

# Implementation of Regression Analysis to The Influence of Democratic Leadership, Communication, Work Culture, and Ability on Employee Performance in Regional Development Planning Agency Labuhanbatu District

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## Abstract

This study aims to analyze The Influence of Democratic Leadership, Communication, Work Culture and Capability on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency. The research method used in this research is quantitative. In this study, the population consisted of 60 employees of the Labuhanbatu Regency Regional Development Planning Agency. The research sample uses Sampling technique is saturated by attracting the entire existing population to be used as a research sample a total of 60 people. Data collection techniques used were observation, documentation studies and questionnaires. The method of analysis of this research is multiple linear regression with the SPSS program. The research results prove that Democratic Leadership positive and significant effect on Employee Performance at the Regional Development Planning Board of Labuhanbatu Regency. Communication positive and significant effect on Employee Performance at the Regional Development Planning Board of Labuhanbatu Regency. Work Culture positive and significant effect on Employee Performance at the Regional Development Planning Board of Labuhanbatu Regency. Ability positive and significant effect on Employee Performance at the Regional Development Planning Board of Labuhanbatu Regency. Democratic Leadership, Communication, Work Culture And Capability simultaneously positive and significant effect on Employee Performance at the Regional Development Planning Board of Labuhanbatu Regency. The coefficient of determination is 0.732, meaning that employee performance can be explained by variables Democratic Leadership (X1), Communication (X2), Work Culture (X3) and Ability (X4) of 79.7%, while the remaining 20.3% can be explained by other variables not examined in this study.

*Keywords:* Democratic Leadership; Communication; Work Culture; Ability On Employee Performance.

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## 1. Introduction

Human Resources (HR) in companies are employees who design and produce goods and services, allocate financial resources, monitor quality, and formulate all strategies to achieve targets. Thus it is increasingly realized that in a company, HR is the most important element, that humans as workers in organizations have an important role in achieving goals and providing good service to organizations and society (Boulet & Parent-Lamarche, 2022). This shows the importance of quality human resources. The quality of human resources determines the performance of companies supported by their workforce, because employee performance is the result of work that achieved in a certain time unit.

The Labuhanbatu Regency Regional Development Planning Agency is a manifestation of the commitment of the North Labuhanbatu Regency Government to provide information services not only for a general description of the North Labuhanbatu District Development Planning Agency, but also for information in the field of regional planning and development in a transparent and accountable manner that can be accessed by the public at large. So that it can become a source of data and information for all stakeholders and society in general. The Labuhanbatu Regency Regional Development Planning Agency is only an information facility, we realize that this website still needs to be developed, but it is hoped that the existence of this website can bridge and facilitate all the necessary data and information, and is expected to provide benefits and synchronization contributions, harmonization and coordination through information

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technology for the development of Labuhanbatu Regency for the welfare of the community. The website of the Labuhanbatu Regency Regional Development Planning Agency is one of the efforts to inform, socialize various aspects of development that have been, are being implemented and will be carried out to the wider community through Information Technology.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011). According to Shields quoted by Kusuma & Rahardja, (2018), employee performance is the ability of an employee to carry out duties and responsibilities the responsibilities they have. (vancevich, (2011), stated that indicators of measuring employee performance, namely: 1) quantity of work is the amount of work that can be done by employees in working in a certain period. 2) quality of work related to accuracy, neatness, and thoroughness of employee work, 3) personal quality related to personality, appearance, friendliness, leadership,

