

The Effect Of Democratic Leadership Style And Work Motivation On Employee Performance Through Job Satisfaction At The Office Of The District Of West Binjai

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Abstract

This study aims to analyze the influence of Democratic Leadership Style and Work Motivation on Employee Performance by considering the role of Job Satisfaction as an intervening variable at the West Binjai District Office. Democratic leadership style allows employee participation in decision making and is expected to increase motivation and job satisfaction, which ultimately has a positive effect on their performance. This study uses a quantitative approach with data obtained through a survey of employees, then analyzed using the Partial Least Squares (PLS) method. The results of the analysis show that Democratic Leadership Style has a negative but significant effect on Job Satisfaction with a T-Statistic value of 2.562 and a P-Value of 0.000, while its effect on Employee Performance is positive and significant with a T-Statistic value of 2.854 and a P-Value of 0.006. Work Motivation has a positive and significant effect on Job Satisfaction with a T-Statistic value of 5.971 and a P-Value of 0.000, but shows a negative effect on Employee Performance directly. Job Satisfaction itself is proven to have a positive and significant influence on Employee Performance with a T-Statistic value of 10.033 and a P-Value of 0.000. The analysis of indirect effects shows that both Democratic Leadership Style and Motivation have a significant influence on Employee Performance through Job Satisfaction as a mediating variable. This finding confirms the importance of Job Satisfaction in strengthening the influence of Democratic Leadership Style and Motivation on Employee Performance. Suggestions are given to the West Binjai Sub-district Office to improve leadership methods and increase employee motivation in order to achieve more optimal performance.

Keywords:

Democratic Leadership Style; Motivation, Job Satisfaction; Employee Performance

1. INTRODUCTION

The success of an organization is highly dependent on the performance of its employees. One of the factors that plays an important role in improving employee

performance is the leadership style applied by the organization's leaders. A democratic leadership style, characterized by active participation and collaboration between leaders and employees, has been proven effective in creating a conducive and productive work environment. In addition, work motivation and job satisfaction are also key factors that influence employee performance (Bass et al., 2017)

Democratic leadership style allows employees to participate in the decision-making process, which increases their sense of belonging and commitment to the organization. Democratic leadership also provides space for employees to develop their creativity and innovation, which ultimately improves the overall performance of the organization (Hirt, 2022). A study by (Yukl et al., 2013) showed that democratic leadership is positively related to employee performance because it increases their engagement and motivation. According to (Hirt, 2022) the indicators of Democratic Leadership Style include:

1. Active participation is the level of team member involvement in the decision-making process.
2. Information sharing is transparency in conveying information and data to team members.
3. Shared decision making is a process where decisions are made collectively after joint discussion and evaluation.
4. Respect for opinions is by appreciating and considering various opinions and points of view.
5. Skill building is the facilitation of the development of critical thinking skills and active participation in teams.

Work motivation is another important factor that affects employee performance. Work motivation theories such as the Two Factor Theory (Herzberg et al., 2023) and Needs Theory state that factors such as rewards, recognition, and opportunities for growth are essential to motivating employees. A study by (Deci & Ryan, 2000) found that intrinsic and extrinsic motivation significantly affect employee performance. High work motivation will make employees more productive, innovative, and committed to their tasks. The indicators of work motivation according to Mathis and Jackson in (Zainul & Harlie, 2022) are:

1. Intensity is the level of energy used by employees in carrying out tasks.
2. Direction is an employee's choice to focus his or her efforts on specific activities that are relevant to the job.
3. Resilience is the duration and consistency of employee efforts in achieving work goals.
4. Achievement is success in achieving the goals or work standards that have been set.
5. Recognition is an award given to employees for their achievements or contributions.

6. Responsibility is the willingness of employees to take and carry out responsibilities in their work.

In the context of the West Binjai sub-district office, it is important to understand how democratic leadership style and work motivation can affect employee performance through job satisfaction. Effective leadership must be able to identify and meet employee needs to improve their job satisfaction. Thus, job satisfaction can function as a mediator between democratic leadership style and work motivation on employee performance.

