

## THE IMPACT OF JOB SATISFACTION AND DEMOCRATIC LEADERSHIP STYLE TO WORK DISCIPLINE OF EMPLOYEES AT PT. INDOMARCO PRISMATAMA LAMPUNG

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### ABSTRACT

An employee's commitment to disciplinary policies is crucial for the success of the company. Inadequate employee discipline could prevent the achievement of company goals. The objective of this research is to establish the correlation between job satisfaction and democratic leadership style, and also work discipline, among employees in the inventory control division of PT. Indomarco Prismatama Lampung. The population being examined in this study consisted of 35 employees, selected by saturation sampling. The data collection method utilizes three scales: the work discipline scale ( $\alpha = 0.911$ ), the job satisfaction scale ( $\alpha = 0.948$ ), and the democratic leadership style scale ( $\alpha = 0.961$ ). This research uses the data analysis technique of multiple regression analysis utilizing JASP 0.16.0.0. The findings of this study indicate a significant and positive correlation between the democratic leadership style of supervisors and the level of work discipline exhibited by employees. The findings of the multiple regression analysis indicate that the two independent factors have a significant impact on employee work discipline, resulting in effective contribution (SE) of 52.3% to employee work discipline ( $R^2 = 0.523$ ;  $R = 0.723$ ; sig. 0.001 ( $P < 0.01$ )). However, the remaining 47.7% is influenced by external variables that are not considered in this research. Moreover, there is a significant impact between job satisfaction and work discipline ( $X_2 - Y = 0.597$ ; sig. 0.001 ( $p < 0.01$ )). There is a strong correlation between the democratic leadership style and work discipline ( $X_2 - Y = 0.685$ ; sig. 0.001 ( $p < 0.01$ )).

**Keywords:** Work Discipline, Job Satisfaction, Democratic Leadership Style.

### INTRODUCTION

Organizations can utilize human resource management to serve as mentors, managers, and assign people in order to enhance their effectiveness in achieving company goals. Human resource management acknowledges the significance of human factors, which are valuable resources that possess immense potential and require fostering in order to have the most significant impact on the company and its growth (Siagian, 2012). In the present era of the market, excellent human discipline refers to an individual's consciousness and willingness to adhere to all operational provisions and social regulations (Hasibuan, 2009). Awareness can be defined as a type of personal conduct that willingly adheres to regulations and recalls its duties and responsibilities (Syarkani, 2017). Defining a qualified and prepared personnel for the contemporary era is a challenging task. An effective staff must possess the necessary skills and a sufficient level of inventiveness. According to him, intelligence, talent, personality qualities, education, physicality, job enthusiasm, and work discipline are the determining elements for the quality of employees.

In addition, the company must take into account the job satisfaction of all employees in order to ensure the continuous progress of accomplishing the company's goals. Job satisfaction does not correlate with employee performance. Job satisfaction is crucial for attaining the company's goals since it promotes voluntary and effective employment, without any sense of compulsion. Luthans (2006) argues that job satisfaction is an emotional reaction to a work situation, influenced by the extent to which realized outcomes exceed or meet expectations, and can encompass several related attitudes.

Similarly, the democratic leadership style within the organization plays a role in the process of reaching company goals. A leader in a company fulfills multiple roles, including those of a decision maker, an issuer of instructions, and a role model. This is closely connected to the sustainability process of a company. Subordinates will naturally observe a leader's behavior in their workplace.

When a leader employs a leadership style that allows their subordinates to provide their thoughts or suggestions, it naturally leads to improved performance as the subordinates feel valued and acknowledged. According to Woods (Djunaedi & Gunawan, 2018), the democratic leadership style involves the leader's ability to encourage others to work together towards predefined goals through collaborative activities with subordinates. Furthermore, when making a choice, the leader consistently engages in careful consideration and seeks input from his subordinates. Therefore, leadership characterized by this style demonstrates a propensity to acknowledge and value the potential of each individual, while also displaying a willingness to attentively listen to subordinates.