Leadership is the ability to convince and move other people to want to work together under their leadership as a team to achieve a certain goal. The leadership style of a leader is unique and cannot be inherited automatically. Each leader has certain characteristics that arise in different situations (Marin-Garcia & Bonavia, 2021). Chen & Silverthorne, (2005) provides an understanding of democratic leadership, namely participatory (democratic) leadership is leadership where in this leadership style, the leader tries to ask for and use suggestions from his subordinates. According to Del Baldo, (2014) says leadership style or leadership behavior or often called Leadership Type. The types of leadership that are widely known and acknowledged are as follows: a. Autocratic type, namely this type of leadership assumes that leadership is his personal right (leader), so he does not need to consult with others and no other person may interfere. b. Free Control Type or Free Time (Laissez Faire), namely this type of leadership is the opposite of the autocratic leadership type. In this type of leadership the leader usually shows passive behavior and often avoids responsibility. c. Paternalistic type, namely a leader who is paternalistic about his role in organizational life can be said to be colored by the expectations of his subordinates to him. The hope of subordinates is in the form of the desire that the leader is able to act as a father who is protective and worthy of being used as a place to ask questions and to obtain instructions. pay attention to the interests and welfare of his subordinates d. The Charismatic Type is a charismatic leader who has special characteristics, namely his attractiveness which is very alluring, so that he is able to get a very large number of followers and his followers cannot always explain concretely why that person is admired. e. The militaristic type is a militaristic type leader who is different from a leader of a military organization. The militaristic type leader is the leader in mobilizing his subordinates more often using the command system, likes to depend on his rank and position, and likes excessive formality. f. Pseudo-democratic type, this type is also called manipulative or semi-democratic leadership (Levinson, 1965). This type of leadership is marked by the attitude of a leader who tries to express his wishes and after that creates a committee, pretending to be negotiating but actually nothing else to validate his suggestions. g. The democratic type, namely the democratic type, is the type of leader who is democratic, and not because the leader is democratically elected. A type of leadership in which the leader is always willing to accept and appreciate suggestions, opinions and advice from staff and subordinates, through deliberation forums to reach an agreement. The indicators of democratic leadership style that have been adapted to their characteristics according to Zhou et al., (2012) include: a. Decisions are made jointly, that is, democratic leaders do not hesitate to get involved together with subordinates to make decisions and carry out work activities in order to achieve organizational goals. b. Appreciate the potential of each subordinate, namely Democratic leadership respects each individual potential and is willing to acknowledge the expertise of specialists in their respective fields, being able to utilize the capacity of each member as effectively as possible at the right time and conditions c. Hearing criticism, suggestions/opinions from subordinates, namely Receiving criticism, suggestions/opinions from subordinates is a natural thing in organizational life. Thus there will be a tendency to further increase self-potential and be able to be better than before and learn from the mistakes that have been made. d. Collaborating with his subordinates, namely a good leader is a leader who is able to work together / be directly involved together in carrying out tasks for the achievement of organizational goals. Leaders also do not hesitate to go directly to the field to carry out their duties (Tian et al., 2021).

According to Swanson & Todd, (2015) stated that communication is the key to opening a cooperative relationship between leaders and employees and between employees themselves. Mardiyanto, (2009) states that "communication is the process of transferring meaning in the form of ideas or information from one person to another". According to Colquit, LePine and Wesson quoted by (Nasution et al., 2022) Wibowo (2013) says that "communication is a process by which information and meaning or meaning is transferred from the sender to the receiver". Communication in general is a process of sending and receiving information from one person to another. According to Kusuma & Rahardja, (2018) there are several indicators of effective communication, namely the following: a. Comprehension, namely the ability to understand the message carefully as intended by the communicator. The purpose of communication is the occurrence

