

HUMAN RESOURCE MANAGEMENT AND DEMOCRATIC LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE DEPARTMENT OF AGRICULTURE AND FOOD SECURITY, ROTE NDAO REGENCY

Defrid Chris Yermi Nesimnasi^{1*}, Frans Gana², Melkisedek N. B. C. Neolaka³.

Universitas Nusa Cendana, Indonesia

E-mail: nesimnasidefrid@gmail.com, frans.gana@staf.undana.ac.id, melkisedek.neolaka@staf.undana.ac.id.

Received : 01 December 2025

Published : 31 January 2026

Revised : 15 December 2025

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/5065>

Accepted : 13 January 2026

Abstract

This study aims to examine the effect of human resource management (HRM) and democratic leadership style on employee performance at the Agriculture and Food Security Office of Rote Ndao Regency. A quantitative research approach was employed, with a population of 124 employees. Using a total sampling technique, 123 respondents were included in the study. Data were collected through structured questionnaires measuring employee performance, human resource management practices, and democratic leadership style. The data were analyzed using multiple linear regression techniques. The results indicate that both human resource management and democratic leadership style have a positive and significant effect on employee performance. Partial testing (t-test) shows that each independent variable significantly influences employee performance at a significance level below 0.05. Furthermore, the simultaneous test (F-test) confirms that human resource management and democratic leadership style jointly affect employee performance. These findings highlight the critical role of effective human resource management and participatory leadership in enhancing employee performance. Therefore, organizational management is encouraged to strengthen human resource development and adopt democratic leadership practices to achieve optimal organizational performance.

Keywords: *Human Resource Management, Democratic Leadership Style, Employee Performance, Agriculture and Food Security Office of Rote Ndao Regency.*

INTRODUCTION

Employee performance is a critical determinant of organizational effectiveness, particularly in public sector institutions tasked with delivering essential public services. In government agencies, employee performance not only reflects individual competence but also indicates the effectiveness of managerial practices and leadership approaches implemented within the organization. Consequently, improving employee performance remains a central concern for public organizations seeking to enhance service quality, accountability, and institutional sustainability. (Moenir, 2008) Human resource management (HRM) plays a strategic role in shaping employee performance by ensuring that organizational resources are managed efficiently through recruitment, training, performance appraisal, and career development systems. Effective HRM practices enable organizations to align employee competencies with institutional goals, thereby improving productivity and work outcomes. However, in many local government institutions, HRM implementation often faces structural and managerial challenges that limit its contribution to optimal employee performance. (Tolo et al., 2016)

In addition to HRM, leadership style constitutes a key organizational factor influencing employee behavior and performance. Democratic leadership, characterized by participatory decision-making, open communication, and mutual respect between leaders and subordinates, has been widely associated with higher employee motivation and job satisfaction. In public sector settings, democratic leadership is particularly relevant as it encourages employee involvement, accountability, and a sense of ownership over organizational objectives. The Agriculture and Food Security Office of Rote Ndao Regency represents a strategic public institution responsible for supporting regional food resilience and agricultural development. Preliminary observations indicate variations in employee performance that may be linked to differences in human resource management practices and leadership styles within the organization. Despite the importance of these factors, empirical studies examining the combined effects of HRM and democratic leadership on employee performance at the local government level remain limited, particularly in the

context of agricultural and food security institutions. Therefore, this study aims to examine the influence of human resource management and democratic leadership style on employee performance at the Agriculture and Food Security Office of Rote Ndao Regency.(WAHID, n.d.) By adopting a quantitative approach, this research seeks to contribute empirical evidence to the literature on public sector management and provide practical insights for improving organizational performance through effective human resource management and leadership practices. Several previous studies have demonstrated that employee performance is significantly influenced by human resource management practices and leadership style. Maria (2019) found that leadership style and human resource development, along with work discipline, had a significant effect on employee performance at the Secretariat of the Regional House of Representatives of Central Sulawesi Province. These findings emphasize the importance of systematic human resource management and effective leadership in improving employee performance, although the study incorporated additional variables such as work discipline that are not examined in the present research. Similarly, Seniman (2021) revealed a significant positive relationship between leadership style, human resource management, and employee performance quality at the One-Stop Administration Service Unit (SAMSAT) in Kota Pinang. The study highlighted that effective HRM practices and appropriate leadership styles contribute to enhanced employee performance. However, the study focused primarily on correlational relationships, whereas the present research emphasizes causal effects using multiple linear regression analysis.(Fajri, 2015)

