

The Influence of Democratic Leadership and Motivation to the Employee Performance of Medicine and Health Fields

Yusuf Mawadi¹, Mattalatta², Solihin Mattalatta³, Lily Montarcih Limantara⁴

Abstract

This research intends to investigate the influence of democratic leadership and motivation to the employee performance of medicine and health fields through work discipline in Regional Police Office of South Sulawesi. The high-risk tasks are very basic reasons of the need for increasing the effort of Polri (Indonesian Republic Police) member welfare and families including the improvement of health quality and guarantee, because it will have implications to the performance increasing of the Polri member. The methodology consists of analysing the influence of democratic leadership (X1), and motivation (X2) to the work discipline; the influence of democratic leadership (X1), and motivation (X2) to the employee performance (Z); and the influence of work discipline (Y) to the employee performance (Z). The result shows that variables of democratic leadership and motivation have positive and significant influence to the work discipline at medicine and health fields in Regional Police Office of South Sulawesi, variables of democratic leadership and motivation have positive and significant influence to the employee performance at medicine and health fields in Regional Police Office of South Sulawesi, and variable of work discipline has positive and significant influence to the employee performance at medicine and health fields in Regional Police Office of South Sulawesi.

Keywords: *Democratic, Motivation, Work Discipline, Employee Performance.*

Introduction

The medicine and health fields (Biddokes) in Regional Police Office of South Sulawesi is a function bearer of Police Medicine (Dokpol) and Police Health (Kespol) that are regulated in Kapolri Rule No 12 (2011) about Police Medicine. In further, in chapter 1 verse (1) is mentioned that police medicine is the application of knowledge science and technology of medicine and supporting sciences for the interest of police task. The presence of Polri employee during 24 hours that is continuously in the midst of society, always stand by for carrying out the task although the bearer tasks have high risk. It is certainly very influencing the physical as well as psychology member.

The high-risk tasks are very basic reasons of the need for increasing the effort of Polri (Indonesian Republic Police) member welfare (Berson et.al, 2001) and families including the improvement of health quality and guarantee, because it will have implications to the performance increasing of the Polri member. The increasing (Trespacios et.al, 2016) of coverage or range about health service to Polri society is a most accurate solution and it is necessary to be increased through the concrete, systematic, comprehensive, and sustainable effort, so there is materialized health, alert, and peace Polri society. Especially for Police Medicine (Dokpol) function, has the main task and function for helping or supporting the police operational tasks such as forensics medicine, identification of victim including mass disaster victim or Disaster Victim Identification (DVI), and health safety including VIP/ VVIP. However, the main task of Police Health (Kespol) is as follows: medical examination for the recruitment of Polri member, medical examination for Polri member that follows the selection of development education, medical examination for Polri member periodically, preventive health care, material and facility of health (logistic).

Mind set and culture set (Trespacios et.al, 2016) for employee Polri is the Polri response to the implementation claim of democratic policing, transparent, and accountable that uphold the supremacy of

¹ Master Program in Sekolah Tinggi Ilmu Ekonomi (STIE) AMKOP, Makasar, Indonesia, Email: yusufmawadi7@gmail.com

² Sekolah Tinggi Ilmu Ekonomi (STIE) AMKOP, Makasar, Indonesia, Email: mattalatta.ar@gmail.com, solihin88910@yahoo.com.

³ Sekolah Tinggi Ilmu Ekonomi (STIE) AMKOP, Makasar, Indonesia, Email: mattalatta.ar@gmail.com, solihin88910@yahoo.com.

⁴ Department of Water Resources, Faculty of Engineering, University of Brawijaya, Jl. MT Haryono No 167 Malang, Indonesia, Email: lilymont@ub.ac.id, (Corresponding Author)

law and human rights. Those claim the employee so that always to increase the performance mainly who is on duty in medicine and health fields (Biddokes). Medicine and health fields (Biddokes) has a duty to carry out the construction of Polri medicine and health that includes police medicine, police health, hospital, and polyclinic. In connection with the implementation of the tasks, so the employee in medicine and health fields are claimed to professionally work and the human resources management (Lal et.al (2018) is a must to be immediately carried out for supporting the increasing of employee performance in medicine and health (Dokkes) fields in Regional Police Office in South Sulawesi.