of mutual understanding, and to achieve that goal, a communicator and communicant must understand each other's functions. The communicator can convey messages while the communicant can receive messages conveyed by the communicator. b. Pleasure, that is, if the communication process is in addition to conveying information successfully, it can also take place in a pleasant atmosphere between the two parties. A more relaxed and fun atmosphere will be more comfortable in interacting than a tense atmosphere. Because communication is flexible. With an atmosphere like that, an interesting impression will emerge. c. Influence on attitudes, namely the purpose of communicating is to influence attitudes. when communicating with other people then there is a change in behavior, in this case it can be said that the communication that occurs is effective, and if there is no change in a person's attitude, then the communication that is carried out is not effective. d. The relationship is getting better, namely that in an effective communication process, it accidentally increases the level of interpersonal relationships. Often, if people have the same perception, similarity in character, match, the relationship will naturally be well established. e. Action, namely communication will be effective if both parties after communicating there is a change in an action against the communicant or communicator. then the communication is not effective. d. The relationship is getting better, namely that in an effective communication process, it accidentally increases the level of interpersonal relationships. Often, if people have the same perception, similarity in character, match, the relationship will naturally be well established. e. Action, namely communication will be effective if both parties after communicating there is a change in an action against the communicant or communicator. then the communication is not effective (Sutrisno, 2019).

Organizational culture that is firmly embedded in the organization can be the key to the success of an organization in achieving its goals. This organizational culture becomes a guide for employees to behave and act. Culture functions as a mechanism for making meaning and control that guides and shapes the attitudes and behavior of employees (Kusuma & Rahardja, 2018). On the contrary, culture can also become a burden on the organization itself. According to Robbins (2016), culture can be a barrier to change when shared values do not match the values that will increase organizational effectiveness. Compatibility between organizational culture and the characteristics of organizational members can lead to job satisfaction which will encourage maximum employee performance. Organizational culture is a subjective aspect of what happens in the organization. This refers to abstractions, such as values and norms that pervade all or part of a business. This may not be defined, discussed or even noticed, but culture can have an important influence on one's behavior (Armiaty & Ariffin, 2014). Sivam et al., (2019) define organizational culture as a system of shared meaning held by members of an organization that distinguishes the organization from other organizations. According to Maramis, (2013) organizational culture is the norms and values that direct the behavior of members of the organization. Each member will behave according to the culture that will apply to be accepted by their environment. The dimensions and indicators of Organizational Culture are described as follows according to Toor & Ofori, (2009): a. Self-awareness Members of the organization work conscientiously to get satisfaction from their jobs, develop themselves, obey rules, and offer quality products and high service. b. Aggressiveness is Organizational members setting challenging but realistic goals. They set work plans and strategies to achieve these goals and pursue them with enthusiasm. c. Personality means that members are respectful, friendly, open and sensitive to group satisfaction and pay close attention to aspects of customer satisfaction, both internal and external customers. d. Performance is a member of the organization that has creative value, meets quantity, quality, and efficiency.

To find out whether an employee is capable or not in carrying out his work, we can see through several indicators below. Indicators of work ability are as follows: Maramis, (2013) includes: 1. Ability to work, namely the ability of an employee to work is a condition in which an employee feels capable of completing the work given to him. 2. Education namely Education is an activity to increase one's knowledge including increasing mastery of theory and skills to decide on issues related to activities to achieve goals. 3. Working Period, namely Working Period is the time needed by an employee to work for a company or organization.

The phenomenon of other problems related to communication, researchers see that there is still a problem of awkwardness in discussions between leaders with subordinates and fellow employees of the Labuhanbatu Regency Regional Development Planning Agency, this can result in employees not being able to complete tasks properly. Then the phenomenon regarding work culture is also found in the attitude of senior employees who still lack cooperation with junior employees . Furthermore, the phenomenon of ability is still found to be lacking in employees about doing work professionally in completing tasks at the Regional Development Planning Agency of Labuhanbatu Regency.