This leadership style will have an impact on the attitudes of employees, both in a good and bad way. The attitude of this employee is dependent upon the manner in which a leader interacts with the employees under their supervision. When a leader is capable of cultivating positive outcomes, it will stimulate employees to perform at their highest level and with a strong sense of work discipline. Leadership is a crucial factor in companies. Leaders are responsible for guiding the organization and accomplishing objectives, yet it is not considered a traditional position. It is vital for them to comprehend the distinctions among their subordinates. Employees are encouraged to actively engage and contribute efficiently and effectively to the organization. The achievement of organizational objectives relies upon the competence of a leader. Leadership is the act of engaging in individual activities to inspire, guide, lead, and influence others in order to accomplish desired outcomes. Leadership motivation is a means of attaining your objectives. This implies that subordinates will fulfill the requirement for supervised abilities and the ability to adapt those abilities to different levels. In addition to possessing the capacity to formulate specific tactics and strategies, leaders must also possess the ability to quickly and precisely make judgments.

The leader of the inventory control division of PT Indomarco Prismatama Lampung uses a democratic leadership style, which can be seen in the way the leader respects and humanizes the workforce. The leader also gives employees opportunities to contribute ideas and opinions when creating daily work schedules. Leadership aspects are crucial in an organization as they are responsible for guiding and directing the organization towards its objectives. The leadership style employed by a leader directly impacts the level of work discipline exhibited by employees or subordinates. Hence, in order to enhance the morale and work ethic of subordinates in executing assigned tasks, it is essential to have a competent leader who takes responsibility for their subordinates. The presence of a conscientious leader can also impact the level of job satisfaction experienced by employees. The relationship between leadership and job

satisfaction is significant and has a substantial impact on an employee's performance (Pranitasari & Khotimah, 2021). Effective employee performance fosters a culture of discipline among employees.

Based on the previously provided description, it is essential to carry out research on the correlation between job satisfaction and the democratic leadership style, along with employee work discipline.

### **Research Questions**

1. Is there a relationship between job satisfaction and democratic leadership style and work discipline of employees in the inventory control division of PT. Indomarco Prismaatama Lampung?
2. Is there a relationship between job satisfaction and work discipline of employees in the inventory control division of PT. Indomarco Prismaatama Lampung?
3. Is there a relationship between democratic leadership style and work discipline of PT inventory control division employees. Indomarco Prismaatama Lampung?

## **LITERATURE**

### **Work Discipline**

According to Sutrisno (2019) work discipline is a tool used by managers to effectively interact with employees in order to motivate them to change their behavior and enhance their awareness and willingness to conform to company standards and social norms. Discipline is the manifestation of employees' respect for the rules and regulations set by the firm. Therefore, if the company's norms or laws are disregarded or consistently breached, employees will exhibit subpar work discipline. Conversely, when employees adhere to company standards, it indicates a favorable state of discipline. Finally, employees who possess strong work discipline will exhibit superior performance in contrast to their passive colleagues, as they effectively utilize their working hours to fulfill established goals.

According to Lateiner (in Muamalah, 2019), work discipline refers to an individual's attitude or behavior that demonstrates compliance with regulations while performing activities in order to achieve organizational goals. It is also a means of ensuring the organization's sustainability. Lateiner (in (Nizar & Murisal, 2016) describes discipline as an internal strength that pushes individuals to willingly conform to decisions, regulations, and high work standards. Furthermore, as stated by (Davis, 1985), discipline refers to the managerial measures taken to maintain organizational standards.

### **Job Satisfaction**

Rivai and Sagala (2013) stated that job satisfaction varies among individuals based on their respective value systems. While there is no definitive standard for measuring absolute job satisfaction, it is the responsibility of the company to consistently foster and uphold job satisfaction. Companies that value the mental health of their staff will consistently deliver exceptional service and uphold the company's reputation. According to Robbins and Judge (2008), job satisfaction is a favorable emotional state towards one's employment that arises from an assessment of its attributes. According to (Martoyo, 2015), job satisfaction as the emotional condition of an employee that arises from the alignment or lack thereof between the value of the individual's compensation from the company/organization and their desired level of compensation.