Management of human resources has a strategic role in increasing the performance (Koo et.al, 2013), productivity, and achievement of the organization aim, because human resources is a basic asset in determining the Polri ability in servicing society that has many claims. To response the society claim, Polri must take the improvement in the Polri body mainly the improvement which is related with the application of performance management. The performance management is a sustainable cycle process that consists of design, construction, and evaluation. Human resources management is very needed for the effectiveness of human resources in an organization. The aim of this is to give to the organization about the effective work aim unit for employee (Khan and Adnan, 2014) to support the increasing of the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. According to Asi et.al (2008), individual performance concept is work result that can be reached by someone or a group of persons in an organization, in accordance with each authority and responsibility in the effort to reach the organization aim legally, does not break the law and in accordance with moral as well as ethics. In further, according to Lemke et.al (2005), individual performance is a group of work result series that are based on the quality, quantity, efficiency, and effectiveness of work in reaching the organization aim. Hence, the measurement of employer performance in this research is using the indicators as follows: quality of work result, quantity of work result, work efficiency, and work effectiveness. According to Amrulloh and Pamungkas (2021), the factors of individual performance consist of factors of individual and organization environment. The individual factor consists of motivation, compensation, trust, experience, reward, control system, organization culture, leadership including the democratic leadership style etc.

The increasing of employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi is very supported by the employee ability about the quality as well as the quantity that is still needed to be increased. The effective employee performance in medicine and health fields (Biddokkes) must be supported by the democratic leadership style that is able to motivate and discipline the employee, so the employee can be developed and reach the higher performance that can support the solution of medicine and health fields (Biddokkes) task well. Therefore, the policy that is related with the application of effective democratic leadership (Tummers et.al, 2015), the increasing of Polri member work motivation and discipline becomes as a must and an urgent need to be increased so it is hoped to influence the increasing of employee performance (Vandenbergh, 2017) in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. Hence, the factor that is believed to influence the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi are as follows: democratic leadership, motivation (Xenikou, 2017), and work discipline.

According to Bayu (2023), democratic leadership is leadership that always agrees the management activity which is oriented to deliberation for consensus activity. Then, according to Widadi et.al (2023), democratic leadership is the dream of employee in organization because it upholds the human dignity so becomes as the leader that is respected. It happens because the behaviour in the organization life always stimulates the employee to grow and develop the power of innovation and creativity. In addition, leader also hears the opinion, suggestion, and even critic from employee and always shows reward to the outstanding subordinates. Therefore, the democratic leadership is needed to be studied so it can be known the influence to the discipline and employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

The motivation concept in this research refers to the theory of Mc Gregor (Rivai, 2017) that expressed in Y-theory which said that employee is assumed as ambitious person, willing to accept responsibility even to find the authority so can optimally work by the self-potency. The employee is assumed naturally enjoying the work and to be self-motivated for achievement.

Phenomenon that is related with employee motivation in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi is as follows: there is still any employees that are less motivated to maximally work so they assume work is only a routine one in the meaning of that employees have less effort to well finish their work regarding to the target. The self-potency that is had by employee has not been maximally developed, so there is still insufficient in supporting the implementation of tasks carried out. Whereas, in carrying out the task, employee needs motivation so he/ she always gives the better performance and the development is in a more advanced and professional direction. Therefore, motivation is needed to be studied so it can be known the influence to the employee discipline and performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

According to Sulistiadi et.al (2020), discipline is someone's consciousness and willingness to obey all of organization rules and social norms that happened. The consciousness is one's attitude that voluntarily obey the whole rules and to be consciousness to his/ her task and responsibility. Then, the government rule No. 53, 2010 about the discipline of government employee, gives the meaning that discipline of government employee is the willingness of government employee to obey the task and to avoid the forbidden that is determined in official regulations which if there is violated, it will be disciplined sentenced. So, the employee will obey or carry out well all of tasks, not by force. However, willingness is someone's attitude, behaviour, and act that are in accordance with the organization rules, written as well as not written. Therefore, work discipline as the intervening variable is necessary to be studied so it can be known the influence to the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

Based on the discussion above, researcher is interested to carry out the research about "The Influence of Democratic Leadership and Motivation to the Employee Performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi".