In the modern era, where change and uncertainty are the norm, it is important for government organizations such as the West Binjai District Office to adopt an adaptive and inclusive leadership style. Democratic leadership is not only relevant in the context of change management, but is also important in creating a flexible and responsive work environment to employee needs (Boyatzis et al., 2000) According to Mathis and Jackson in (Hendrawijaya, 2020) the indicators of employee performance are as follows:

1. Effectiveness: Effectiveness refers to the extent to which employees are successful in achieving their set goals and targets. It includes not only the achievement of the end result but also the process used to achieve it. Effective employees are able to identify key priorities, plan and organize their tasks well, and ensure that they meet or exceed expected standards. In other words, effectiveness measures the match between the results achieved and the desired goals, as well as the ability of employees to adapt and overcome challenges that may arise during the work process.
2. Efficiency: Efficiency refers to how well employees use available resources to achieve desired results. It includes optimal use of time, manpower, and materials to avoid waste and maximize productivity. Efficient employees can complete their tasks quickly and accurately without sacrificing quality. Efficiency also involves employees' ability to identify and implement better ways of doing work, thereby improving overall performance while using minimal resources.
3. Quality: Quality refers to the degree of perfection or thoroughness of the work achieved by employees. It includes how well the work is done according to established standards, including accuracy, consistency, and neatness. Employees who produce high-quality work are able to meet or exceed expectations in terms of detail and precision. Good quality work demonstrates employees' commitment to their work and attention to detail, which in turn can increase customer or service user trust and satisfaction.
4. Productivity: Productivity measures the amount of output produced by an employee in a given time period. It includes how much work can be completed in a given time period using the available resources. Productive employees are able to complete multiple tasks quickly and efficiently, while maintaining or improving the quality of their work output. High productivity indicates an employee's ability

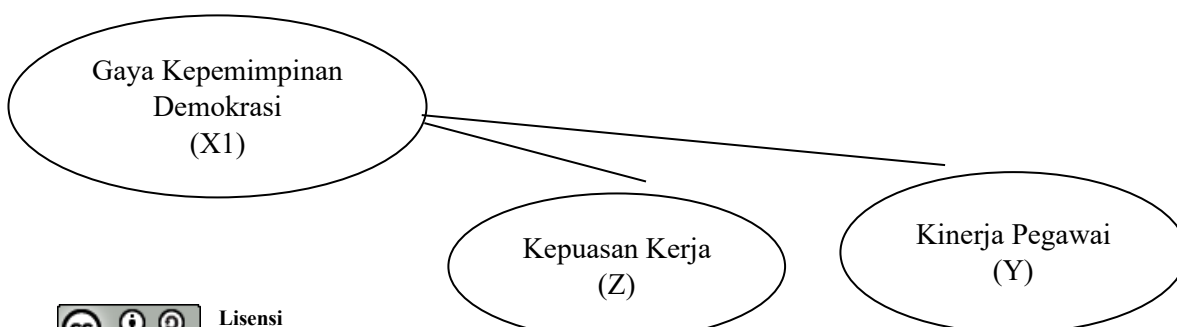
to work effectively and efficiently, and to manage their time well to achieve maximum results.

5. Job Satisfaction: Job satisfaction refers to the degree of satisfaction an employee feels with his or her job and work environment. It includes aspects such as working conditions, relationships with coworkers and superiors, rewards and recognition, and opportunities for development and growth. Employees who are satisfied with their jobs tend to be more motivated, more productive, and more loyal to the organization. High job satisfaction can also reduce turnover and absenteeism, and improve employee morale and morale.