### **Democratic Leadership Style**

According to Yana and Syamsuri (2022), democratic leadership refers to a leader who views themselves as a member of their group and takes responsibility for achieving the group's objectives. Thoha (2015) defines democratic leadership style as a leadership approach that involves the utilization of personal strength and encourages the active engagement of followers in problem-solving and decision-making processes. The democratic leadership style refers to the capacity to exert influence over others, encouraging them to collaborate towards a predetermined objective. This is accomplished through the execution of various activities that are undertaken collectively by the leader and subordinates (Khaeruman et al., 2021). This leadership style is commonly known as a subordinate-centered leadership style, characterized by the leader consulting with subordinates to make shared decisions, promoting equality in leadership (Khaeruman et al., 2021).

The democratic leadership style is characterized by its collaborative nature. This approach operates under the assumption that employees who actively participate in the decision-making process are more likely to demonstrate a stronger dedication to the organization's aims and objectives (Nanda, 2017). A democratic leader is an individual who actively seeks input and considers the feedback provided by their team members before making a decision (Sundari et al., 2022). Employees under a democratic leadership style have a sense of empowerment, respect, and unity.

### **METHODOLOGY**

The research participants consisted of 35 employees from the inventory control section of PT. Indomarco Prismaatama Lampung. Information was gathered via a questionnaire. The research was conducted online from May 29th to May 30th, 2022, using a Google form to distribute survey using following scales: the work discipline scale, the job satisfaction scale, and the leadership style scale. The research used the data analysis method of multiple regression analysis, utilizing the JASP 0.16.0.0 software.

### **RESULTS**

#### **Hypothesis Test**

**Tabel 2. The Result of Hypothesis 1**

<b>Model</b>	<b>r</b>	<b>r<sup>2</sup></b>	<b>F</b>	<b>Sig.</b>
H <sub>1</sub>	0.723	0.523	17.552	0.001

In table 8, the hypothesis test reveals a correlation coefficient (r) of 0.723, along with a calculated F value of 17.552 and a significance level of 0.001 ( $p < 0.01$ ). The findings support the acceptance of the first hypothesis. There is a correlation between job satisfaction and the democratic leadership style, as well as employee work discipline. The R-Square value or coefficient of determination is 0.523. It may be inferred that job satisfaction and the democratic leadership style collectively account for 52.3% of the influence on work discipline. However, the remaining 47.7% is influenced by additional factors that impact employee work discipline.

**Tabel 3. The Result of Hypothesis 2 and 3**

<b>Variable</b>	<b>R</b>	<b>Sig.</b>	<b>Description</b>
X <sub>1</sub> -Y	0.597	0.001	Positive - Significant
X <sub>2</sub> -Y	0.685	0.001	Positive - Significant

The second hypothesis being tested in this research is whether there is a correlation between job satisfaction and employee work discipline. The results of the hypothesis test in the table indicate that the correlation coefficient (r) was 0.597, which is statistically significant at a level of 0.001 ( $p < 0.01$ ). Based on this information, it can be inferred that the second hypothesis is

confirmed. There is a direct correlation between job satisfaction and employee work discipline. There is a positive correlation between job satisfaction and employee work discipline, meaning that as job satisfaction increases, so does work discipline. Similarly, a decrease in job satisfaction corresponds to a decrease in the employee's work discipline.

The third hypothesis in this research examines the correlation between democratic leadership style and employee work discipline. The results of the hypothesis test in the table above indicate that the correlation coefficient ( $r$ ) was 0.658, with a significance level of 0.001 ( $p < 0.01$ ). These data support the acceptance of the third hypothesis. There appears to be a direct correlation between the democratic leadership style and the level of employee work discipline. There is a positive correlation between the level of democratic leadership style and the level of employee work discipline. However, a decrease in the democratic leadership style will result in a decrease in employee work discipline.