Materials and Methods

The Influence of Democratic Leadership to the Work Discipline

Democratic leadership is a leadership style that is the most effective success in organization. This leadership style can give motivation to employee. According to Langan et.al (1987), a leader in this democratic leadership does not more use power, but give chance as more as possible to employee for independent in implementing the work. Leader like that, will be depended on the employee for determining the aim and employee way in achievement the organization aim in accordance with the available rules and work procedure, and the leader task is to intertwine well communication with employee to give the information that is needed by employee in solving the work with full discipline.

The Influence of Motivation to the Work Discipline

Work motivation is something that causes enthusiasm and work motivation. Therefore, work motivation is mentioned as the stimulation of work enthusiasm. Motivation is an effort to create work condition due to enthusiasm, safe, enjoy, and the end aim is to form the high work disciplinary. Hence, the work motivation is absolutely to be implemented in every type of work field without exception. The motivation effort is hoped can trigger the employee enthusiasm in carrying out the task with full discipline, so the employee can reach the organization aim. Therefore, motivation is influencing the work discipline.

Based on the discussion above, it can be concluded that democratic leadership and motivation that is given, will not be well going to reach the organization aim if the employee in it is free enough and does not obey the available rules. It was built the work discipline system in organization, is hoped can limit the employee behaviour so he/ she does not get carried away by all of the freedom that is given by organization and their leader, however, so that they should be going towards the organization aim.

The Influence of Democratic Leadership to the Employee Performance

The democratic leadership is a way that is had by someone in influencing a group of persons or employees for working together and making an effort with full enthusiasm and confidence for reaching the aim that has been determined. It can be said that the leadership quality in an organization is playing very dominant role in the success of the organization in carrying out activity mainly in the employee performance. Therefore, the pattern and method that is applied by the leader through the democratic leadership will be increasing the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

The Influence of Motivation to the Employee Performance

According to Robbins and Everitt (2002), motivation is a willingness to carry out something and to determine ability to act for satisfying the individual demand. By all of the demands, someone is claimed to more active work because by someone has high motivation in carrying out the work, the performance in the company will be increasing and the company target can be reached. Abdul Hakim (2006) mentioned that one of the factors that influences the employee performance is motivation which motivation is a condition that moves someone tries to reach the aim or the willingness result. Baharuddin Latief (2012) expressed that by being formed the strong motivation, so it will be able to produce a good result or performance at a time qualified from the implemented work. Then, Jannah (2020) expressed that motivation has positive influence to the employee performance. However, research by Julianti et.al (2015) has proved that work motivation is influencing employee performance.

Based on the discussion above, it can be concluded that democratic leadership and motivation will influence employee performance in an organization. Hence, a leader actually must have skill, creativity, emotions, and good intelligence to lead the employees in working. To become a leader with human skill means sensitive to the demand and employee motivation, and considering the employee demand in decision making. Good leader must be able to give the motivation to employees so the employees always give good performance to the organization. Good democratic leadership will not ensure success of an organization if the employees do not have good motivation in working.

The Influence of Democratic Leadership to the Employee Performance through Work Discipline as the Intervening Variable

Leadership is an ability and employee willingness to motivate and influence employee or the other person that is related with its task field for the achievement of organization aim. A leader that decisively act, impartial, and gives good example, will have an ability to move work team for reaching high performance, can uplifting and move the employees in carrying out task and can take an accurate and fast decision. Therefore, democratic leadership can increase the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

The Influence of Motivation to the Employee Performance through Work Discipline as Intervening Variable

Motivation is a condition that can awaken employee's enthusiasm, so they can reach the aim of an organization which is caused by stimulation in employee-self for fulfilling the individual demand (Fortuna, 2021). David Mc Clelland (Robbins, 2007) explained that someone has a willingness if the willingness of an individual is developed and processed, and will have a motivation and possibility get bigger to obtain work. To create an employee performance so it is effective going, it is not only to be stimulated by motivation, but by having high work discipline. Discipline is a procedure that corrects or punishes employee because he/ she violates rule or work procedure. Good employee performance is created because there is variable that has influenced like: work motivation and work discipline that can be accepted by employee in an organization. Motivation can be seen by stimulating and the appearance of someone behaviour. There is positive influences of motivation and discipline to the employee performance. Therefore, motivation can increase employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