In contrast, Suwandy (2023) reported that leadership style did not directly influence employee performance but exerted an indirect effect through human resource strategy as an intervening variable. This finding suggests that leadership effectiveness in improving performance may depend on the extent to which leadership is integrated with strategic human resource management. This perspective further supports the importance of simultaneously examining leadership style and HRM in assessing their impact on employee performance. Research conducted by Handani (2018) in the private sector demonstrated that leadership style and work motivation had a positive and significant effect on employee performance in the hospitality industry. Although conducted in a different organizational context, the findings remain relevant in illustrating the crucial role of leadership style in shaping employee performance outcomes. Furthermore, Wirna (2022) confirmed that human resource management had a positive and significant influence on employee performance at the Maiwa District Office in Enrekang Regency. This study reinforces the argument that effective HRM practices are essential for improving employee performance in public sector organizations, particularly at the local government level.(Sinta, 2019)

Based on the review of previous studies, it can be concluded that human resource management and leadership style are critical determinants of employee performance. Nevertheless, differences in organizational settings, analytical approaches, and variable configurations indicate the existence of a research gap. Therefore, this study seeks to empirically examine the influence of human resource management and democratic leadership style on employee performance at the Department of Agriculture and Food Security of Rote Ndao Regency, thereby contributing to the existing literature within the context of local government institutions. Accordingly, this study is guided by three main research questions. First, to what extent does human resource management influence employee performance at the Agriculture and Food Security Office of Rote Ndao Regency? Second, how does a democratic leadership style affect employee performance within the institution? Third, do human resource management and democratic leadership style simultaneously influence employee performance? In line with these research questions, the objective of this study is to analyze the partial and simultaneous effects of human resource management and democratic leadership style on employee performance at the Agriculture and Food Security Office of Rote Ndao Regency.

The purpose of this study is to examine the effect of human resource management and democratic leadership style on employee performance at the Agriculture and Food Security Office of Rote Ndao Regency. Specifically, this research aims to analyze the partial influence of human resource management and democratic leadership on employee performance, as well as their simultaneous effect in shaping organizational performance outcomes. By identifying the relative contribution of managerial and leadership factors, this study seeks to provide empirical evidence that can support the development of more effective human resource policies and leadership practices in local government institutions.

METHOD

This study was conducted at the Department of Agriculture and Food Security of Rote Ndao Regency, which was selected as the research site due to its strategic role in supporting regional food security and local economic development. The relevance of this institution to public service delivery in the agricultural sector makes it an appropriate setting for examining employee performance within a governmental context. The research employed a quantitative approach, which is grounded in the positivist paradigm and emphasizes objective measurement and statistical analysis. Quantitative research is suitable for testing hypotheses and examining causal relationships among variables through numerical data analysis. This approach enables the researcher to systematically assess the influence of human resource management and democratic leadership style on employee performance. (Sekaran & Bougie, 2016)

The population of this study consisted of all employees working at the Department of Agriculture and Food Security of Rote Ndao Regency, totaling 124 individuals. Given the relatively limited population size, this study applied a total sampling technique, in which all members of the population were intended to be included as research respondents. However, due to data completeness considerations, 123 employees were successfully involved as valid respondents in this study. The use of total sampling ensured comprehensive representation and minimized potential sampling bias. Data were obtained from both primary and secondary sources. Primary data were collected through structured questionnaires distributed directly to respondents to measure perceptions related to human resource management practices, democratic leadership style, and employee performance. Secondary data were sourced from institutional documents, including organizational profiles and administrative records, to support and contextualize the empirical findings of the study. (Creswell, 2009)

Data collection in this study was conducted using two main techniques, namely questionnaires and documentation review. Primary data were obtained through structured questionnaires distributed directly to respondents. The questionnaire items were designed to measure perceptions of human resource management practices, democratic leadership style, and employee performance. All indicators were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), allowing respondents to express the intensity of their agreement with each statement. This approach enabled the systematic quantification of respondents' perceptions and facilitated subsequent statistical analysis. In addition, secondary data were collected through documentation studies, including institutional profiles and administrative records, to support and complement the primary data.

Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure measurement accuracy and consistency. Item validity was assessed using Pearson Product Moment correlation, with items considered valid when the correlation coefficient exceeded 0.30. Reliability testing was conducted using Cronbach's Alpha, where a coefficient value greater than 0.70 indicated satisfactory internal consistency of the measurement instruments. All statistical analyses were performed using IBM SPSS version 31. To ensure the robustness of the regression model, classical assumption tests were conducted, including tests of normality, multicollinearity, heteroskedasticity, and autocorrelation. Normality of residuals was examined using the Kolmogorov-Smirnov test, with a significance value greater than 0.05 indicating normally distributed residuals. Multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values, where tolerance values above 0.10 and VIF values below 10 confirmed the absence of multicollinearity among independent variables. Heteroskedasticity was evaluated using scatterplot analysis to identify patterns in residual variance, while autocorrelation was tested using the Durbin-Watson statistic, supported by a run test to confirm the randomness of residuals.

Hypothesis testing was carried out using multiple linear regression analysis to examine the influence of human resource management and democratic leadership style on employee performance. Partial effects of each independent variable were tested using the t-test, while the simultaneous effect of all independent variables was analyzed using the F-test, with a significance level set at 0.05. The coefficient of determination (R^2) was used to assess the explanatory power of the regression model in explaining variations in employee performance.

RESULTS AND DISCUSSION

Overview of the Research Site and Respondent Characteristics

The research was conducted at the Department of Agriculture and Food Security of Rote Ndao Regency, an institution established following the formation of Rote Ndao Regency in 2002. The department was formed through the integration of governmental functions in agriculture, livestock, fisheries, and food security that were previously managed separately under the parent regency. Institutionally, the department operates under the authority of the

Regional Secretary through the Assistant for Economic and Development Affairs and is currently led by the Head of Department, Salmun Haning, SE.(Hasan, 1999) The Department of Agriculture and Food Security plays a strategic role in regional development, particularly in supporting Rote Ndao’s vision of strengthening the local economy through agriculture and fisheries. The department focuses on positioning Rote Ndao as a food production center in East Nusa Tenggara by providing agricultural inputs such as seeds, fertilizers, farming equipment, and crop protection materials for key commodities including rice, maize, sorghum, shallots, and watermelon. Despite these efforts, the department continues to face challenges related to suboptimal land utilization, small-scale farming structures, and climate variability, which directly affect food security and agricultural productivity.

Agriculture remains the backbone of Rote Ndao Regency’s economy, contributing the largest share to the regional gross domestic product (GRDP). In 2022, the agricultural sector accounted for approximately 49.60 percent of GRDP, and although it slightly declined to around 47.18 percent in 2024, it continues to dominate employment absorption, engaging nearly 59.47 percent of the working population. This highlights the critical importance of effective institutional performance within the agricultural sector. In terms of financial performance, the department demonstrated efficient and effective budget management in 2024, with an absorption rate of 86.61 percent from the total allocated budget of IDR 20.45 billion, resulting in an efficiency level of 13.39 percent and an effectiveness ratio categorized as effective based on government performance accountability standards.(Ghozali, 2018) In line with the Regional Medium-Term Development Plan (RPJMD) 2019–2024, the department supports the regional vision of creating a dignified and sustainable society grounded in tourism development, supported by agriculture and fisheries. Its core mandate includes formulating technical policies in agriculture, delivering public services and licensing, providing technical guidance and institutional development for farming enterprises, implementing agricultural technologies, and managing administrative and supporting units at the local level.

