

The Influence of Democratic Leadership on Discipline, Innovation and Employee Performance in PT Surya Harapan Jaya

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ABSTRACT: The purpose of this research is to conduct an analytical test on independent variables, in this case democratic leadership, on the dependent verifiable consisting of, discipline, innovation, and employee performance in the management of PT. Surya Harapan Jaya. This research was conducted by taking an overall sample of 30 employees. This type of research is a causality research with the intention of finding relationships between variables. The data used in this study is in the form of quantitative qualitative data and is primary data. Data was obtained from the distribution of questionnaires to the respondents and then it will be processed using statistical tools, both SPSS to find descriptive statistical values and also using SmartPLS analysis tools version 3. The results of this study were obtained that the democratic leadership variable had an influence on the variables of discipline and employee performance, but did not affect the innovative variable. Discipline variables have an influence on employee performance variables. And the innovative variable has no influence on the performance of employees of PT. Surya Harapan Jaya.

KEYWORDS: Employee performance; Discipline; Leadership Style

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I. Introduction

In a government agency, there must always be a leader who is able to carry out and coordinate his employees or employees in carrying out their duties to achieve a goal (Irdayanti et al., 2021). Employees are the main and most important asset for the company. As a result, employees must be able to complete their work optimally so that high performance is formed and later affects the development of the company. Employees are expected to be able to exert all their best performance for the company so that the company can continue to maintain its existence and quality. Leadership carried out in a company is also important which is influential in supporting employee performance. Democratic leaders, expect resources to be in the same position in the decision-making planning process or no party to dominate. Equality of position can improve employee performance because employees are given the opportunity to participate more actively in decision-making.

A democratic leadership style can create creativity that contributes positively to employee performance. A leader's attitude towards his employees can also be reflected in how employees are able to balance their personal lives with their work lives. Viewed from the perspective of employees, they as social beings also have other lives besides work.

II. Previous Research

Some of the research that has been carried out previously includes those conducted by Yugusna, Fathoni, Haryono (2016). Obtaining results that democratic leadership also has a significant positive effect on employee discipline. The same results were obtained from the research of Suprianto and Suprayitno (2022), which showed that the democratic leadership style of school principals had an effect on teacher discipline.

Research conducted by Hadi et al., (2020) with the title *The Influence of Innovative Behavior and Work Engagement on Employee Performance*, where the results of the research show that innovative behavior has a significant positive effect on employee performance. This is not in line with the research conducted by Widyantari & Cipto, (2021) with the title *The Role of Innovative Behavior in Shaping Employee Performance with Aspects of Work Environment and Job Satisfaction at the Ngawi Regency Agriculture Office*, where from the results of the research it was found that innovative behavior had a negative and insignificant effect on performance.

Research by Kresnandito and Fajrianti (2012) states that leadership (transformational) greatly influences a person's innovative behavior, Kresnandito and Fajrianti further explained that leadership (transformational) is able to stimulate workers to carry out their work innovatively. Holloway (2012) researched leadership behavior and organizational climate which resulted in a positive and significant relationship between the two. Based on these descriptions, the researcher suspects that there is a relationship between organizational climate and innovative behavior

Tomi, Sia, and Panjaitan (2021). Finding that the results of democratic leadership style have a positive and significant effect on employee performance. However, different results were obtained by Retnaningtyas, Hadiati, Nasir (2022), where the results of the study stated that democratic leadership style did not have a significant effect on employee performance. The results of the same research obtained by Tambuwun, Manupu and Keles (2021), prove that work discipline affects employee performance where this will have a good impact in the future in improving human resources in the company.

Lamato and Wulansari (2023) found that innovative behavior affects employee performance. The results of this study are the same as the results of research obtained by Tico, Adam, Amiruddin, and Ariawan (2023) where innovative work behavior has a simultaneous positive and significant effect on employee performance. Innovative employees not only improve their own performance, but also influence the overall performance of teams and organizations by providing an impetus to innovate and evolve continuously.