The Influence of Work Discipline to the Employee Performance

According to Pancasasti (2022), discipline is an awareness and readiness of someone to obey all of company rules and social norms that happened. Variable of work discipline has the relation with employee performance because the higher employee discipline level will cause to be getting maximal too the performance that is given to organization. In further, Sari and Masruroh (2018) expressed that work discipline has positive and significant influence to employee performance. With the high employee discipline, so it will be easier in increasing the employee performance. Then, according to Setiawan (2013), employee work discipline is a part of performance factors. So, every employee must have high work discipline in organization like to obey written as well as not written rules that has been determined by organization because it can create conducive work environment and harmonious work, therefore, it will give positive impact to the employee performance. By high work discipline, it will increase employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

Methodology

Based on the descriptions above, it can be concluded that for increasing the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi, some factors that are necessary as the considerations are as follows: factors of democratic leadership and work discipline that can be illustrated as in Figure 1.

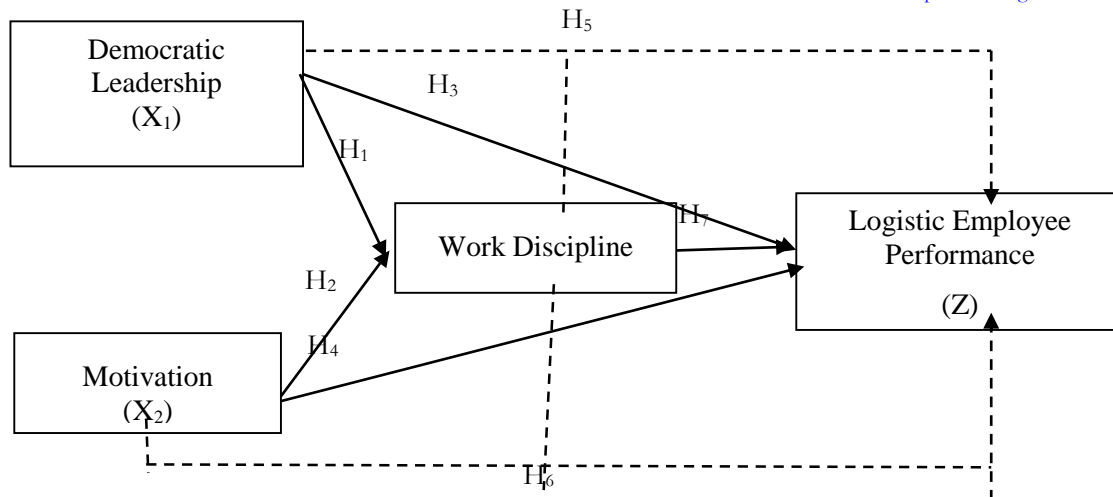


Figure 1 Scheme of Research Concept

Note:

- = direct influence
- - - → = indirect influence

Results and Discussion

The Influence of Democratic Leadership (X₁), and Motivation (X₂) to the Work Discipline (Y₁)

The influence of democratic leadership to the employee work discipline can be known through the analysis result of t-test by using Beta number or Standardized Coefficient as presented in Table 1.

Table 1. Analysis Result of the Influence of Democratic Leadership and Motivation to the Work Discipline

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.204	.169		1.209	.229
	X ₁	.194	.076	.215	2.549	.012
	X ₂	.743	.085	.731	8.685	.000

a. Dependent Variable: Y

Source: own study 2022

Based on the partial evaluation to the work discipline, it shows that variable of democratic leadership and individual motivation has positive and significant influence to the employee work discipline in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. The significant influence can be known from $t_{\text{calculated}} (= 0.012)$ that is more than $t_{\text{table}} (= 0.05)$ for variable of democratic leadership and $t_{\text{calculated}} (= 0.000)$ that is more than $t_{\text{table}} (= 0.05)$ for variable of motivation. From both independent variables, variable of motivation gives dominant influence to the employee work discipline.

Then, it can also be known the result of multiple linear regression equation as follows:

$$Y_1 = 0.204 + 0.194 X_1 + 0.743$$

Table 2. Analysis Result about the Summary-1 Model of the Influence of Democratic Leadership and Motivation to the Work Discipline

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	.865	.863	.18472
a. Predictors: (Constant), X2, X1				

Source: own study 2022

Based on the Table 2, it can be explained that the influence of democratic leadership and motivation to the work discipline can be known from R square (R^2) that is 0.865. It means that the influence of democratic leadership and motivation to the employee work discipline is 86.5%.