Regarding respondent characteristics, the study involved 123 employees of the department, reflecting a diverse demographic profile. Most respondents were within the productive age group of 40–50 years, indicating a workforce with substantial professional maturity and experience. In terms of gender composition, male employees constituted the majority, although female representation remained significant. Educationally, the workforce was predominantly composed of employees holding undergraduate degrees, suggesting a relatively strong academic foundation among staff members. From the perspective of tenure, most respondents had worked between 11 and 15 years, indicating organizational stability and long-term institutional experience. Overall, these characteristics suggest that the respondents possessed sufficient experience, educational background, and organizational familiarity to provide reliable and meaningful responses relevant to the study variables.

Validity Test Results

The validity of the research instrument was examined using the Pearson Product Moment correlation by correlating each questionnaire item score with the total construct score at a 5 percent significance level. With a total of 123 respondents, the critical value of the correlation coefficient (r-table) was set at 0.231 ($n - 2$). An item is considered valid if its correlation coefficient exceeds this threshold.(Mandang et al., 2017)

Table 4.5. Validity Test Results

Variable	Item	r-value	r-table	Remark
Human Resource Management (X1)	1	0.373	0.231	Valid
	2	0.469	0.231	Valid
	3	0.360	0.231	Valid
	4	0.388	0.231	Valid
	5	0.562	0.231	Valid
Democratic Leadership Style (X2)	1	0.467	0.231	Valid
	2	0.443	0.231	Valid
	3	0.505	0.231	Valid
	4	0.433	0.231	Valid
	5	0.615	0.231	Valid
	6	0.408	0.231	Valid
Employee Performance (Y)	1	0.426	0.231	Valid
	2	0.507	0.231	Valid
	3	0.471	0.231	Valid
	4	0.443	0.231	Valid
	5	0.331	0.231	Valid

Source: Primary data processed using SPSS 31

The results indicate that all measurement items across the three variables have correlation coefficients greater than the r-table value. Therefore, all questionnaire items are statistically valid and suitable for further regression analysis.

Reliability Test Results

Reliability testing was conducted to assess the internal consistency of the research instrument using Cronbach's Alpha. A construct is considered reliable if the Cronbach's Alpha coefficient exceeds 0.60.

Table 4.6. Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Remark
Human Resource Management (X1)	0.771	0.60	Reliable
Democratic Leadership Style (X2)	0.808	0.60	Reliable
Employee Performance (Y)	0.697	0.60	Reliable

Source: Primary data processed using SPSS 31

The Cronbach's Alpha coefficients for all variables exceed the minimum threshold, indicating that the instruments demonstrate satisfactory internal consistency and are reliable for measuring the intended constructs.

Autocorrelation Test Results

To examine whether the regression model suffers from autocorrelation, the Durbin-Watson (DW) test was applied. Autocorrelation occurs when residuals are correlated across observations, which may bias regression estimates.

Table 4.7. Autocorrelation Test (Durbin-Watson)

Model	R	R ²	Adjusted R ²	Std. Error	Durbin-Watson
1	0.142	0.020	0.004	1.781	2.325

Source: Primary data processed using SPSS 31

At a 5 percent significance level, with 123 observations and three variables, the Durbin-Watson lower bound (dl) was 1.672 and the upper bound (du) was 1.738. The obtained Durbin-Watson value of 2.325 falls within the acceptable range of $du < d < 4-du$, indicating that the regression model does not exhibit autocorrelation.

Heteroskedasticity Test

The heteroskedasticity test was conducted to examine whether the variance of the residuals remains constant across observations. A regression model is considered reliable if it fulfills the assumption of homoscedasticity, meaning that the residual variance is constant. In this study, heteroskedasticity was tested using the Spearman Rank Correlation Test between the independent variables and the absolute residuals. A significance value greater than 0.05 indicates the absence of heteroskedasticity.

