

Increase Employee Motivation by Using a Democratic Leadership Style and Offering Incentives

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Abstract

Democratic reform, to make employers more clean and responsible, professional to make an efficient and effective bureaucracy, and to create prime for the people. The purpose of this research is to determine the effect of democratic leadership style and incentives on motivation in the Garut Regency Regional Secretariat Office. This research is then carried out quantitatively using multiple linear regression analysis. Intention is the most powerful motivator variable. Employee motivation can be increased if the intention is carried out correctly. The t test results also show that incentives have a positive and significant influence on employee motivation at the Regional Secretariat of Garut Regency.

Keywords: Democratic Leadership Style, Incentives and Motivation

1. INTRODUCTION

Good governance is the most prominent issue in the management of public administration today. Incessant demands are made by the public to the government so that good governance is in line with increasing public knowledge and the influence of globalization demanding openness. The old patterns of government administration are no longer suitable for a changed social order. Especially after the enactment of Law Number 22 of 19 concerning Regional Government which has been revised into Law Number 32 of 2004.

Bureaucratic reform is directed at creating clean, responsible, professional, efficient and effective bureaucracy, and creating excellent service to the community. Conceptually, in creating this, it starts from the redefinition of vision, mission and strategy, studies of separation and restructuring merging and sharpening functions, reviewing workload analysis of organizational units. Apparatus human resources as a mover and organizer of government tasks play an important role in a government system. Therefore, the basic foundation of bureaucratic reform as a whole must start from the reform of the management/management of the human resources of the apparatus. The reform of human resource management for this apparatus is an urgent need to be carried out in order to obtain professional, high-performing and prosperous apparatus in supporting the achievement of good bureaucratic management.

Civil Servants (PNS) are employees who have fulfilled the specified requirements, are appointed by an authorized official and are entrusted with duties in a state position, or are entrusted with other state duties, and are paid a salary based on applicable laws and regulations. Every civil servant has rights and obligations that have been regulated in the law. The obligations of civil servants are regulated in article 3 of PP 53 of 2010 concerning the discipline of civil servants. While the rights of civil servants are as follows: 1. Salary; (a. Salary of civil servants; b. Calculation of years of service; c. Increase in basic salary; d. Allowances), 2. Increase in rank; 3. List of Evaluation of Work Implementation; 4. Leave; 5. Disability benefits and bereavement pay; 6. Welfare; 7. Retired. 8. Get education and training.

The number of rights obtained by civil servants, so civil servants should be more motivated to work. Motivation is formed from the attitude of employees in dealing with work situations in the workplace, whether it is government agencies or companies. Motivation is a condition or energy that drives self/employees that are directed to achieve organizational goals and the employees

themselves. The pro and positive mental attitude of employees towards work situations strengthens their work motivation to achieve maximum performance.

Robbins (2011) suggests that motivation is a willingness to try as optimally as possible in achieving organizational goals which is influenced by the ability of businesses to satisfy some individual needs. Musdalifah's research (2016) states that incentives have a significant positive effect on employee motivation. Rizky's research (2012) also states that leadership, incentives and discipline have a positive and significant effect on employee motivation.

One agency that has various motivations for its civil servants is the Garut Regional Secretariat office. The Garut Regency Regional Secretariat Office is one of the government agencies that has a function in the management and control of administration and personnel administration, financial planning and management and household affairs of regional apparatuses. To carry out the functions referred to, the SETDA has tasks including preparing the SETDA activity plan, carrying out personnel administration services, carrying out management of correspondence, archives and general administration, carrying out administrative and functional services of the Regional Secretariat, carrying out control and guidance and administration of official travel within the Secretariat environment Region, carry out control and implementation of norms, standards, guidelines,

Efforts to create high motivation in this office are not optimal because there are several obstacles encountered. These constraints such as employee absences where there are still employees who arrive late and go home early and even working hours are often not visible at work, the leadership does not give positive input to employees, the leadership does not give enthusiasm to employees, there is no compensation to employees, leaders do not respect the opinions/input given by employees to superiors, leaders do not exemplify discipline. Therefore, leaders must be able to manage Human Resources and each leader has a leading method in achieving organizational goals. Rivai and Mulyadi (2011), state that leadership broadly includes influencing processes in determining organizational goals, motivating the behavior of followers to achieve goals, influencing the interpretation of the events of their followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization.