Job satisfaction is a reflection of the extent to which employee needs and expectations are met in the workplace. High job satisfaction is usually associated with a positive work environment, good work-life balance, and career development opportunities Dziuba et al., (2020). Job satisfaction is also closely related to leadership style and work motivation. Research by (Jiménez et al., 2015) shows that job satisfaction has a significant effect on employee performance. Dziuba et al., (2020) mention several main indicators of job satisfaction that can be used to measure the extent to which an employee is satisfied with their job:

1. Working Conditions: Comfortable physical environment and working conditions, including safety, cleanliness, and availability of adequate facilities.
 2. Relationships with Coworkers: The quality of interpersonal relationships with coworkers that include support, cooperation, and good communication.
 3. Relationship with Superior: The quality of the relationship with the superior which includes the fairness, appreciation, guidance, and support provided.
 4. Awards and Recognition: The level of awards and recognition received for achievements and contributions made to the organization.
 5. Career Development Opportunities: Opportunities to learn, grow and gain promotions in the workplace.
 6. Work-Life Balance: The ability to balance the demands of work and personal life.
- Compensation and Benefits: Fairness in pay, benefits, and other benefits received in return for work performed.

The concept of this research is as depicted in the following conceptual framework image:



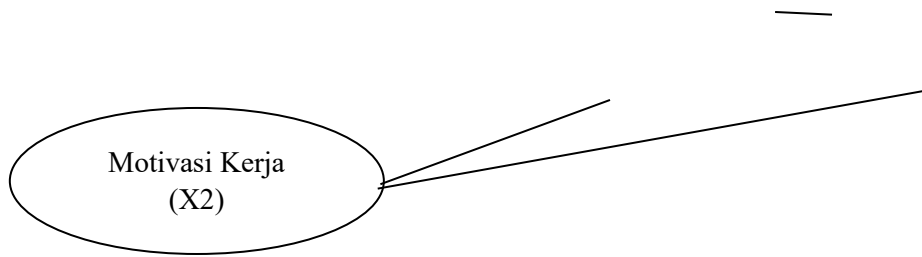


Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is casual associative quantitative research. This research was conducted at the West Binjai District Office. The time of this research was carried out from August to November 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was the entire number of employees at the West Binjai District Office with a total of 107 employees with the following details:

Table 3.1 Population Details of West Binjai District Office

No.	Status	Number of people)
1.	ASN	55
2.	Honorary	25
Amount		80

Source: West Binjai District Office

The sampling technique used in this study is saturated sampling. According to (Sugiyono, 2019) Saturated sampling is a sample selection technique when all members of the population are sampled where all populations in this study are sampled, totaling 107 employees.

The data to be used from this study is the data from the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is the quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the *outer model test* in order to obtain the *outer loading value* that meets the *validity and reliability requirements*. Structural model testing (Inner model) which includes the determination coefficient test (R²) to measure how far the model's ability to explain the variation of

the dependent variable. The determination coefficient value / R^2 is in the range of zero (0) and one (1) (Kuncooro, Munajad, 2013).

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of the *path coefficients test* to test how the direct influence of each independent variable individually on the dependent variable and the indirect influence of the intervening variable in influencing the independent variable on the dependent variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative. The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Ghozali & Latan, 2015) the criteria for the t table value is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Research result

Outer Model Analysis

outer model testing in this study uses algorithm analysis on *SmartPLS software version 3.0*, in order to obtain *outer loading values* that meet the *validity and reliability requirements*.

1) Convergent Validity Test Results

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Indicators that have individual correlation values greater than 0.7 are considered valid, but in the development stage of research, indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there are indicators that have loadings below 0.60 and are not significant. The following are the results of the outer loading values in the following table.