The Influence of Democratic Leadership (X_1) and Motivation (X_2) to the Employee Performance (Z)

The influence of democratic leadership and motivation to the employee performance can be known through the analysis result of t-test by using Beta number or Standardized Coefficient as presented in Table 3.

Table 3. Analysis Result about the Summary-2 Model of the Influence of Democratic Leadership and Motivation to the Work Discipline

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.136	.224		-.605	.546
	X1	.454	.101	.442	4.491	.000
	X2	.559	.114	.483	4.915	.000

a. Dependent Variable: Z

Source: own study 2022

Based on the partial evaluation to the employee performance, it shows that variable of democratic leadership and individual motivation has positive and significant influence to the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. The significant influence can be known from $t_{\text{calculated}}$ (= 0.000) that is more than t_{table} (= 0.05) for variable of democratic leadership and $t_{\text{calculated}}$ (= 0.000) that is more than t_{table} (= 0.05) for variable of motivation. From both independent variables, variable of motivation gives dominant influent to the employee performance.

Then, it can also be known the result of multiple linear regression equation as follows:

$$Y_2 = -0.136 + 0.454 X_1 + 0.559 X_2$$

Table 4. Analysis Result about the Summary-3 Model of the Influence of Democratic Leadership and Motivation to the Work Discipline

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.816	.813	.24554
a. Predictors: (Constant), X ₂ , X ₁				

Source: own study 2022

Based on the Table 4, it can be explained that the influence of democratic leadership and motivation to the employee performance can be known from R square (R^2) that is 0.816. It means that the influence of democratic leadership and motivation to the employee performance is 81.6% while the influence of 18.4% is caused by the other variables outside this model.

The Influence of Work Discipline (Y) to the Employee Performance (Z)

The influence of work discipline (Y) to the employee performance (Z) can be known through the analysis result of t-test by using Beta number or Standardized Coefficient as presented in Table 5.

Table 5. Partially Evaluation of the Influence of Work Discipline to the Employee Performance

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.044	.248		.179	.858			
	Y	.987	.054	.868	18.154	.000	.868	.868	.863
a. Dependent Variable: Y ₂									

Source: own study 2022

Based on the partial evaluation, it shows that variable of work discipline has positive and significant influence to the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. The significant influence can be known from $t_{\text{calculated}} (= 0.000)$ that is more than $t_{\text{table}} (= 0.05)$ for variable of work discipline.

In Table 5 can also be explained that the correlation between work discipline and employee performance is 0.868. According to Yulianti et.al [24], to estimate the correlation number is used the criteria as follows: 0 – 0.25 (very weak correlation); > 0.25 – 0.5 (sufficient correlation); > 0.5 – 0.75 (strong correlation); and > 0.75 (very strong correlation). Based on the criteria, the relation between variable of work discipline and employee performance is in the very strong category and one way because the result is positive, it means that if work discipline is high so the employee performance is also high.

Diagram of Path

Diagram of path in this research can be made through the analysis result of direct, indirect, and total influence.

Table 6. Direct, Indirect, and Total Influence between Variables in the Path Model

No.	Variable		Effect		
	Exogenous	Endogen	Direct	Indirect	Total
1.	X ₁	Y	0.125	0.187	0.402
2.	X ₂	Y	0.731	0.634	1.365
3.	X ₁	Z	0.442	0.000	0.442
4.	X ₂	Z	0.483	0.000	0.483
5.	Y	Z	0.868	0.000	0.868