### Multiple Regression Test

**Table 3. The Result of Multiple Regression Test**

Model	Unstandardized	Standard Error	Standardized
Work Discipline	33.855	10.674	
Job Satisfaction	0.296	0.156	0.290
Democratic Leadership Style	0.429	0.128	0.511

Based on the table above, the constant value obtained is 33.855 and the value for each independent variable is 0.296 for job satisfaction and 0.429 for democratic leadership style. Therefore, the multiple regression equation  $Y$  against  $X_1$  and  $X_2$  is as follows:

$$Y = 33.855 + 0.296 X_1 + 0.429 X_2$$

According to the regression equation, if there is no increase in the variables of job satisfaction and democratic leadership style, the level of work discipline is estimated to be 33,855. The regression coefficient for job satisfaction, which is 0.296, indicates that for every increase or addition in job satisfaction, there will be a corresponding increase in employee work discipline by 0.296 points. The regression coefficient value for the democratic leadership type is 0.429. This demonstrates that any augmentation or inclusion of value to the variable representing the democratic leadership style will result in a corresponding increase of 0.429 in the degree of employee work discipline.

### DISCUSSION

This research classified each variable into three categories: high, medium, and low. There are 7 employees at the Lampung branch of PT Indomarco Prismatama who have a high level of work discipline. Their scores are within the range of  $X \geq 103$ , which corresponds to a percentage value of 20%. In addition, a total of 23 employees has a score within the range of 84 or higher. A total of 23 employees at the Lampung branch of PT Indomarco Prismatama demonstrate commendable work discipline. This work discipline is expected to enhance employee performance, enabling them to achieve optimal results in line with the company's objectives (Jepry & Mardika, 2020). Out of a group of 5 employees with a score range of  $X < 84$ , 14% exhibited a low level of job discipline.

The job satisfaction categorization for employees of PT Indomarco Prismatama Lampung indicated a high degree of job satisfaction, with a score range of  $X \geq 91$  for 6 individuals, accounting for 17% of the total. In the medium group, there are 25 employees whose scores

range from 72 to less than 91, with a percentage value of 71%. This indicates that a total of 25 employees currently possess a satisfactory level of job satisfaction, which serves as a motivating factor for them to perform their task at an optimal level (Yanti et al., 2020). Employees that are capable of performing their work at an ideal level will also refrain from engaging in undisciplined behavior. In addition, there are four individuals whose scores fall within the range of  $X < 72$ , representing 12% of the total, and are classified as having low job satisfaction.

The leadership style employed by the leadership of PT Indomarco Prismatama, Lampung branch, was categorized as democratic. Out of the 6 employees surveyed, 17% rated this leadership style as high, with a score range of  $X \geq 94$ . There are 25 employees in the middle group, with a score range of 71 or above. This indicated that the leadership of the Lampung branch of PT Indomarco Prismatama exhibits a commendable democratic leadership style. An important impact of this is that both leaders and employees share the responsibility for accomplishing organizational objectives (Santoso, 2021). An effective rapport between leaders and employees can foster open communication, thereby enhancing employee adherence to rules and regulations. Up to four employees, whose scores fall within the range of  $X < 72$  and represent 12% of the total, are classified as being in the poor category.

This research has identified three hypotheses. The first hypothesis stated that there is a significant relationship between job satisfaction, democratic leadership style, and employee work discipline. The obtained value ( $r$ ) is 0.723, with a  $F$  count of 17.552 and a significance of 0.001 ( $p < 0.01$ ). The effective contribution of job satisfaction and democratic leadership style is 52.3%, while the remaining 47.7% is influenced by other factors outside of this research. Therefore, the first hypothesis can be accepted. The results of this hypothesis test indicated that the combination of job satisfaction and democratic leadership style significantly affects employee work discipline. The correlation coefficient of 0.732 indicated a robust association between job happiness and the democratic leadership style, as well as employee work discipline (Riyanto & Hatmawan, 2020).