Hadi et al., (2020) With the title *The Influence of Innovative Behavior and Work Engagement on Employee Performance*, where the results of his research show that innovative behavior has a significant positive effect on employee performance. This is not in line with the research conducted by Widyantari & Cipto, (2021) with the title *The Role of Innovative Behavior in Shaping Employee Performance with Work Environment and Job Satisfaction Aspects at the Ngawi Regency Agriculture Office*, where from the results of the research it was found that innovative behavior had a negative and insignificant effect on performance.

Research conducted by Kirana, Sriathi, and Suwandana (2022). With the research title "*The Effect of Work Environment, Work Discipline, and Work Motivation on Employee Performance in Manufacturing Company*". The results of the study are known that work discipline has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. From a study conducted by Surajiyo, Suwarno, Kesuma, and Gustiherawati (2021) with the research title "*The Effect of Work Discipline on Employees Performance with Motivation as a Moderating Variables in the Inspectorate Office of Musi Rawas District*". The results of the study showed that Motivation as a moderation variable affects the relationship between Work Discipline and Employee Performance. So, it can be said that the Motivation variable as a moderation variable affects the relationship between the variables of the discipline of the employee (work) to Employee Performance. And research conducted by Salsafila, Narpati, Wijayanti, Yulaeli (2023). With the research title "*The Influence Of Work Discipline, Work Motivation, And Work Environment On Employee Performance*". The results were obtained that the variables of work discipline, work motivation, and work environment had a positive and significant effect on the performance of PT RJI employees.

Research conducted by Kahar., Muis., Reni (2023) with the research title *The Influence of Creativity and Innovative Behavior on Employee Performance (Study of Employees Working at Hotel Karebosi Premier Makassar)* obtained results that show that creativity and innovative behavior, both partially and simultaneously, have a positive influence and have a significant effect on employee performance. Research conducted by Sherine Al- Ahmad Char and Nasser Fathi Easa (2020) with the title *Does transformational leadership matter for innovation in banks? The mediating role of knowledge sharing*. Obtain results that transformational leadership has an effect on innovation. Furthermore, research conducted by Atatsi., Stoffers., Kil (2019). Demonstrate a positive relationship between employee behavior and performance

III. Method

This study uses a quantitative approach. The quantitative approach is used because the data to be used to analyze the influence between variables is expressed in numbers. Based on the level of explanation of the position of the variables, this study is to see the influence of the independent variable (democratic leadership) on the bound variable (discipline, innovation and employee performance) where the measurement of the variable is carried out at one time. This study will explain the relationship between influencing and influencing the

variables to be studied, namely the influence of democratic leadership on discipline, innovation and employee performance.

3.1 Population and Sample

The population in this study is all employees working at PT. Surya Harapan Jaya with a total of 30 employees.

This sample is used when the population is relatively small, which is no more than 30 people, and the total sampling is also called a census where all members of the population are used as samples. Therefore, the sample drawing technique used as a study of 30 employees at PT. Surya Harapan Jaya.

3.2 Types and sources of data

In this study, the data used is quantitative data because it is expressed with numbers that show the value of the magnitude of the variables it represents. The research data sources are divided into 2, namely primary data sources and secondary data sources (Sugiyono, 2017). The data source used in this study is primary data where the data is obtained from the results of respondents' answers to the questionnaire shared, and subsequently tabulated and analyzed with statistical aids.

IV. Results and discussion

4.1 Descriptive Statistical Analysis

According to Sugiyono (2020), descriptive analysis is analyzing data by describing or describing the data that has been collected as it is without intending to make generalized or generalized conclusions. The results of the descriptive analysis test in this study are as follows:

Table 1: Descriptive analysis test results

| Information | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------|----|---------|---------|-------|----------------|
| Democratic Leadership | 30 | 10 | 18 | 14.50 | 2.389 |
| Employee Discipline | 30 | 17 | 23 | 20.30 | 2.037 |
| Innovative Employees | 30 | 10 | 19 | 13.70 | 2.507 |
| Employee Performance | 30 | 17 | 23 | 20.30 | 1.896 |
| Valid N (listwise) | 30 | | | | |

Source: Primary Data, 2024.