## 2. Methods

This research was conducted on Labuhanbatu Regency Regional Development Planning Agency, using quantitative methods. According to sugiyono, (2017), population is a generalized area consisting of objects that have certain

quantities and characteristics determined by researchers to be studied and then conclusions drawn. According to Sugiyono (2015), the sample is part of the number of characteristics possessed by the population. The population in this study were all employees of the Regional Development Planning Board of Labuhanbatu Regency, totaling 60 people. The sample for this study used a saturated sampling technique, by withdrawing the entire existing population to be used as a research sample. Data in this study were collected by means of interviews, observation, as well as distributing questionnaires directly to all employees of the Labuhanbatu Regency Regional Development Planning Agency, which were then tested through several analytical techniques as follows: 1) Classical assumption test, the normality test, heteroscedasticity test, and multicollinearity test were carried out in the classical assumption test; 2) Double linear regression test, using a linear equation:  $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$  with the following information: Y = Employee Performance; a = constant; b<sub>1</sub>,b<sub>2</sub>,b<sub>3</sub>,b<sub>4</sub> = coefficient of each variable, X<sub>1</sub> = Democratic Leadership, X<sub>2</sub> = Communication, X<sub>3</sub> = Work Culture, X<sub>4</sub> = Ability; 3) Test the hypothesis, consisting of a t (partial) test which is used to analyze the partial effect between the independent variables and the dependent variable, and the F test (simultaneous) which is used to analyze the simultaneous effect of the independent variables on the dependent variable. 4) The coefficient of determination is used to measure the model's ability to explain variations in the dependent variable. To facilitate the research process, IBM SPSS Software is used as an analytical tool in processing data in research.

### 3. Result and Discussion

#### 3.1. Result

The validity test of the research variable has a significant criterion > 0.5. The validity test in this study was carried out on 30 samples which were carried out outside the characteristics of the respondents. Ghozali, (2016) states that the validity test is used as a measure of whether a questionnaire is deemed valid or not. Valid data is data that does not differ between the data reported by the researcher and the data that actually occurs in the research object.

**Table 1.** Validity Test Results

Variable	Indicator	Pearson Correlation	Value Measurement	Status
Democratic Leadership (X1)	Decisions are made together	0.757	0.5	Valid
	Appreciate the potential of each of his subordinates	0.778	0.5	Valid
	Hear criticism, suggestions/opinions from subordinates	0.859	0.5	Valid
	Collaborate with subordinates	0.733	0.5	Valid
	understanding	0.788	0.5	Valid
Communication (X2)	Enjoyment	0.691	0.5	Valid
	Influence on attitude	0.735	0.5	Valid
	Better relationship	0.662	0.5	Valid
	Action	0.674	0.5	Valid
	Self-awareness	0.768	0.5	Valid
Work Culture (X3)	aggressiveness	0.659	0.5	Valid
	Personality	0.873	0.5	Valid
	performance	0.759	0.5	Valid
	Team Orientation	0.651	0.5	Valid
Ability (X4)	Ability to Work	0.831	0.5	Valid
	Education	0.716	0.5	Valid
	Years of service	0.823	0.5	Valid
Employee Performance (Y)	Work quantity	0.833	0.5	Valid
	Work quality	0.828	0.5	Valid

Personal quality	0.856	0.5	Valid
Cooperation	0.839	0.5	Valid
initiative	0.843	0.5	Valid

Source: Research Data Processing, 2022.

Sugiyono, (2017) stated that the reliability test was carried out to find out the results of consistent measurements if the same measuring instrument was measured, an indicator in the questionnaire can be accepted if the alpha coefficient has a value of  $> 0.6$ .

**Table 2.**Reliability Test Results

Variable	Croanbach Alpha (CA)	Status
Democratic Leadership	0.832	Reliable
Communication	0.898	Reliable
Work Culture	0.789	Reliable
Ability	0.838	Reliable
Employee Performance	0.846	Reliable

Source:Research Data Processing, 2022

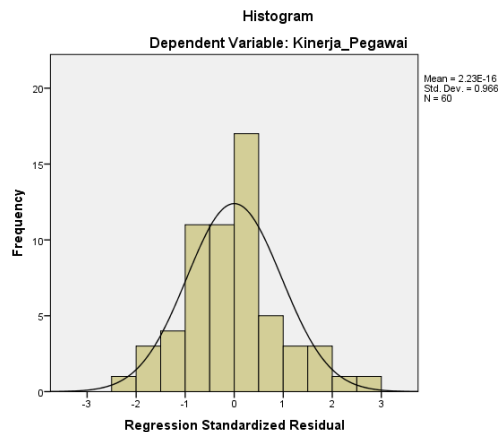
Table 1 and Table 2 show that all statement items are valid and reliable. Subsequent tests use the classic assumption test with normality. The normality test of this study is loaded in table 3.