Table 2. Outer Loading

Indicator	Outer Loading	Information
Democratic Leadership Style (X1)		
GKD1	0.851	Valid
GKD2	0.891	Valid
GKD3	0.864	Valid
GKD4	0.857	Valid
GKD5	0.815	



Indicator	Outer Loading	Information
Motivation (X2)		
MO1	0.191	Valid
MO2	0.190	Valid
MO3	0.227	Valid
MO4	0.170	Valid
MO5	0.235	
MO6	0.164	
Job Satisfaction (Z)		
KK1	0.189	Valid
KK2	0.214	Valid
KK3	0.209	Valid
KK4	0.207	Valid
KK5	0.172	Valid
KK6	0.197	
Employee Performance (Y)		
KP1	0.273	Valid
KP2	0.232	Valid
KP3	0.226	Valid
KP4	0.228	Valid
KP5	0.247	Valid

Source: Smart PLS Output, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor value* > 0.60 . According to (Ghozali, Imam & Latan, 2015) an indicator is declared valid if it has a *loading factor value* > 0.60 . Thus, it can be stated that all indicators in this study are declared valid and can be further researched. The following is displayed in the form of a structural model as in the following figure:

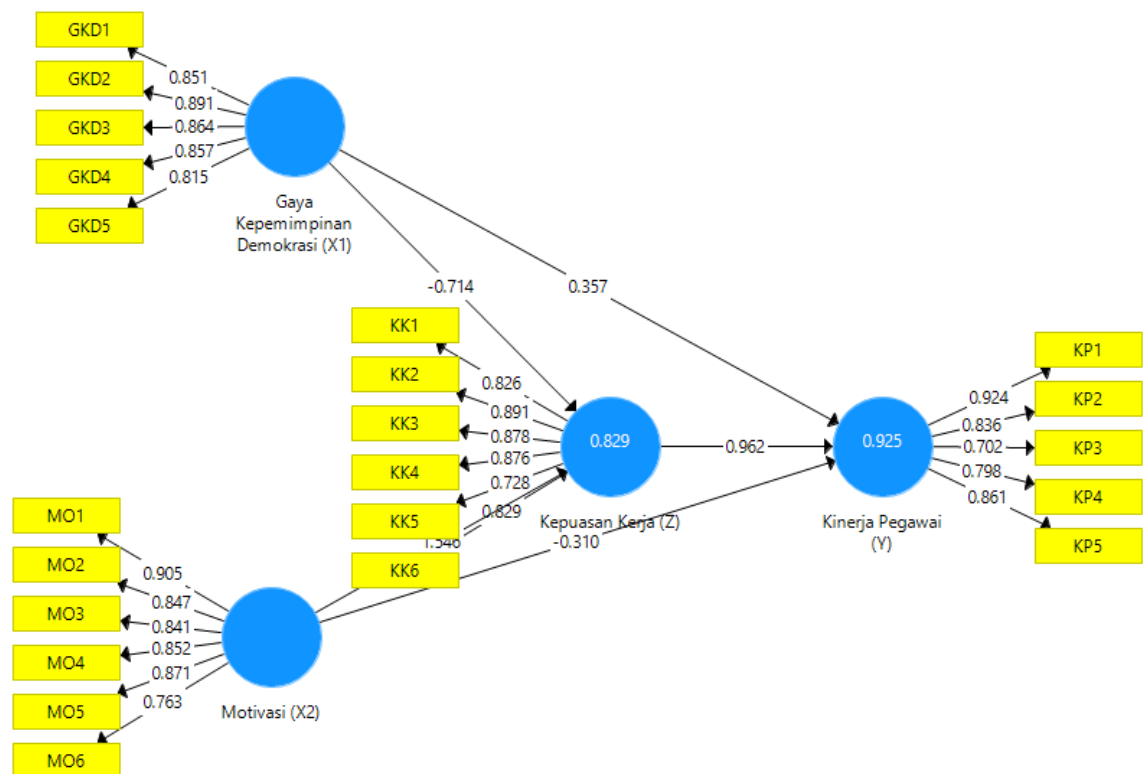


Figure 1. Outer Model Test Results

2) Discriminant Validity Test Results

The next test is to test the discriminant validity, this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that the indicator is highly correlated to its construct. The following are the cross loading results from the discriminant validity test as in the following table:

Table 3 . Discriminant Validity

Indicator	Democratic Leadership Style (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Motivation (X2)
GKD1	0.851	0.656	0.672	0.854
GKD2	0.891	0.688	0.727	0.867
GKD3	0.864	0.618	0.629	0.793
GKD4	0.857	0.574	0.645	0.763
GKD5	0.815	0.606	0.635	0.726
KK1	0.590	0.826	0.769	0.698
KK2	0.680	0.891	0.794	0.841

KK3	0.743	0.878	0.867	0.802
KK4	0.653	0.876	0.770	0.813
KK5	0.509	0.728	0.745	0.592
KK6	0.516	0.829	0.861	0.645
KP1	0.716	0.894	0.924	0.817
KP2	0.586	0.752	0.836	0.643
KP3	0.833	0.706	0.702	0.847
KP4	0.558	0.747	0.798	0.633
KP5	0.516	0.829	0.861	0.645
MO1	0.910	0.682	0.732	0.905
MO2	0.833	0.706	0.702	0.847
MO3	0.680	0.891	0.794	0.841
MO4	0.825	0.636	0.626	0.852
MO5	0.725	0.881	0.860	0.871
MO6	0.857	0.574	0.645	0.763

Source: Smart PLS Output, 2024

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading of the Democratic Leadership Style variable shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the job satisfaction variable indicator shows that the *cross loading indicator value* is greater than other latent variables, *the cross loading* of the employee performance variable also shows a greater cross loading indicator value than the cross loading of its latent variables. Based on these data, it can be stated discriminatively that *the cross loading* results are considered valid.

3) *Composite reliability* test results

The next test determines the reliable value with *the composite reliability* of the indicator block that measures the construct. A construct value is said to be reliable if the *composite reliability value* is above 0.60. In addition to looking at the *composite reliability value*, the reliable value can be seen from the variable construct value with *the cronbachs alpha of the indicator block that measures the construct*. A construct is declared reliable if the *cronbachs alpha* value is above 0.7. The following is a table of loading values for the research variable constructs generated from running the Smart PLS program in the following table.

Table 4. Construct Reliability and Validity

Indicator		Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Democratic Leadership Style (X1)		0.908	0.932	0.732
Job Satisfaction (Z)		0.915	0.935	0.705



Employee Performance (Y)	0.882	0.915	0.685
Motivation (X2)	0.922	0.939	0.718

Source: Smart PLS Output , 2024

Based on Table 4, it can be explained that the AVE value for each tested variable has a value of > 0.5 , indicating that all variables in this study meet *the criteria of discriminant validity* . To determine the reliability in this study, *the composite reliability value is used* . The value accepted for the level of reliability is > 0.7 . Based on these criteria, it can be seen that all variables in this study have a value of > 0.70 so that it can be stated that all variables tested meet the construct reliability.

Structural Model Evaluation (*Inner Model*)

Structural model evaluation (*inner model*) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

1) Results of the Determination Coefficient Test (R^2)

The determination coefficient test (R^2) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as in the following table.

Table 5. R Square Results

Variables	R Square	Adjusted R Square
Job Satisfaction (Z)	0.829	0.824
Employee Performance (Y)	0.925	0.922

Source: Smart PLS Output , 2024

Based on table 5, it is known that the Adjusted R square value of the Job Satisfaction variable is 0.824 or 82.40%, which means that the influence of Democratic Leadership Style on Job Satisfaction is in the very high category. This means that the more the Democratic Leadership Style increases, the more Job Satisfaction will increase. Meanwhile, the R Square value of the Job Satisfaction variable is 0.829 or 82.90%, which means that the influence of Democratic Leadership Style on Job Satisfaction is 82.90% and the remaining 17.10% is influenced by other variables that have not been studied. Meanwhile, the Adjusted R Square value of the Employee Performance variable is 0.922 or 92.20%, which means that Democratic Leadership Style affects Employee Performance by 92.20% or in the very high category, meaning that Democratic Leadership Style can significantly improve employee performance. Furthermore, the R square value of the employee performance variable is 0.922 or 92.20%, which means that the Democratic Leadership Style influences employee performance by 92.20%, while the remaining 7.80% is influenced by other variables that have not been studied.