From the results of the descriptive test that can be seen in the table above, it is known that the minimum score for the democratic leadership variable is 10 and the maximum value is 18. The mean value is 14.50 and the standard deviation value is 2.389. From this result, where the mean value is greater than the standard deviation value so that the data deviation that occurs is low, the distribution of the value is even.

4.2 Discriminant Validity

The measurements of different constructs really reflect the expected differences in reality and are not just artifacts of the measurement methods used. In psychological and social research, discriminant validity is important to ensure that the instruments used to measure a concept do not measure other things that are undesirable or irrelevant. Discriminant validity is often tested in conjunction with convergent validity in order to assess the validity of the overall construct.

With good discriminant validity, researchers can be more confident that the measurements made actually reflect the differences between different constructs, which in turn improves the reliability and interpretability of the research findings.

Table 2: Cross Loading Values

| Information | Democratic Leadership (X1) | Employee Discipline (Y1) | Innovative Employee (Y2) | Employee Performance (Y3) |
|-------------|----------------------------|--------------------------|--------------------------|---------------------------|
| X1.2 | 0,859 | -0,041 | 0,362 | 0,116 |
| X1.3 | 0,795 | 0,055 | 0,305 | 0,260 |
| Y1.3 | 0,066 | 0,718 | 0,469 | 0,352 |
| Y1.4 | 0,015 | 0,796 | 0,507 | 0,599 |
| Y1.5 | -0,058 | 0,690 | 0,468 | 0,488 |
| Y2.1 | 0,621 | 0,285 | 0,684 | 0,209 |
| Y2.2 | 0,184 | 0,702 | 0,870 | 0,646 |
| Y2.4 | 0,225 | 0,543 | 0,834 | 0,589 |
| Y3.1 | -0,064 | 0,469 | 0,199 | 0,662 |
| Y3.5 | 0,317 | 0,599 | 0,683 | 0,904 |

Source: Primary Data, 2024.

The table above aims to find out the amount of cross loading between variables and indicators that are not formed. From these results, it is known that the value of cross loading the relationship between variables and the indicators they form is greater than the relationship of variables to indicators that are not formed. Thus, it can be concluded that all other constructs or variables already have good discriminant validity.

4.3 Average Variance Extracted

The standard value of Average Variance Extracted (AVE) which is generally used as a limit to assess convergent validity is 0.50. This means that the AVE must be at least 0.50 or higher to indicate that the construct has good convergence validity. The 0.50 limit is set based on the consideration that at least half of the indicator's variance must be explained by the underlying construct to ensure that the construct is strong enough and valid. If the AVE is below 0.50, it indicates that more variance of the indicator may be due to errors or other factors that are not explained by the construct.

Table 3: AVE Score Results

| Information | Average Variance Extracted (AVE) |
|----------------------------|----------------------------------|
| Democratic Leadership (X1) | 0,685 |
| Employee Discipline (Y1) | 0,542 |
| Innovative Employee (Y2) | 0,640 |
| Employee Performance (Y3) | 0,628 |