According to Kartono (2013) states the following: Leadership style is the nature, habits, temperament, character and personality that distinguishes a leader in interacting with others. According to Thoha (2010) suggests that: Leadership style is a behavioral norm used by someone when that person tries to influence the behavior of other people or subordinates. According to Herujito (2012) states that democratic leadership style is as follows: Democratic leadership style is not a talent, therefore democratic leadership style is studied and practiced in its application must be in accordance with the situation at hand. Meanwhile, according to Supardo (2012), states that: Democratic leadership style is a complex way and process in which a person influences other people to achieve a mission,

The results of research by Alhudhori et al (2022) state that leadership has a positive and significant effect on motivation. Bukhori et al (2022) also stated that leadership has a positive and significant effect on motivation. The results of Sambiran's research (2022) also state that leadership has a positive and significant effect on work motivation. The better the leadership, the work motivation will increase. In accordance with the leadership has a positive and significant influence on work motivation.

The results of Prasastono's research (2012) show that there is a positive and significant effect of leadership style on work motivation. The results of Wida's research (2017) also state that leadership has a positive and significant effect on work motivation. the better the leadership, the work motivation will increase. according to leadership has a positive and significant influence on work motivation.

In addition to leadership, incentives are also very influential on motivation. Incentive payments given to employees are made on the basis of performance that exceeds the standards set by the government. Currently, the Garut Government is implementing incentives for one full month without being absent and late, this will increase employee motivation and morale. The purpose of providing this incentive is a form of company treating its employees as assets that need to be rewarded and making these employees business partners so that employees have a sense of belonging to the company. Thus it is quite reasonable for the company to pay the employee with incentives according to his work. According to Handoko (2012),

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The following is the result of a pre-survey at the Regional Secretariat of Garut Regency which describes the motivation of its employees.

Table 1. Results of the Employee Pre-Survey at the Garut Regency Regional Secretariat Office in 2022

| No | Question | Yes | (%) | No | (%) | Total |
|----|---|-----|-------|----|-------|-------|
| 1. | SETDA employees always attend morning and afternoon gatherings | 23 | 76.67 | 7 | 23.33 | 100 |
| 2. | SETDA employees still leave the office at that time Work | 11 | 36.67 | 19 | 63.33 | 100 |
| 3. | Leaders set a good example for their subordinates | 18 | 60.00 | 12 | 40.00 | 100 |
| 4. | SETDA employees routinely make LKH (daily work reports) | 20 | 66.67 | 10 | 33.33 | 100 |
| 5. | SETDA employees always take part in ceremonies on national holidays | 19 | 63.33 | 11 | 36.67 | 100 |

Source: Pre-Survey at SETDA Garut.

The results of the pre-survey conducted on 30 employee staff at the Garut district SETDA office, by looking at the results of the pre-survey, there are characteristics that can cause work motivation to not run optimally. This can be seen in the respondents' answers, where the comparison of yes and no answers to each question. This comparison is very much dominated by yes and no answers submitted to the employees of the Garut Regency Regional Secretariat, thus it can be stated that the ups and downs of employee motivation. In achieving organizational goals the roles of all employees and leadership are very influential in increasing work motivation, in this case the importance of good coordination between the fields of each position in each carrying out its activities.

The problem faced by the Garut Regional Secretariat is the problem of managing human resource development, especially in increasing work motivation, where work motivation is very important to encourage employees to improve their abilities in their fields, therefore to be able to influence employees requires a democratic leadership style, where the leadership style of a SETDA leader is different. Leadership is a process of directing and influencing activities related to the work of ASNs. Democratic leadership is the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals and influencing groups and their culture democratically.