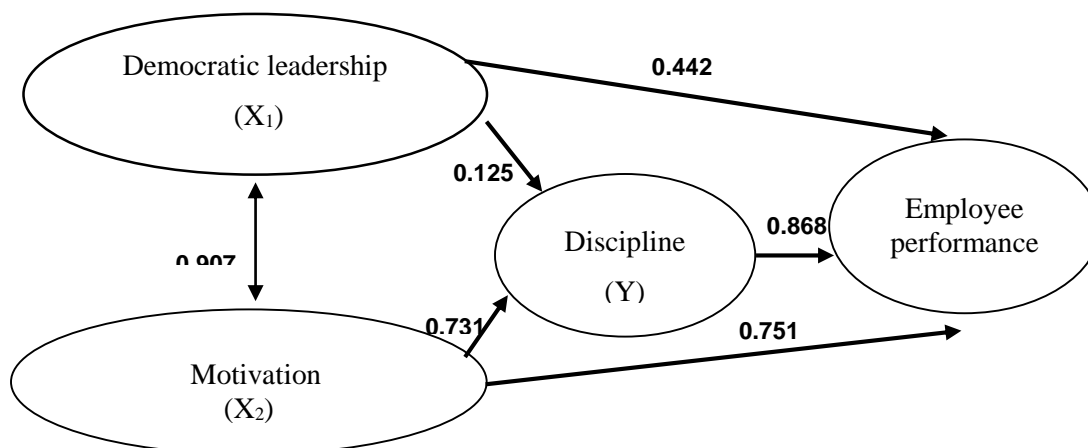
Source: own study

Based on the Table 6, there is obtained the structural equation for the research model is as follows:

$$\text{Model 1} \rightarrow Y = 0.125 X_1 + 0.731 X_2 + e_1$$

$$\text{Model 2} \rightarrow Y = 0.442 X_1 + 0.483 X_2 + e_1$$

However, the diagram of path is presented in Figure 2.

**Figure 2. Path Diagram of Research Result**

Based on the analysis result of hypothesis test that uses 2 independent variables that are democratic leadership (X₁) and motivation (X₂) and 2 dependent variables that are work discipline (Y) and employee performance (Z), the influence of independent variables to the dependent variables will be described below.

The Influence of Democratic Leadership and Motivation to the Work Discipline

The result shows that variable of democratic leadership and individual motivation has significant influence to the employee work discipline, and has one way direction with work discipline. It means that if there happens the increasing of democratic leadership and motivation, so the employee work discipline is also hoped increasing, and it means that the democratic leadership and motivation can increase employee work discipline significantly in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

The partially evaluation result shows that there is the influence between variables of democratic leadership and motivation with employee work discipline in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. It means that democratic leadership and motivation have positive and significant causal relation to employee work discipline. The positive influence of democratic leadership and motivation

variables to the work discipline variable is very determined by the role of indicator that forms the variable. Size of the role is based on every employee is claimed so he/ she has democratic leadership and motivation for supporting the implementation of profession task as the reliable human resources. The maximal management of the 5 aspects in democratic leadership and motivation can significantly increase the employee work discipline in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

Based on the analysis, it can be concluded that democratic leadership and motivation have positive and significant influence to the work discipline in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi, it means that the higher democratic leadership and motivation, so the employee work discipline will be also getting to increase.

The Influence of Democratic Leadership and Motivation to the Employee Performance

The research result proved that variable of democratic leadership and individual motivation have the significant influence to the employee performance. It means that if there happens the increasing of democratic leadership and motivation, so the employee performance is also hoped significant increasing in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

The partially test result through the path model shows that there is the influence of democratic leadership and motivation to the employee performance. It means that the democratic leadership and motivation to the employee performance through work discipline as the intervening variable has the positive-significant causal relation. The positive influence of democratic leadership and motivation to the employee performance through work discipline as the intervening variable is very supported by indicator that is formed. Therefore, the increasing of democratic leadership and motivation is very necessary to be carried out by the policy maker for increasing the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

Based on the analysis, it can be concluded that variable of democratic leadership and motivation are the important factors in increasing the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

The democratic leadership and motivation are as the basic characteristic that are had by employee to be able to show a good work performance in the work field. Democratic leadership and motivation are very important for someone including the employees in carrying out the profession task because they must behave and act in accordance with the available rule fo supporting the increasing of employee performance.

This research result proved that democratic leadership and motivation have positive and significant influence to the employee performance that means that the higher democratic leadership and motivation, so the employee performance will also be increasing.

The Influence of Work Discipline to the Employee Performance

The research result shows that the variable of work discipline has positive and significant influence to the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. It means that there is one way relation between work discipline and employee performance, in addition if work discipline is increasing so the employee performance also tends to increase.

In further, the analysis result shows that the correlation between work discipline and employee performance is 0.876. It means that the relation between variables of work discipline and employee performance is very strong and in one way relation because the result is positive and it means that if work discipline is high so the employee performance is also high.

Based on the analysis, it can be concluded that variable of work discipline is an important factor in increasing the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South

Sulawesi. Therefore, the work discipline is necessary to be increased on the indicator that forms, so the employee performance can be increased in the future.

This research result shows that the work discipline has positive and significant influence to the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi.