**Table 3.**One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residuals
N		60
Normal Parameters, b	Means	.0000000
	std. Deviation	1.53911167
Most Extreme Differences	absolute	.098
	Positive	.098
	Negative	-.063
Test Statistics		.098
asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

The normality test above uses the Kolmogorov-Smirnov method with a significance value of 0.200 where the result is greater than the 0.05 significance level. So it can be concluded that the normality tests in this study are normally distributed. The following is a normality test using a Histogram chart.



**Figure 1.** Histogram

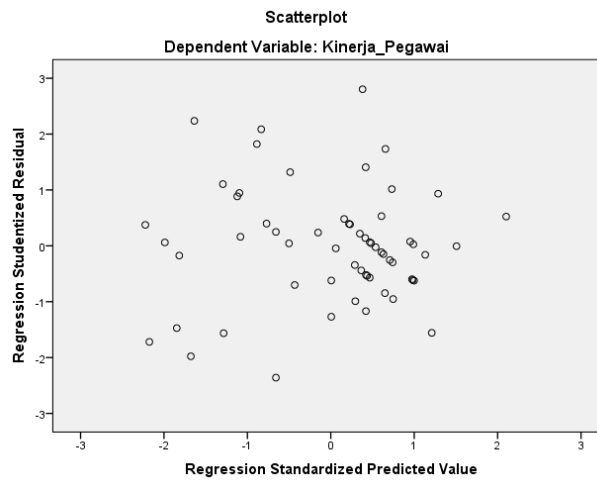
In Figure 1, the data has shown a normal curve that forms a perfectly concave shape. It can be said to be normal if the line has formed a concave upward like the picture above. The following is a normality test using a p-plot graph. The results of the multicollinearity test in this study are contained in Table 4.

**Table 4.** Test results Multicollinearity

Model	Coefficients <sup>a</sup>					Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients		Q	Sig.	tolerance	VIF
	B	std. Error	Betas					
1 (Constant)	-1,235	2,289			-.539	.592		
Democratic Leadership	.492	.111	.430		4,431	.000	.705	1,418
Communication	.294	.104	.247		2,365	.017	.576	1,737
Work Culture	.301	.108	.303		2,786	.007	.562	1,781
Ability	.382	.151	.231		2,528	.014	.792	1,263

a. Dependent Variable: Employee\_Performance  
 Source: Research Data Processing, 2022

Table 4 shows that the three independent variables have VIF values <10 and values tolerance > 0.1 which means that the data in this study do not experience multicollinearity. The classical assumption test with the heteroscedasticity test in this study can be contained in Figure 2.



Source: Research Data Processing, 2022

**Figure 2.** Scatterplot Graph

Based on Figure 2, it can be stated that the data from this study spread above and below the number 0 on the Y-axis, and did not form a clear pattern, so that the data did not experience symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear analysis can be contained in Table 5.

Based on these values, the following multiple linear regression equations are obtained:  $Y = -1.235 + 0.492X_1 + 0.294X_2 + 0.301X_3 + 0.382X_4$ . Table 5 explains that the B value for Democratic Leadership (B1) is 0.421. The Communication Value (B2) is 0.494. The Work Culture Value (B3) is 0.499. Ability (B4) is 0.412, and the constant value (a) is 2,289. The description of the multiple linear regression equation shows that the variables Democratic Leadership (X1), Communication (X2), Work Culture (X3) and Capability (X4) have a coefficient direction that is positive sign on Employee Performance.