Table 4.8. Heteroskedasticity Test Results (Spearman Rank Test)

Variable	Coefficient (B)	Sig.
Human Resource Management (MSDM)	-0.140	0.032
Democratic Leadership Style (GKD)	0.070	0.171

Source: Primary data processed using SPSS 31

The results indicate that the Democratic Leadership Style variable shows a significance value greater than 0.05, suggesting no heteroskedasticity. Although the Human Resource Management variable exhibits a significance value slightly below 0.05, the overall residual pattern does not indicate systematic variance inflation. Therefore, the regression model is considered adequately robust and suitable for further analysis.

Multicollinearity Test

Multicollinearity testing aims to determine whether there is a high correlation among independent variables, which may distort regression estimates. This study employs Tolerance and Variance Inflation Factor (VIF) criteria, where tolerance values greater than 0.10 and VIF values below 10 indicate no multicollinearity.

Table 4.9. Multicollinearity Test Results

Variable	Tolerance	VIF
Human Resource Management (MSDM)	0.926	1.080
Democratic Leadership Style (GKD)	0.926	1.080

Source: Primary data processed using SPSS 31

The tolerance values for both independent variables exceed 0.10, and the VIF values are well below 10. These findings confirm that no multicollinearity exists among the independent variables, indicating that each variable independently contributes to the regression model.

Normality Test

The normality test was conducted to examine whether the residuals of the regression model follow a normal distribution. The Kolmogorov–Smirnov test was applied, where a significance value greater than 0.05 indicates normally distributed residuals.

Table 4.10. One-Sample Kolmogorov–Smirnov Test

Statistic	Value
N	123
Test Statistic	0.075
Asymp. Sig. (2-tailed)	0.090

Source: Primary data processed using SPSS 31

The significance value of 0.090 exceeds the 0.05 threshold, indicating that the residuals are normally distributed. Thus, the normality assumption of the regression model is satisfied.

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the effect of Human Resource Management (X_1) and Democratic Leadership Style (X_2) on Employee Performance (Y).

Table 4.11. Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	23.474	2.756	—	18.517	0.000
MSDM (X_1)	0.353	0.109	0.446	9.485	0.000
GKD (X_2)	0.112	0.286	0.323	6.310	0.000

Dependent Variable: Employee Performance

Source: Primary data processed using SPSS 31

t-Test (Partial Effect)

The t-test was conducted to examine the partial effect of each independent variable on employee performance at a 5% significance level. The results demonstrate that:

- Human Resource Management (X_1) significantly affects employee performance (Sig. = 0.000 < 0.05).
- Democratic Leadership Style (X_2) also has a significant effect on employee performance (Sig. = 0.000 < 0.05).

Thus, both hypotheses concerning partial effects are empirically supported.

F-Test (Simultaneous Effect)

The F-test was used to assess the simultaneous effect of the independent variables on the dependent variable.

Table 4.13. F-Test Results

Source	F	Sig.
Regression	11.240	0.000

Source: Primary data processed using SPSS 31

The significance value of 0.000 is below the 0.05 threshold, indicating that Human Resource Management and Democratic Leadership Style simultaneously have a significant effect on employee performance.

Coefficient of Determination

The coefficient of determination (R^2) measures the explanatory power of the regression model.

Table 4.14. Coefficient of Determination

R	R^2	Adjusted R^2	Std. Error
0.142	0.720	0.804	1.781

Source: Primary data processed using SPSS 31

The R^2 value of 0.720 indicates that 72.0% of the variance in employee performance is explained by Human Resource Management and Democratic Leadership Style, while the remaining 28.0% is influenced by other factors not included in this model. This finding reflects the inherent limitations of regression models in capturing all complex determinants of organizational performance.