2) Goodness of Fit Test Results

Goodness of Fit Test is a statistical method used to evaluate how well a statistical model or distribution being tested fits the observed data. The Goodness of Fit Test aims to determine the extent to which the observed data fits the theoretical distribution assumed by the model or hypothesis. The goodness of fit test of the model can be seen by looking at the NFI value in the program. If the NFI value > SRMR and is getting closer to 1, the better the model (good fit). Based on the data processing that has been done using the SmartPLS 3.0 program, the Model Fit value is obtained as follows.

Table 6. Fit Model

	Saturated Model	Estimated Model
SRMR	0.123	0.123
d_ULS	3,826	3,826
d_G	2.264	2.264
Chi-Square	439,527	439,517
NFI	0.803	0.803

Source: Smart PLS Output, 2024

Based on table 7, it can be seen that the NFI value is $0.705 > 0.117$ so it can be stated that the model in this study has sufficient *goodness of fit and is suitable for use in testing the research hypothesis*.

Hypothesis Testing Results

After conducting the inner model analysis, the next step is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the *T-Statistics value is* > 1.96 and P-Values < 0.05 . The following are the results of *the Path Coefficients* of the direct influence between variables as in the following table.

Table 7. Path Coefficients (Direct Effect)

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
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Democratic Leadership Style (X1) -> Job Satisfaction (Z)	-0.714	-0.740	0.279	2,562	0,000	Accepted
Democratic Leadership Style (X1) -> Employee Performance (Y)	0.357	0.345	0.125	2,854	0.006	Accepted
Job Satisfaction (Z) -> Employee Performance (Y)	0.962	0.981	0.096	10,033	0,000	Accepted
Motivation (X2) -> Job Satisfaction (Z)	1,546	1,576	0.259	5,971	0,000	Accepted
Motivation (X2) -> Employee Performance (Y)	-0.310	-0.321	0.170	3,826	0,000	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that there is no influence of Democratic Leadership Style on employee performance. This can be seen from the T-statistic value of $2.562 > 1.96$ with a P-Value of $0.012 < 0.05$. This means that if the Democratic Leadership Style is improved, employee performance will increase significantly. This result answers the first hypothesis in this study, namely rejecting H_0 and accepting H_a or Democratic Leadership Style has a positive and significant effect on employee performance at the West Binjai District Office. Likewise, the effect of motivation on employee performance obtained a T-statistic value of $3.826 > 1.96$ with a P-Value of $0.000 < 0.05$, which means that motivation has a positive and significant effect on employee performance. These findings answer the second hypothesis.

Furthermore, on the influence of Democratic Leadership Style on employee performance, the T-Statistic value data was obtained at $0.007 < 1.96$ with a P-Value of $0.995 > 0.05$ so that it can be stated that Democratic Leadership Style does not affect employee performance at the West Binjai District Office. This can be interpreted that even if the Democratic Leadership Style is improved, employee performance will not increase. This statement answers the second hypothesis, namely accepting H_0 and rejecting H_a .

The analysis also shows that Democratic Leadership Style has a positive and significant influence on Job Satisfaction with a T-Statistic value of $2.562 > 1.96$, and a P-Value of $0.000 < 0.05$. This means that increasing Democratic Leadership Style in the workplace will have a significant impact on increasing employee Job Satisfaction. The influence of Motivation on Job Satisfaction is also proven to be significant, with a T-Statistic value of $5.971 > 1.96$, and a P-Value of $0.000 < 0.05$. These results indicate that the motivation given to employees has a positive impact on increasing their Job Satisfaction. This shows that the motivational aspect, both in terms of rewards and career support.