In addition to the democratic leadership style, other factors that can motivate an employee so that his performance increases, namely the provision of incentives, where incentives are a means of motivation that encourage employees to work with optimal abilities, which are intended as extra income outside of a predetermined salary. Providing incentives is intended to be able to meet the needs of employees and their families. Incentives are a motivating factor for employees to work better so that employee motivation can increase. In the Garut Regional Secretariat, the incentives provided are in the form of financial and non-financial. The average ASN given incentives especially financially, is additional income or Tamsil, that is, if ASN is never late and always works according to applicable regulations.

Based on the background that occurred in the Garut Regency SETDA, problems were found that needed to be examined, namely Democratic Leadership Style and Providing Incentives to Increase Employee Motivation at the Garut Regency SETDA Office.

2. LITERATURE REVIEW

1) Democratic Leadership Style

According to Thoha (2013), Leadership Style is a characteristic behavior pattern of a leader when directing, motivating, guiding and managing a group of people with the aim of inspiring movement for change.

Meanwhile, the Democratic Leadership Style is a leader who has a leadership style in which the leader of an organization or group receives opinions or suggestions from each of its members to determine a joint decision within the organization to achieve goals.

According to GR Thery (2006), Democratic Leadership Style is a leader who has a leadership style in which the leader of an organization or group accepts opinions or suggestions from each member to determine a joint decision within the organization in order to achieve goals and considers himself as an integral part.

According to Hasibuan (2006), Democratic Leadership Style is a way for a leader to influence the behavior of subordinates so that they want to work together and work effectively and efficiently to achieve goals.

From some of the meanings above, it can be concluded that Democratic Leadership Style is a leader who has a leadership style in which the leader of an organization or group accepts opinions or suggestions from each of its members to determine a joint decision within the organization in order to achieve goals and considers himself as an integral part.

2) INCENTIVE

According to Rochmaterial (2013), Incentives are a system of providing services that are linked to performance, both material and non-material in nature which can provide motivation or driving force for employees to work better and enthusiastically so that employee performance increases which in the end the goals can be achieved.

According to Nafrizal (2012), incentives are stimuli that are given to employees with the aim of encouraging employees to act and do something to achieve goals.

According to Rivai (2009), incentives are a form of payment related to performance and gain sharing as a sharing of benefits for employees due to increased productivity or cost savings.

From some of the definitions above, it can be concluded that incentives are a form of stimulation that is deliberately given by institutions to employees so that they are motivated and want to work really hard so that goals can be achieved.

3) MOTIVATION

According to Edwin B Flippo (2005), motivation is something expertise in directing employees and organizations to want to work successfully so that employees can achieve their goals.

According to T Hani Handoko (2005), motivation is a person's personal situation that encourages the individual's desire to carry out certain activities in order to achieve goals. According to Henry Simamora (2005), motivation is a function of individual expectations that certain efforts will result in a level of performance which in turn will produce the desired reward or result.

3. RESEARCH METHODS

1) Population and Sample

The population is the sum of all objects (units or individuals) (Arikunto, 2013). The population in this study were all Civil Servants of the Regional Secretariat of Garut Regency with a total of 99 people.

The sample is a set or subset of the population, consisting of several members of the population (Ferdinand, 2012). Sampling in this study used a survey or census method, namely the method of taking the entire population as a sample (Suharsimi, 2012)

2) Method of collecting data

The collection method in this study used a questionnaire. Questionnaire is a data collection technique that is carried out by providing a set of questions or written statements to respondents to answer, where researchers do not directly ask and answer questions with respondents (Echdar, 2017: 299).

In this study, a questionnaire was created using a Likert Scale, which is a scale for measuring attitudes, opinions, and perceptions of a person or group of people about social phenomena (Echdar, 2017: 298).

3) Data Collection Procedures

The data collection procedures used in this study are:

a. Primary data

Primary data is a source of data collected directly from the original source (not through intermediary media) with questionnaires through data collection which is carried out by giving questions to respondents with a questionnaire guide.

b. Secondary Data

Secondary data is assessment data obtained by researchers indirectly through intermediary media (obtained and recorded by other parties). Secondary data in this study that will be taken includes identity

4) Instrument Validity Testing

Based on the results of the validity test, it can be seen that all variable indicators of democratic leadership style, incentives and motivation are stated to be valid, because from the correlation between the results of the respondents' answers to each question item with the total score, significant results are obtained, namely the sig. smaller ($<$) 0.05.