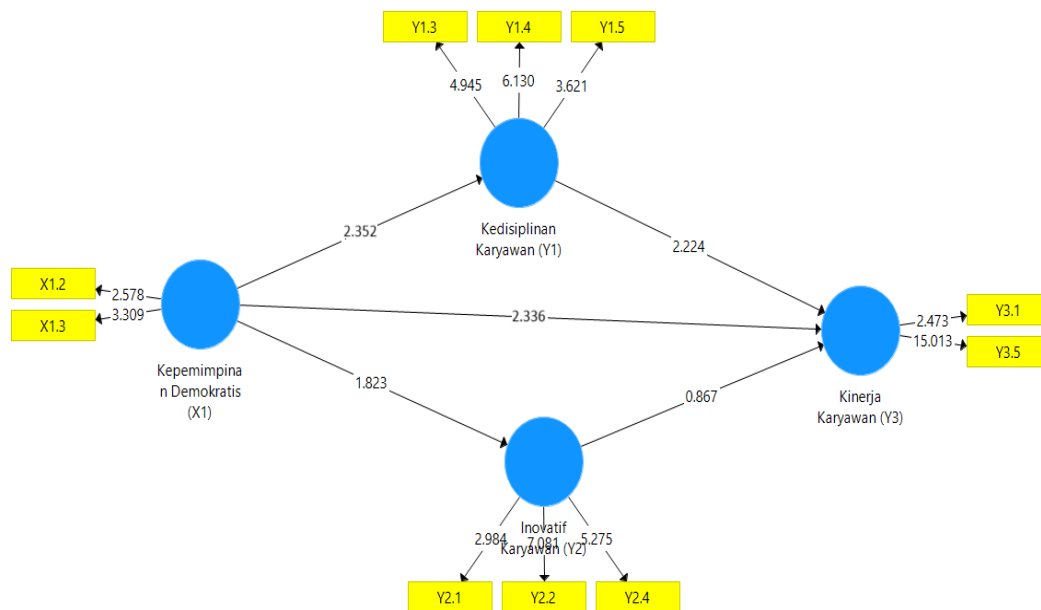
Source: Primary Data, 2024.

The average Variance Extracted (AVE) value of all variables used in this study is in, or greater than 0.5. So it can be concluded that there is no convergent validity problem in the model tested in this study.

4.4 Hypothesis Test

The hypothesis test is a provisional answer to the formulation of the problem, which asks about the relationship between two or more variables. The hypothesis test design is used to determine the correlation of the two variables studied. The following are the results of the hypothesis tests that have been carried out.

Figure 1: Bootstrapping Test Results



From the results of the hypothesis test in the figure above, it is known that there is a variable relationship that obtains a value below the condition of hypothesis acceptance or is below 1.96.

Table 4: Hypothesis test

| Information | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Democratic Leadership (X1) -> Employee Discipline (Y1) | 0,511 | 0,055 | 0,210 | 2,352 | 0,010 |
| Democratic Leadership (X1) -> Innovative Employees (Y2) | 0,399 | 0,410 | 0,219 | 1,823 | 0,069 |
| Democratic Leadership (X1) -> Employee Performance (Y3) | 0,332 | 0,268 | 0,234 | 2,336 | 0,022 |
| Employee Discipline (Y1) -> Employee Performance (Y3) | 0,525 | 0,483 | 0,236 | 2,224 | 0,027 |
| Innovative Employee (Y2) -> Employee Performance (Y3) | 0,228 | 0,293 | 0,262 | 0,867 | 0,386 |

Source: Primary Data, 2024.

Based on the results of the analysis test contained in the table above, it can be said that:

- 1) The democratic leadership variable (X1) had a significant positive influence on the discipline variable (Y1), which was characterized by the acquisition of a statistical t-value of $2.352 > 1.96$ with a P value of $0.010 < 0.05$. So it can be said that hypothesis one is accepted.
- 2) The democratic leadership variable (X1) does not have an innovative employee variable (Y2), which is characterized by the acquisition of statistical t-values of $1.823 < 1.96$ with P values of $0.069 > 0.05$. So it can be said that there is a rejection of hypothesis two.
- 3) The democratic leadership variable (X1) had a significant positive influence on the employee performance variable (Y3), with a statistical t-value of $2.336 > 1.96$ with a P value of $0.022 < 0.05$. With these acquisitions, it can be said that hypothesis three in this study is accepted.
- 4) The employee discipline variable (Y1) had a significant positive influence on the employee performance variable, with a statistical t-value of $2.224 > 1.96$ and a P value of $0.027 < 0.05$. So it can be said that hypothesis four in this study is accepted.
- 5) The innovative variable of employees (Y2) had no effect on the employee performance variable (Y3) with a statistical t-value of $0.867 < 1.96$ with a P value of $0.386 > 0.05$. So hypothesis five in this study was rejected.