Conclusion

Based on the analysis and discussion above, it can be concluded that:

- The partially evaluation result shows that the variables of democratic leadership and motivation has positive and significant influence to the employee work discipline in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. It means that the higher democratic leadership and motivation so the work discipline tends to increase,
- The partially evaluation result shows that the variables of democratic leadership and motivation has positive and significant influence to the employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. It means that the higher democratic leadership and motivation so the employee performance tends to increase.
- The variable of work discipline has positive and significant influence to the variable of employee performance in medicine and health fields (Biddokkes) in Regional Police Office of South Sulawesi. It means that if the work discipline is increasing so the employee performance will be increasing too.

References

- Amruloh, Gani, D.A., and Pamungkas, S.M.. (2021). Analisis Konflik Peran Ganda, Kecerdasan Emosional terhadap Kinerja Karyawan Wanita pada PT Indomarco Prismatama Purwakarta (Analysis of Double Role Conflict, Emotional Intelligence to the Woman Employer Performance in PT Indomarco Prismatama Purwakarta). *Jurnal Ekonomi Dan Bisnis*, 8, 1, 35–41.
- Asi, M.R., Afzal, M., Anwar, A., and Bashi, M.H. (2008). Comparative Efficacy of Insecticides against Sucking Insect Pests of Cotton. *Pak. j. Life Soc. Sci*, 6, 2, 140–142.
- Bayu, A.I.. (2023). “田永杰, 唐志坚, 李世斌 (1. 2. 3: Detikproperti, 15, 3, 119–121.
- Berson, Y., Shamair, B., Avolio, B. J., and Popper, M. (2001). The Relationship between Vision Strength, Leadership Style and Context. *The Leadership Quarterly*, 12, 53-73. [https://doi.org/10.1016/S1048-9843\(01\)00064-9](https://doi.org/10.1016/S1048-9843(01)00064-9)
- Fortuna, O.D. (2021). Pengaruh Motivasi terhadap Kinerja Karyawan PT. Duren Mandiri Fortuna, TBK bagian rotary dan asah pisau Desa Sungai Duren Kec. Jaluko Kab. Muara Jambi (The Influence of Motivation to the Employer Performance in PT Duren Mandiri Fortuna, TBK bagian Rotary dan Asah Pisau Desa Sungai Duren Kec. Jaluko Kab. Muara Jambi). *Science of Management and Students Research*, 1, 12, 426–33. <https://doi.org/10.33087/sms.v1i12.61>.
- Jannah, R. (2020). Pengaruh Motivasi Kerja terhadap Kinerja Pegawai Dimediasi Disiplin Kerja pada Kantor Pelayanan Perbendaharaan Negara (KPPN) Malang (The Influence of Work Motivation to the Mediated Discipline Work of Employer Performance in Malang Service Office of National Treasury (KPPN). UIN Malang. <http://etheses.uin-malang.ac.id/15522/1/15510050.pdf>.
- Khan, A.Z., and Adnan, Z.. (2014). Impact of Leadership Styles on Organizational Performance, 2, 11, 501–515. <https://doi.org/10.9790/487X-17833145>.
- Koo, H., Falsetta, M.L., and Klein, M.I. (2013). The Exopolysaccharide Matrix: A Virulence Determinant of Cariogenic Biofilm. *Journal of Dental Research*, 92, 2, 1065–1073. <https://doi.org/10.1177/0022034513504218>
- Lal, B., Gautam, P., Nayak, A.K., Raja, R., Shahid, M., Tripathi, R., Singh, S., Septiningsih, E.M., and Ismail, A.M. (2018). Agronomic Manipulations Can Enhance the Productivity of Anaerobic Tolerant Rice Sown in Flooded Soils in Rainfed Areas. *Field Crops Research*, 220, 105–116. <https://doi.org/https://doi.org/10.1016/j.fcr.2016.08.026>
- Langan, Dan C., Fan, P.L., and Hoos, A.A. (1987). The Use of Mercury in Dentistry: A Critical Review of the Recent Literature. *The Journal of the American Dental Association*, 115, 6, 867–880. <https://doi.org/https://doi.org/10.14219/jada.archive.1987.0270>.
- Lemke, R.W., Knudson, M.D., Bliss, D.E., Cochrane, K., Davis, J.P., Giunta, A.A., Harjes, H.C., and Slutz, S.A. (2005). Magnetically Accelerated, Ultrahigh Velocity Flyer Plates for