Finally, Job Satisfaction significantly affects Employee Performance with a T-Statistic of 10.033 and a P-Value of 0.000. This means that increasing Job Satisfaction



will have a significant impact on increasing Employee Performance, which supports the fifth hypothesis in this study. Overall, these findings indicate that Democratic Leadership Style, Motivation, and Job Satisfaction play an important role in improving employee performance at the West Binjai District Office. To answer the sixth and seventh hypotheses, it can be seen in the indirect influence between variables as in the following table.

Table 8. Indirect Effect (Indirect Influence)

Variables	Original Sample (O)	Sample Mean (M)	Standar d Deviati on (STDE V)	T Statistics (O/STDE V)	P Values	Result s
Democratic Leadership Style (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.687	0.734	0.310	2,220	0.029	Accepted
Motivation (X2) -> Job Satisfaction (Z) -> Employee Performance (Y)	1,488	1,553	0.336	4,434	0,000	Accepted

Source: Smart PLS Output, 2024

Based on table 8, it can be explained that Democratic Leadership Style has a significant indirect effect on Employee Performance through the intervening variable Job Satisfaction. This can be seen from the T-Statistic value of $2.220 > 1.96$ and the P-Value of 0.029 (less than 0.05), which indicates that the effect is significant. The indirect effect coefficient of 0.687 indicates that an increase in Democratic Leadership Style will have a positive impact on employee Job Satisfaction, which will ultimately contribute to an increase in Employee Performance. Thus, the role of Job Satisfaction as a mediator in the relationship between Democratic Leadership Style and Employee Performance is proven to be significant, supporting the hypothesis proposed in this study.

Motivation is also proven to have a significant indirect effect on Employee Performance through Job Satisfaction, with a T-Statistic value of $4.344 > 1.96$ and a P-Value of $0.000 < 0.05$. The indirect effect coefficient of 0.384 indicates that increasing motivation given to employees will increase their Job Satisfaction, which then has a positive impact on Employee Performance. These results indicate that Job Satisfaction acts as a significant mediator in the relationship between Motivation and Employee Performance, supporting the hypothesis related to the indirect effect of Motivation on Employee Performance.

3.2. Discussion

The findings in this study can be strengthened by referring to relevant previous studies. Research by Sutrisno (2019) found that democratic leadership style and work motivation have a significant influence on employee performance, both directly and through job satisfaction as a mediating variable. In government organizations, leadership that provides freedom of opinion and supports employee initiatives has a positive impact on job satisfaction and performance. This finding supports the relevance of democratic leadership style in improving employee performance through job satisfaction (Sutrisno, 2019).

Research by Wijaya (2018) shows that job satisfaction plays a significant role in improving employee performance. This study identified that intrinsic motivation and satisfaction with the work environment directly contribute to employee performance in the public sector. In this context, job satisfaction is considered an important mediating factor that strengthens the influence of leadership and motivation on employee performance (Wijaya, 2018).

According to research conducted by Pratama (2020), democratic leadership style significantly affects employee job satisfaction. Leadership that provides space for participation and two-way communication increases employee sense of appreciation and job satisfaction. These results are relevant in strengthening the importance of democratic leadership in supporting employee psychological well-being, which can ultimately improve their performance (Pratama, 2020). Research conducted by Lestari and Santoso (2017) shows that high work motivation is positively correlated with increased employee performance, especially when job satisfaction is considered as an intervening variable. This study reveals that job satisfaction strengthens the relationship between motivation and performance, especially in the government sector where employees tend to be more productive when they are satisfied with their working conditions (Lestari & Santoso, 2017).