4.5 Discussion

1. Democratic leadership has an effect on the discipline of PT. Surya Harapan Jaya

The results of the analysis test showed that the democratic leadership variable had a significant positive influence on employee discipline, which can be seen from the acquisition of statistical t and p values. The results of this study illustrate that Leadership is one of the key factors that affect various operational and cultural aspects in an organization. One of the leadership styles that is often discussed in the management literature is democratic leadership. This leadership style is characterized by active employee involvement in decision-making, open two-way communication, and respect for each team member's opinions and contributions. Studies have shown that democratic leadership has a significant positive influence on employee discipline.

Democratic leadership encourages employee involvement in the decision-making process. When employees feel that their opinions are valued and considered, they tend to feel more responsible for the decisions made. This increases their commitment to the implementation of the company's rules and policies. By feeling involved and involved in decision-making, employees will be more motivated to comply with regulations and carry out their duties with discipline. In democratic leadership, employees are given greater responsibility in carrying out their duties. With the trust of the leadership, employees will feel more responsible for meeting the expectations and standards that have been set. This sense of responsibility encourages employees to work with more discipline, avoid negligence, and strive to achieve optimal performance.

The results of this study are the same as those obtained by Schuh, S. C., Zhang, X., & Tian, P. (2013), where the study found that when transformational leadership is combined with moral leadership behavior, the positive effects on employee performance and discipline are increased. Leaders who demonstrate a commitment to moral and ethical values can amplify the positive impact of transformational leadership, resulting in increased motivation, job satisfaction, and discipline. This study shows that a combination of leadership styles is very important in determining the desired outcome. Transformational and moral leadership together create a supportive and ethical environment, which encourages discipline and high performance. Conversely, transformational leadership paired with authoritarian behavior can inhibit positive effects and reduce employee discipline. Likewise from the results of research conducted by Yugusna, Fathoni, Haryono (2016). Obtaining results that democratic leadership also has a significant positive effect on employee discipline. The same results

were obtained from the research of Suprianto and Suprayitno (2022), which showed that the democratic leadership style of school principals had an effect on teacher discipline.

By adopting the findings of this study, PT Surya Harapan Jaya can develop a more effective leadership style, which not only improves employee discipline but also builds a positive and productive work culture. Through a transformational and moral leadership approach, companies can create a work environment where employees feel valued, motivated, and committed to achieving organizational goals with high discipline.

2. Democratic leadership has an effect on the innovative employees of PT. Surya Harapan Jaya

The results of the analysis test were obtained that democratic leadership had no effect on employee innovation which was known from the acquisition of statistical t values and also the value of p values. From this study, it can be said that democratic leadership, although often considered to support employee participation and involvement in decision-making, does not always have a positive impact on employee innovation. Some research suggests that an overly democratic environment can create a slow and bureaucratic decision-making process, which hinders an organization's ability to act quickly and responsively to market changes and external challenges. Additionally, excessive democratic leadership can cause employees to feel overwhelmed by additional responsibilities, thus diverting their focus from key tasks that require creative and innovative thinking. Lack of clarity in decision-making and lack of firm direction can also reduce employee motivation to take the initiative and explore new ideas. Therefore, in some contexts, democratic leadership may not provide an optimal environment for employee innovation, compared to other leadership styles that are more direct and structured.

The results of this study are different from the results of research obtained by Chaar and Easa (2020). In this study, it is shown that transformational leadership has a significant positive influence on innovation in banks. This leadership style, which involves aspects such as influence, inspiration, and trust maintenance, can stimulate employee creativity and motivation to create new solutions. PT Surya Harapan Jaya may consider developing transformational leadership among its managers and leaders. This can be done through leadership training and development that focuses on aspects such as influence, inspiration, and trust maintenance. Strong transformational leadership can stimulate creativity and innovation among employees.