Employees who experience job satisfaction and are under the guidance of a manager or supervisor who practices democratic leadership will cultivate a sense of discipline among the employees. Job satisfaction is a crucial aspect for every employee to possess. Job satisfaction, defined as the level of contentment a person experiences with their work, can significantly influence their work discipline (Tumanggor, 2020). Enhanced job satisfaction fosters increased employee motivation, leading to active engagement in all firm activities aimed at accomplishing organizational objectives (Rahmawati et al., 2020). Individuals who are prepared to engage in work will be the ones who will fulfill their responsibilities in a systematic and organized manner (Sarumpaet, 2016). In addition to that, the leadership style employed by the company's the leader significantly impacts staff discipline. The democratic leadership style encourages the active participation of all team members in problem-solving and allows for adaptability in addressing any issues that arise. The democratic leadership style involves the leader acknowledging and valuing the employees' capacity to share knowledge and creativity. The leader also promotes employee involvement by sharing all relevant information regarding duties, work, and responsibilities (Badu & Djafri, 2017). The democratic leadership style encourages criticism and input from employees, resulting in a positive impact on both leaders and employees. This approach helps achieve shared organizational goals and allows employees to work without feeling pressured or burdened, thereby fostering a more disciplined work environment. In order to ensure a successful organization, it is imperative to have both job satisfaction and a democratic leadership style. The presence of leaders with a democratic

leadership style and the job happiness of employees will enhance work discipline, hence facilitating the achievement of company goals.

The research findings for the second hypothesis yielded a correlation coefficient ( $r$ ) of 0.597, indicating a significant relationship with a  $p$ -value of 0.001 ( $p < 0.01$ ). This suggests that the second hypothesis has been confirmed. There is a clear and strong correlation between job satisfaction and employee work discipline, indicating that as job satisfaction increases, so does the level of employee work discipline. In contrast, decreased job satisfaction will result in reduced employee work discipline. The regression coefficient derived from the job satisfaction variable is 0.290, indicating that for every one-point increase in an employee's job happiness score, there would be a corresponding increase of 0.290 in their work discipline. The job satisfaction variable has a significant impact of 17.3% on employee work discipline. The findings of this study align with the research conducted by Ra'it & Laksmiwati (2020) titled "The Relationship between Job Satisfaction and Work Discipline of Public Civil Servants," which reported a correlation coefficient value of 0.774. There is an evident relationship between job satisfaction and work discipline. The findings of this study align with the research conducted by Nizar & Murisal (2016) titled "The relationship between job satisfaction and employee discipline at Rectorate," which reported a correlation coefficient of 0.835.

Job satisfaction, including satisfaction with work tasks, the work environment, and internal relationships with superiors and coworkers, as well as satisfaction with compensation, including salary, bonuses, incentives, and benefits, contributes to increased employee happiness and fosters greater responsibility, dedication, and work discipline (Yanti et al., 2020). According to Nitisemito (2000), if an employee is satisfied with their work environment, they will perform their tasks with happiness and enthusiasm. This will lead to increased discipline and adherence to corporate regulations. If employees have adhered to the company's regulations, they have actively contributed to the implementation of the established programs, hence facilitating the achievement of the company's objectives (Sopannah, 2022).