Reliability

Table 2. Reliability Test Results

| Variable | Cronbach's Alpha | Information |
|-----------------------------|------------------|-------------|
| Style Leadership Democratic | 0.822 > 0.70 | Reliable |
| Incentives Giving | 0.851 > 0.70 | Reliable |
| Motivation | 0.724 > 0.70 | Reliable |

Cronbach's alpha value of each variable is greater than 0.70. With these results, the questionnaire used by the variables of democratic leadership style, incentives and motivation is declared reliable.

Analysis of Research Results

Multiple Regression Analysis

Table 3. Multiple Regression Results

| Model | Unstandardized Coefficients | | standardized Coefficients | t | Sig. |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | std. Error | Betas | | |
| (Constant) | ,397 | ,696 | | ,570 | ,571 |
| Democratic Leadership Style | ,359 | .072 | ,479 | 4,966 | ,000 |
| Giving Incentive | ,239 | .051 | ,453 | 4,692 | ,000 |

- a. Constant (α) = 0.397. The positive value obtained indicates that if the leadership style

is democratic and the provision of incentives is in a fixed state then the motivation is positive.

- b. *Democratic Leadership Style*(β_1) = 0.359. The positive value obtained indicates an increase in democratic leadership style will increase motivation
- c. *Incentives Giving*(β_2) = 0.239. The positive value obtained indicates an increase in incentives will increase motivation.
- d. Normality test

Table 4. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

| | | Leadership Style | Giving Incentive | Motivation |
|--------------------------|----------------|------------------|------------------|------------|
| N | | 65 | 65 | 65 |
| Normal Parameters, b | Means | 13.78 | 20,66 | 10,29 |
| | std. Deviation | 2,875 | 4,082 | 2.156 |
| Most Extreme Differences | absolute | ,147 | ,148 | ,125 |
| | Positive | ,147 | ,119 | ,125 |
| | Negative | -,100 | -,148 | -,121 |
| Kolmogorov-Smirnov Z | | 1.186 | 1,197 | 1.009 |
| asympt. Sig. (2-tailed) | | ,120 | ,114 | ,260 |

sig. value Kolmogorov Smirnov test variable democratic leadership style of 0.120, providing incentives of 0.114, and motivation of 0.260. sig. value obtained above 0.05 so that it can be concluded that the data from each variable is normally distributed

5) Classic assumption test

Test Heteroscedasticity

Table 5. Coefficient of Heteroscedasticity Test Results

| Model | | Unstandardized Coefficients | | standardized Coefficients | t | Sig. |
|-------|------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | std. Error | Betas | | |
| 1 | (Constant) | ,876 | ,403 | | 2.175 | .033 |
| | Democratic Leadership Styles | ,063 | .042 | ,298 | 1,501 | ,138 |
| | Giving Incentive | -.045 | ,029 | -,300 | -1.509 | ,136 |

The results of the heteroscedasticity test show that the sig. democratic leadership style of 0.138 and providing motivation of 0.136. sig. value each variable is greater (>) than 0.05 so that in the multiple regression model there is no heteroscedasticity.

6) Multicollinearity Test

Table 7. Multicollinearity Test Results

| Model | | Collinearity Statistics | |
|-------|-----------------------------|-------------------------|-------|
| | | tolerance | VIF |
| 1 | (Constant) | | |
| | Democratic Leadership Style | ,393 | 2,545 |
| | GivingMotivation | ,393 | 2,545 |

The results of the Tolerance value of each independent variable are above 0.1, while the VIF value is below 10, thus there is no multicollinearity between the independent variables of democratic leadership style and the provision of incentives

7) Coefficient of Determination

Table 8. Results of the Coefficient of Determination Model Summaryb

| Model | R | R Square | Adjusted R Square | std. Error of the Estimates |
|-------|-----------|----------|-------------------|-----------------------------|
| 1 | ,879 a | ,773 | ,766 | 1,043 |

The magnitude of the coefficient of determination can be seen in the Adjusted R Square of 0.766. This can be interpreted that the democratic leadership style and the provision of incentives can explain motivation by 76.6% (0.766 x 100%) while 23.4% (100% - 76.6%) motivation is determined by variables outside the model.