Democratic leadership often involves a lot of discussion and consensus. This process can slow down decision-making, which can hinder an organization's ability to respond quickly to new opportunities or challenges, which is essential for innovation. Innovation often requires strong encouragement and direction from the leader. Democratic leadership that overemphasizes consensus may lack the firmness and vision necessary to drive innovative initiatives.

3. Democratic leadership affects the performance of employees of PT. Surya Harapan Jaya

The results of the analysis test were obtained that democratic leadership has a significant influence on employee performance, the results of this study illustrate that the democratic leadership style involves employees in the decision-making process, which can increase their sense of ownership and responsibility for their work. When employees feel that their voices are heard and valued, they tend to be more motivated and committed to achieving organizational goals. Democratic leadership creates a collaborative and open work environment, where ideas and feedback can be shared freely. This can encourage more effective communication and improve teamwork, which in turn can increase efficiency and productivity. Employees who work in this supportive environment tend to be more innovative and proactive in finding solutions to the problems they face.

In addition, democratic leadership encourages the development of employee skills and abilities. By providing opportunities to participate in decision-making and important projects, employees can develop their competencies and gain valuable experience. This not only improves individual performance but also the overall performance of teams and organizations. Research also shows that democratic leadership can increase job satisfaction and reduce stress levels among employees. Employees who feel valued and supported by their employers tend to have higher levels of job satisfaction, which can have a positive impact on employee retention and reduce turnover. This positive work environment can also improve employee well-being, which directly contributes to improved performance.

Overall, democratic leadership not only improves employee performance through increased motivation, communication, and skill development, but also creates a supportive and positive work environment. This makes democratic leadership an effective approach in improving employee performance and achieving organizational goals. Democratic leadership creates a positive and supportive work environment, which facilitates improved employee performance through higher motivation, greater engagement, skills development, better communication, and better well-being. This is why democratic leadership can have a significant influence on employee performance. When employees are involved in the decision-making process, they feel more valued and have more control over their work. This can increase job satisfaction and engagement, which in turn improves performance.

The results of this study are the same as the results obtained by Sam Kris Hilton, Helen Arkorful, Albert Martins (2021). This study found that democratic leadership styles have a significant positive influence on employee performance. Democratic leadership, which involves employees in the decision-making process and gives them the freedom to express their ideas, increases engagement, motivation, and job satisfaction. Employees feel valued and heard, which increases their commitment to the job and the organization.

The results of this study have practical implications for managers and leaders of organizations. Adopting a democratic leadership style while enforcing work discipline can help improve employee performance. Managers need to provide opportunities for employees to participate in decision-making and support them in expressing their ideas, while ensuring that existing rules and procedures are well followed. Overall, this study highlights the importance of democratic leadership and work discipline in improving employee performance. A balanced approach between providing freedom and enforcing discipline can create a productive and innovative work environment. Research conducted by Tomi, Sia, and Panjaitan (2021). Finding that the results of democratic leadership style have a positive and significant effect on employee performance. Meanwhile, Retnaningtyas, Hadiati, Nasir (2022), in the research conducted stated that democratic leadership style does not have a significant effect on employee performance.

4. Discipline affects the performance of employees of PT. Surya Harapan Jaya

The results of the analysis test obtained the result that discipline has a significant positive effect on the performance of the trainees. The results of this study indicate that discipline creates consistency in the implementation of duties and responsibilities. Disciplined employees tend to follow established work procedures and standards, which ensure that the work is done appropriately and efficiently. This consistency not only increases productivity but also reduces the likelihood of errors and inaccuracies in the work.