The research findings for the third hypothesis yielded a correlation coefficient ( $r$ ) of 0.685, which was statistically significant at the 0.001 level ( $p < 0.01$ ). This demonstrates that the third hypothesis is deemed acceptable. There is a clear and strong correlation between a superior's democratic leadership style and employee work discipline. The more democratic the superior's leadership style, the greater the level of work discipline exhibited by the employees. However, if superiors exhibit a lower level of democratic leadership style, it will result in a decrease in the work discipline of employees. The regression coefficient derived from the variable representing the democratic leadership style is 0.511. This indicated that for every one-point improvement in the supervisor's score for democratic leadership style, there will be a corresponding increase in work discipline for employees by 0.511. The democratic leadership style has a significant impact, accounting for 35% of the overall contribution to employee work discipline. The findings of this study align with the research conducted by (Rosanti & Nuzulia (2012) titled "The Impact of Managers' Democratic Leadership Style on Employee Work Discipline". The findings of this study indicated that the leader's democratic leadership style significantly impacts the work discipline of employees, as evidenced by a correlation coefficient of 0.914. This demonstrated that the democratic leadership style has a significant and direct impact on work discipline. The findings of this study are consistent with the research conducted by Jihan (2017) titled "The impact of the principal's leadership and work environment on work discipline." The findings of this study demonstrate that the leader's democratic leadership style exerts an impact on the employees' work discipline. According to a study conducted by Usdarisman & Erpidawati (2020) titled "Analyzing the Impact of

Democratic Leadership Style and Work Motivation on Teacher Work Discipline in Public Elementary Schools, Kuranji District, Padang City." The research findings demonstrated that the combination of a democratic leadership style and work incentive has a significant impact on teacher work discipline.

Leaders in a company must demonstrate outstanding conduct for employees. When leaders demonstrate a strong sense of discipline, employees will imitate the leader's mindset (Kristanti & Pangastuti, 2019). A democratic leader recognizes that the effectiveness of accomplishing organizational or company goals hinges on the role played by group members. Consequently, the leader endeavors to foster and enhance the originality and creativity of employees (Hapudin & Praja, 2023). By adopting a leadership attitude of this nature, employees have the potential to serve as exemplary models for both their behavior and the actions of their leaders or superiors. The presence of a competent corporate leader can instill a high level of work discipline among the workers (Sastrohadiwiryo & Syuhada, 2003).

From the previous explanation, it is evident that both job satisfaction and a democratic leadership style in managers play a crucial role in fostering employee discipline, ultimately leading to positive outcomes in terms of accomplishing company objectives. Companies that have employees without discipline can provide significant challenges to the company's sustainability and can also negatively impact the well-being of the employees. Researchers acknowledge that this study still has limitations as a result of the restrictions inherent in the research. Job satisfaction and the manager's democratic leadership style account for only 52.3% of the influence on employee work discipline, indicating that there are more elements that can impact employee work discipline. The small sample size in this study is a crucial factor to consider when examining work discipline on a larger scale.

## CONCLUSIONS

This study investigated the correlation between job satisfaction, democratic leadership style, and employee work discipline. The findings indicated that these three variables are interrelated and mutually reinforce each other in an effective way. The combination of job satisfaction and a democratic leadership style has a substantial impact on the work discipline of employees at PT. Indomarco Prismatama Lampung. A significant association exists between the two independent variables (job satisfaction and democratic leadership style) and the dependent variable (employee work discipline). There is a positive correlation between the level of job satisfaction and democratic leadership style experienced by employees and the level of work discipline exhibited. In contrast, when job satisfaction is low and a democratic leadership style is lacking, the employee's work discipline tends to be weaker. Statistical analysis indicated that the combination of job satisfaction and democratic leadership style accounts for 52.3% of the variation in employee work discipline. The remaining 47.7% is determined by external factors not considered in this study, including elements such work motivation, work environment, and salary.

These findings aligned with prior studies indicating that job satisfaction and a democratic leadership style are significant factors that impact employee work discipline. Companies that adopt a democratic leadership style and prioritize aspects that impact employee job satisfaction, such as competitive compensation and benefits, opportunities for career growth, and a supportive work environment, are likely to enhance their employees' work discipline. Enhancing work discipline will consequently yield a beneficial impact on the overall performance of the organization.



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