8) Test – F

Table 9. Test Results – F ANOVAa

| Model | | Sum of Squares | df | MeanSquare | F | Sig. |
|-------|------------|----------------|----|------------|---------|-------|
| 1 | Regression | 229,952 | 2 | 114,976 | 105,616 | ,000b |
| | residual | 67,495 | 62 | 1,089 | | |
| | Total | 297,446 | 64 | | | |

The results of the F-test were 105.616 with sig. 0.000 less (<) 0.05. These results indicate that the regression model of democratic leadership style and giving motivation to motivation is good or fit.

9) Hypothesis test

Table 10. Test Results - t

| Model | t | Sig. |
|-----------------------------|-------|------|
| (Constant) | ,570 | ,571 |
| Democratic Leadership Style | 4,966 | ,000 |
| Incentives Giving | 4,692 | ,000 |

Based on the results of the t-test, it can be proven as follows:

1. The results of the t-test of democratic leadership style on motivation are 4.966 with sig. 0.000 is smaller than 0.05 so that it accepts the hypothesis that democratic leadership style has a positive and significant effect on motivation.
2. The results of the t-test giving incentives to motivation are 4.692 with sig. 0.000 is smaller than 0.05 so that it accepts the hypothesis which states that giving incentives has a positive and significant effect on motivation

4. RESULTS AND DISCUSSION

1) The Effect of Democratic Leadership Style on Motivation

Democratic leadership style according to Thoha (2013) is associated with personal power and the participation of followers in problem solving and decision making processes. Leadership set by a leader in an organization can create harmonious integration and encourage employee enthusiasm to achieve maximum goals. Leadership is very important in managerial terms, because of leadership, the management process will run well and employees will be passionate about doing their jobs.

Based on the results of the regression coefficient, it shows that if within the Regional Secretariat Office organization of Garut Regency the democratic leadership style has been implemented well, it means that the motivation of the employees is also increasing. The results of the t test also show that there is a positive and significant influence between leadership on employee motivation at the Regional Secretariat of Garut Regency.

The results of this study are the same as Sundoro Yekti's research (2012) which states that leadership style has a positive influence on employee motivation. Meanwhile, research by Irma Satya Indriyanti (2015) states that leadership style has a negative effect on motivation. However, research by Rommy and Jantje (2016) states that leadership has a positive and significant effect on employee motivation. And research by Helen Sepmon Firstie¹ and Siti Madin (2017) states that democratic leadership style has a significant positive influence on motivation

2) Effect of Incentives on Motivation

According to Handoko (2012), states that the notion of incentives is a stimulus offered to employees to carry out work according to or higher than the standards that have been set.

Based on the results of the regression coefficients, it shows that if incentives are given to employees of the Regional Secretariat Office of Garut Regency properly, then the motivation of the employees will also increase. The results of the t test also show that there is a positive and significant influence between incentives on employee motivation at the Regional Secretariat of Garut Regency.

The results of this study are the same as that of Alhudhori et al (2022) which stated that incentives have a positive and significant effect on motivation. Bukhori et al (2022) also stated that incentives had a positive and significant effect on motivation. The results of Sambiran's research (2022) also state that incentives have a positive and significant effect on work motivation. The better the leadership, the work motivation will increase. In accordance with the incentives have a positive and significant impact on work motivation.

5. CONCLUSION

Based on the results obtained from the analysis of data and information from the previous chapters, it can be concluded that if the democratic leadership style is implemented well, the motivation of the employees will also be better. The results of the t test also show that there is a positive and significant effect of democratic leadership style on employee motivation at the Regional Secretariat of Garut Regency. Incentives have been given properly, so that the motivation of the employees has also increased. The results of the t test also show that there is a positive and significant influence between incentives on employee motivation at the Regional Secretariat of Garut Regency.

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