**Table 5.** Results Multiple Linear Analysis

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	std. Error	Coefficients Betas		
1	(Constant)	-1,235	2,289		-.539	.592
	Democratic Leadership	.492	.111	.430	4,431	.000
	Communication	.294	.104	.247	2,365	.017
	Work Culture	.301	.108	.303	2,786	.007
	Ability	.382	.151	.231	2,528	.014

a. Dependent Variable: Employee\_Performance

Source: Research Data Processing, 2022

To test the research hypothesis, the t test can be used. This test was conducted to analyze the effect of the independent variables, namely Democratic Leadership (X1), Communication (X2), Work Culture (X3) and Capability (X4) partially on the dependent variable, namely Employee Performance (Y). As for determining the t table value, the following equation can be used:  $df = nk - 1 = 60 - 4 - 1 = 55$ . After calculating using this equation, the t table value is 1.673. The results of the t test can be contained in Table 6.

**Table 6.** Results t test (Partial)

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	std. Error	Coefficients Betas		
1	(Constant)	-1,235	2,289		-.539	.592
	Democratic Leadership	.492	.111	.430	4,431	.000
	Communication	.294	.104	.247	2,365	.017
	Work Culture	.301	.108	.303	2,786	.007
	Ability	.382	.151	.231	2,528	.014

a. Dependent Variable: Employee\_Performance

Source: Research Data Processing, 2022

Based on Table 6, it can be seen that the results of the regression analysis obtained a t value of 4.431 > t table 1.673, this means that the Democratic Leadership variable (X1) has a positive effect on Employee Performance variable (Y). Then the significant value is 0.000 < 0.05, which means that the Democratic Leadership variable (X1) has a significant effect on the Employee Performance variable (Y). Based on the results of the regression analysis, it was obtained that the t value was 2.365 > t table 1.673. This means that the Communication variable (X2) has a positive effect on the Employee Performance variable (Y). Then the significant value is 0.017 < 0.05 which means that the Communication variable (X2) has a significant effect on the Employee Performance variable (Y). Furthermore, the results of the regression analysis obtained a calculated t value of 2,786 > t table 1, 673 this means that the variable Work Culture (X3) has a positive effect on the Employee Performance variable (Y). Then the significant value is 0.007 < 0.05, which means that the Work Culture variable (X3) has a significant effect on the Employee Performance variable (Y). The results of the regression analysis obtained a t-value of 2,528 > t-table of 1.673, which means that the capability variable (X4) has a positive effect on the employee performance variable (Y). Then the significant value is 0.014 < 0.05 which means that the Capability variable (X4) has a significant effect on the Employee Performance variable (Y). 673 this means that the Capability variable (X4) has a positive effect on the Employee Performance variable (Y). Then the significant value is 0.014 < 0.05 which means that the Capability variable (X4) has a significant effect on the Employee Performance variable (Y).

The F test was carried out to test the independent variables namely Democratic Leadership (X1), Communication (X2), Work Culture (X3) and Capability (X4) simultaneously having a significant relationship or not to the dependent variable namely Employee Performance (Y). As for determining the value of F table, the following equation can be used:  $df = k; n - k = 5; 60 - 5 = 5; 55$ . After calculating using this equation,  $F_{table} = (5;55)$  then the value of F table is 2.383. The results of the F test in this study can be contained in Table 7.

**Table 7.F** test results

		ANOVA <sup>a</sup>				
Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	243,087	4	60,772	23,915	.000b
	residual	139,763	55	2,541		
	Total	382,850	59			

a. Dependent Variable: Employee\_Performance

b. Predictors: (Constant), Capability, Democratic\_Leadership, Communication, Work\_Culture

Source: Research Data Processing, 2022.