Research by Rahman (2016) discusses the importance of job satisfaction as a mediating variable in the relationship between leadership and motivation on employee performance. This study found that democratic leadership style and intrinsic motivation have a positive effect on employee performance with job satisfaction as a mediating variable. The results of this study indicate that increased performance can be achieved by increasing job satisfaction through appropriate leadership and motivation (Rahman, 2016)

4. CONCLUSION AND SUGGESTIONS

4.1 Conclusion

From the results of the analysis of research data and the discussion described above, it can be concluded that:

1. There is a positive and significant influence between Democratic Leadership Style and Motivation on Job Satisfaction. This is indicated by the T-Statistic



value for Democratic Leadership Style of $2.562 > 1.96$ and Motivation of $5.971 > 1.96$, and the P-Value for both is $0.000 < 0.05$. This means that if Democratic Leadership Style is applied properly and Motivation is increased, then employee Job Satisfaction will increase significantly.

2. The influence of Democratic Leadership Style and Motivation on Employee Performance directly shows significant results. Democratic Leadership Style shows a T-Statistic value of $2.854 > 1.96$ and a P-Value of $0.006 < 0.05$, while Motivation shows a T-Statistic of $3.826 > 1.96$ and a P-Value of $0.000 < 0.05$. This shows that increasing Democratic Leadership Style and Motivation can have a direct impact on increasing Employee Performance.
3. Job Satisfaction has a positive and significant influence on Employee Performance. The T-Statistic value for Job Satisfaction is $10.033 > 1.96$ and the P-Value is $0.000 < 0.05$. These results confirm that increasing Job Satisfaction will have a positive effect on Employee Performance.
4. The indirect effect of Democratic Leadership Style on Employee Performance through Job Satisfaction is proven significant. The T-Statistic value is $2.562 > 1.96$ and the P-Value is $0.000 < 0.05$. This means that Job Satisfaction is an important mediating variable in the relationship between Democratic Leadership Style and Employee Performance.
5. Motivation also has a significant indirect effect on Employee Performance through Job Satisfaction. The T-Statistic value is $5.971 > 1.96$ and the P-Value is $0.000 < 0.05$. This shows that increasing Motivation will have a positive impact on Employee Performance if Job Satisfaction also increases.
6. Democratic Leadership Style has a significant indirect effect on Employee Performance through the intervening variable Job Satisfaction. This is indicated by the T-Statistic value of $2.562 > 1.96$ and P-Value of $0.000 < 0.05$, which indicates that the effect is significant. The indirect effect coefficient of -0.714 indicates that Democratic Leadership Style will have a positive impact on employee Job Satisfaction, which will ultimately improve Employee Performance.
7. Motivation is also proven to have a significant indirect effect on Employee Performance through Job Satisfaction. The T-Statistic value of $5.971 > 1.96$ and the P-Value of $0.000 < 0.05$ indicate that this effect is significant. With an indirect effect coefficient of 1.546 , these results indicate that increasing Motivation will increase Job Satisfaction, which in turn has a positive impact on Employee Performance. These results support the role of Job Satisfaction as an important intervening variable in strengthening the effect of Motivation on Employee Performance, in accordance with the proposed hypothesis.

7.2 Suggestion



Based on the findings, discussion and conclusions of the research, the following suggestions can be made to the West Binjai District Office:

1. The West Binjai Sub-district Office is advised to implement and develop a more effective democratic leadership style. This can be done by providing leadership training that emphasizes the importance of two-way communication and employee participation in decision-making. Thus, employees will feel more appreciated and involved, which will ultimately increase their job satisfaction and performance.
2. Offices are advised to strengthen work motivation strategies by providing awards and recognition for employee achievements. This is important considering that work motivation has a positive effect both directly and through job satisfaction on performance. Providing incentives, performance awards, or recognition for achievements can increase employee work motivation.
3. Given that job satisfaction has a significant impact on employee performance, it is recommended that offices focus more on creating a work environment that supports employee well-being. This can include wellness programs, workload management, and developing a conducive work culture.
4. The West Binjai Sub-district Office is advised to view work motivation as an important strategy that can improve employee performance through job satisfaction. This can be done by providing self-development training and creating career advancement opportunities, which can help employees achieve higher levels of job satisfaction and significantly improve performance.

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