Discipline encourages a sense of responsibility and accountability among employees. Disciplined employees have a strong commitment to their tasks and tend to complete work on time. This contributes to the improvement of the quality of work and helps in the achievement of organizational targets in a disciplined environment, employees feel that there is clarity in expectations and goals, which can reduce confusion and stress. With clear rules, employees can work with more confidence and motivation to achieve high work standards. Overall, discipline serves as an important foundation for optimal employee performance. This helps in creating a positive and professional work culture, where employees are rewarded for their punctuality, accuracy, and commitment to work. Thus, organizations that instill disciplinary values among their employees tend to see significant improvements in employee productivity and overall performance

Discipline helps in building a positive and professional work culture. In a disciplined environment, employees are valued for their punctuality, accuracy, and commitment to work. This positive work culture can improve collaboration and communication among employees, which is essential for innovation and organizational growth. The results of this study are the same as the results of the research obtained by Atatsi., Stoffers., Kil (2019). Demonstrate a positive relationship between employee behavior and performance. They also revealed the fascinating diversity in research in various fields of multidisciplinary both culture and cultural contextual significance for academics and practitioners.

Research conducted by Kirana, Sriathi, and Suwandana (2022). Obtained results that work discipline has a positive and significant effect on employee performance. The same thing was obtained by Salsafila, Narpati, Wijayanti, Yulaeli (2023), in his research the results of work discipline, work motivation, and work environment have a positive and significant effect on employee performance.

5. Innovative affects the performance of employees of PT. Surya Harapan Jaya

The results of the analysis test were obtained that innovative had no effect on employee performance. The results of the study indicate that one of the factors that may cause innovation not to have an impact on employee performance is the unsupportive organizational context. If the organizational culture does not encourage innovation, or if the reward and recognition system does not reward innovative efforts, then employees may not feel motivated to innovate. In this case, although employees may have the ability and motivation to innovate, but if the organizational environment is not supportive, innovation will have no effect on their performance.

Innovation often requires a significant investment of resources, such as time, money, or labor. If an organization doesn't provide enough resources to support innovative efforts, employees may not be able to implement new ideas or reach their full potential. In this case, although employees may have innovative ideas, but due to resource limitations, innovation will not have an impact on their performance.

The changes produced by innovation can often lead to resistance and discomfort among employees. If employees are not comfortable with the proposed changes or feel bothered by changes in their workflow or responsibilities, then the innovation will have no impact on their performance. In this case, it is important for organizations to proactively manage change and ensure that employees feel supported and involved in the innovation process. Innovation often has an impact on changes in work routines or organizational structures.

Employees may feel uncomfortable with the change and experience resistance, which can interfere with their performance.

Organizations can identify challenges that may hinder the impact of innovation on employee performance and take steps to address those barriers. This includes building a culture that supports innovation, actively involving employees in the innovation process, providing sufficient support and resources, and ensuring effective innovation implementation. From the results of this study, the company PT. Surya Harapan Jaya can provide an idea of what factors can affect employee performance. Companies must provide adequate support to employees in developing the skills and knowledge necessary to innovate. Training on the innovation process, new technology, or creative skills can help improve employees' ability to generate and implement new ideas.

The results of this study are different from the research conducted by Kahar., Muis., Reni (2023) where the results of the study show that creativity and innovative behavior have a positive and significant effect on employee performance. Innovation does not have a significant effect on employee performance because innovation is the result of the creativity process. Employees must first carry out the creativity process to produce a new idea or product called innovation. Research conducted by Hadi et al., (2020) shows that innovative behavior has a significant positive effect on employee performance. Meanwhile, research conducted by Widyantari & Cipto, (2021) obtained results that innovative behavior has a negative and insignificant effect on performance.

V. Conclusion

After analysis and discussion, the researcher can provide some conclusions from the results of the analysis test on the data used, which are as follows:

- 1) The democratic leadership variable (X1) has a positive and significant influence on the employee discipline variable (Y1) of PT. Surya Harapan Jaya
- 2) Variabel democratic leadership (X1) has no influence on the variable of employee discipline (Y2) PT. Surya Harapan Jaya.
- 3) Variables of democratic leadership (X1) have a positive and significant influence on the employee performance variables (Y3) of PT. Surya Harapan Jaya.
- 4) The discipline variable (Y2) has a positive and significant influence on the variable employee performance (Y3) of PT. Surya Harapan Jaya.
- 5) The innovative variable (Y2) has no influence on the employee performance variable (Y3) of PT. Surya Harapan Jaya

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