Table 7 shows the Fcount value of 13,499 > Ftable 2.48 with a significance value of 0.000 < 0.05. From these results, it can be concluded that Democratic Leadership (X1), Communication (X2), Work Culture (X3) and Capability (X4) simultaneously have a positive and significant effect on Employee Performance (Y).

The coefficient of determination is carried out to analyze the contribution of the influence of the independent variables, namely Democratic Leadership (X1), Communication (X2), Work Culture (X3) and Capability (X4) to the dependent variable, namely Employee Performance (Y). The results of the determination coefficient test can be contained in Table 8:

**Table 8.** Determination Coefficient Test Results

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.797 <sup>a</sup>	.635	.608	1,594

a. Predictors: (Constant), Capability, Democratic\_Leadership, Communication, Work\_Culture

Source: Research Data Processing, 2022.

The R value from the analysis of the coefficient of determination is 0.797, meaning that employee performance can be explained by the variables Democratic Leadership (X1), Communication (X2), Work Culture (X3) and Capability (X4) of 79.7%, while the remaining 20.3% can be explained by other variables not examined in this study.

### 3.2. Discussion

The t value is 4,431 > t table 1.673, which means that the Democratic Leadership variable has a positive effect on employee performance variables. Then the significant value is 0.000 < 0.05, which means that the Democratic Leadership variable has a significant effect on employee performance variables. Bonavia, (2021) provides an understanding of democratic leadership, namely participatory (democratic) leadership is leadership where in this leadership style, leaders try to solicit and use suggestions from their subordinates. The results of this study are in line with the results of previous research conducted by Zhou et al., (2012), concluded that Democratic Leadership has a positive and significant effect on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency.

The calculated t value is 2,365 > t table 1.673. This means that the communication variable has a positive effect on employee performance variables. Then the significant value is 0.017 < 0.05, which means that the communication variable has a significant effect on employee performance variables. According to Arnold et al., (2015) states that communication is the key to opening a cooperative relationship between leaders and employees and between employees themselves. The results of this study are in line with the results of previous research conducted by Armiaty & Ariffin, (2014), concluded that Communication has a positive and significant effect on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency.

The t value is 2,786 > t table 1.673, this means that the Work Culture variable has a positive effect on employee performance variables. Then the significant value is 0.007 < 0.05, which means that the Work Culture variable has a significant effect on employee performance variables. Astie, (2016) defines organizational culture as a system of shared meaning shared by members of the organization that distinguishes the organization from other organizations. The results of this study are in line with the results of previous research conducted by Syah et al., (2021), concluded that Work Culture has a positive and significant effect on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency.

The t value is 2,528 > t table 1.673, this means that the ability variable has a positive effect on employee performance variables. Then the significant value is 0.014 < 0.05, which means that the ability variable has a significant effect on



employee performance variables. Robbins (2015) defines that "ability is the current individual capacity to carry out various responsibilities in a job". The results of this study are in line with the results of previous research conducted by Bataineh, (2019), concluded that Capability has a positive and significant impact on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency.

#### 4. Conclusion

Based on the research finding in this paper and the literatur review that have been conducted from previous literature review, the author conclude that:

- a. Democratic Leadership is made for joint decisions, respecting the potential of each subordinate by hearing criticism, suggestions/opinions and cooperation has a positive and significant effect on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency
- b. Communication can provide understanding, pleasure, influence on attitudes, and good relationships to take action and have a positive and significant effect on employee performance at the Regional Development Planning Agency of Labuhanbatu Regency
- c. Work Culture can reflect self-awareness, aggressiveness, personality, performance, and good orientation have a positive and significant effect on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency
- d. The ability to produce work ability, education, and years of service has a positive and significant effect on employee performance at the Regional Development Planning Agency of Labuhanbatu Regency
- e. Democratic Leadership, Communication, Work Culture and Capability simultaneously have a positive and significant effect on Employee Performance at the Regional Development Planning Agency of Labuhanbatu Regency

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