- Pancasasti, R. (2022). Pengaruh Penempatan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan RS XXX Serang (The Influence of Job Placement to the RS XXX Serang Employer Performance). *Jurnal Manajemen Dan Bisnis*, 4, 02, 160–67. <https://doi.org/10.47080/jmb.v4i02.2178>.
- Rivai, A. (2017). Risiko Pembiayaan Murabahah dan Musyarakah pada Profitabilitas Bank Umum Syariah (The Risk of Murabahah and Partnership Funding on the Profitability of Bank Umum Syariah). *Al-Urban*, 1, 2, 189–97.
- Robbins, M. (2007). The Compliant Dental Office. *The Journal of the Tennessee Dental Association*, 87, 4, 18–20.
- Robbins, T. W., and Everitt, B.J. (2002). Limbic-striatal Memory Systems and Drug Addiction. *Neurobiology of Learning and Memory*, 78, 3, 625–636. <https://doi.org/https://doi.org/10.1006/nlme.2002.4103>.
- Sari, M., and Masruroh, F. (2018). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Pegawai di Kecamatan Magelang Tengah Kota Magelang (The Influence of Work Discipline and Motivation to the Employer Performance in Magelang Tengah District, Magelang city). *JMAN Jurnal Mahasiswa Administrasi Negara*, 02, 02, 36–51. <https://jom.untidar.ac.id/index.php/jman/article/view/335>.
- Setiawan, A. (2013). "Agung Setiawan: Pengaruh Disiplin Kerja ..." (Agung Setiawan: the Influence of Work Discipline) *Pengaruh Disiplin Kerja*, 1, 4, 1246.
- Shock Wave Experiments. *Journal of Applied Physics*, 98, 7, 73530. <https://doi.org/10.1063/1.2084316>.
- Sulistiadi, Andi, Sihite, O.B., Alamsyah, V.U., Kotamena, F., and Andhika, C.B. (2020). Strategi Manajemen SDM untuk Meningkatkan Kinerja Guru di Era Online Learning (Strategy of Human Resources Management for Increasing Teacher Performance in Online learning era). *Jurnal Manajemen Dan Bisnis Sriwijaya*, 18, 4, 1412–4521. <http://ejournal.unsri.ac.id/index.php/jmbs>.
- Trespalacios, O., Oscar, Haque, Md.M., King, M., and Washington, S. (2016). Understanding the Impacts of Mobile Phone Distraction on Driving Performance: A Systematic Review. *Transportation Research Part C: Emerging Technologies*, 72, 360–380. <https://doi.org/https://doi.org/10.1016/j.trc.2016.10.006>.
- Tummers, Lars, Bekkers, V., Sandra van Thiel, and Steijn, B. (2015). The Effects of Work Alienation and Policy Alienation on Behavior of Public Employees. *Administration & Society*, 47, 5, 596–617. <https://doi.org/10.1177/0095399714555748>.
- Vandenberghe, Christian, Bentein, K., and Panaccio, A. (2017). Affective Commitment to Organizations and Supervisors and Turnover: A Role Theory Perspective. *Journal of Management*, 43, 7, 2090–2117. <https://doi.org/10.1177/0149206314559779>.
- Widadi, Khadfil, H., and Prijati. (2020). Pengaruh Lingkungan Kerja, Disiplin Kerja, dan Upah terhadap Produktivitas Kerja (The Influence of Work Environment, Work Discipline, and Salary to the Work Productivity). *Jurnal Ilmu Dan Riset Manajemen*, 9, 9, 1–18.
- Xenikou, A. (2017). Transformational Leadership, Transactional Contingent Reward, and Organizational Identification: The Mediating Effect of Perceived Innovation and Goal Culture Orientations. *Frontiers in Psychology*, 8 (OCT), 1–13. <https://doi.org/10.3389/fpsyg.2017.01754>.
- Yulianti, Luli, Sjahruddin, H., and Tahir, B. (2015). Implementasi Customer Relationship Management (CRM) terhadap Kepuasan dan Loyalitas Pelanggan Pengguna Smartphone Android Merek Samsung (Implementation of Customer Relationship Management (CRM) to the Satisfactory and Loyalty of the User Customer of Smartphone Android Merk Samsung). *Jurnal Organisasi dan Manajemen*, 3, 3, 1–15.