 (Democratic Leadership Style) has a positive effect of

0.084 on variable Y (work productivity). In variable X2 (Communication) has a positive effect of 0.594 on variable Y (Work Productivity). Democratic Leadership Style and Communication simultaneously affect employee productivity at PT Asia Surya Perkasa Pangkal Pinang. This shows that with a democratic leadership style and communication can increase employee productivity. It can be proven by the value of $F_{count} > F_{table}$ or $75.579 > 3.14$ and the significance level of $0.000 < 0.05$ then H_0 is rejected and H_1, H_2 is accepted, it can be concluded that the Democratic Leadership Style (X_1) and Communication (X_2) simultaneously affect employee work productivity at PT. Asia Surya Perkasa Pangkal Pinang. Based on the results of testing the correlation coefficient and determination in this study, where the authors can determine the magnitude of the influence of variable X_1 (Democratic leadership style) and variable X_2 (Communication) on variable Y (Work Productivity) which is expressed by correlation, with the following results: The correlation coefficient (r) value of 0.840 means that variable X_1 (democratic leadership style) and variable X_2 (communication) have a moderate and positive correlation relationship to variable Y (Work Productivity). The coefficient of determination (R^2) is 0.706. This means that simultaneously variable X_1 (democratic leadership style) and variable X_2 (communication). affect variable Y (work productivity) by 70.6% The remaining 29.4% is influenced by other variables not examined.

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