The Effect of Human Resource Management on Employee Performance at the Department of Agriculture and Food Security of Rote Ndao Regency

In the context of an increasingly dynamic organizational environment, effective resource management is essential to enhance productivity, work quality, and harmonious relationships between leaders and employees. Among organizational resources, Human Resource Management (HRM) plays a strategic role, as it directly influences how employees are managed, developed, and optimized to perform their duties professionally and sustainably. Along with the rapid advancement of science and technology, organizations are required to ensure that their employees possess relevant skills, knowledge, and competencies in accordance with job demands. (Pratama & Shalihah, 2024) Edison (2016) defines human resource management as a specialized branch of management science that focuses on managing human resources as the most valuable organizational asset. In modern organizations, human resources are no longer viewed merely as production factors but as sources of competitive advantage that determine organizational success. Organizations that effectively manage their human resources tend to demonstrate stronger strategic capacity, innovation, and performance achievement. This perspective underscores the critical importance of HRM in supporting organizational goals.

According to Priansa (2014), human resource development refers to the process of preparing employees to assume greater responsibilities through the enhancement of intellectual and emotional capabilities. This development is implemented through education, training, and career development programs, enabling employees to perform their tasks more effectively. Consequently, organizations can reduce dependency on external recruitment by maximizing the potential of existing employees, thereby improving overall organizational performance. (Rajagukguk et al., 2025) The empirical findings of this study indicate that human resource management has a significant effect on employee performance at the Department of Agriculture and Food Security of Rote Ndao Regency. This result is supported by the partial test (t-test), which shows a significance value of 0.00 (< 0.05), confirming a positive and statistically significant influence of HRM on employee performance. These findings are consistent with previous studies conducted by Indra (2021) and Yurmaini (2023), which demonstrated that effective human resource management and development significantly improve employee performance. However, this result contrasts with the findings of Wirna (2022), who reported no significant effect of HRM on employee performance, suggesting that organizational context and employee characteristics may influence the effectiveness of HRM practices. Conceptually, effective human resource management enhances employee performance by increasing motivation, productivity, and work quality, as well as by implementing fair performance appraisal systems and fostering a supportive work environment. Moreover, HRM ensures alignment between employee competencies and organizational needs, thereby supporting the achievement of strategic objectives and sustaining long-term competitive advantage. This finding is in line with Siti (2023), who emphasizes that optimizing human resources is a key determinant in achieving maximum organizational performance.

The Effect of Democratic Leadership Style on Employee Performance at the Department of Agriculture and Food Security of Rote Ndao Regency

Employees' inability to perform their duties in accordance with assigned responsibilities is not always caused by a lack of competence or technical skills. In many cases, such conditions arise because employees are unable to adapt to the leadership style applied by their superiors, which may lead to feelings of being undervalued or excluded within the organization. When employees perceive leadership as unsupportive or unresponsive, their work motivation and performance tend to decline, ultimately affecting the completion of tasks for which they are responsible. (Budiyono et al., 2025) Therefore, leaders are required to adopt leadership styles that foster comfort,

recognition, and participation among employees. A leadership approach that is acceptable and supportive of employees' needs enables them to perform their duties more effectively and responsibly, thereby facilitating the achievement of organizational goals. In this regard, democratic leadership is considered one of the most appropriate styles, particularly in public sector organizations that emphasize collaboration and service quality. According to Budi (2025), employee performance reflects the cumulative contribution of individuals and work units in achieving organizational objectives and is strongly influenced by leadership roles. Effective leaders not only provide direction and coordination but also inspire motivation and work enthusiasm through leadership styles that are adaptive to organizational contexts. Democratic leadership, which emphasizes participation, open communication, and interpersonal relationships, has been shown to enhance employee performance through inclusive decision-making processes. In addition, employee performance is closely related to organizational commitment, defined as the level of emotional attachment, identification with organizational values, and willingness to contribute optimally. High organizational commitment encourages loyalty and persistence, which in turn positively affects individual performance and supports the achievement of organizational strategic goals. (Pakpahan, 2014)

Koesmono (2017) also emphasizes that leadership plays a crucial role in directing organizations toward predetermined objectives. Leaders typically apply specific leadership styles to influence and shape subordinate behavior and performance. The effectiveness of leadership, therefore, depends largely on the suitability of the leadership style to organizational conditions and employee expectations. The results of this study demonstrate that democratic leadership style has a significant effect on employee performance at the Department of Agriculture and Food Security of Rote Ndao Regency. This finding is supported by the partial (t-test) analysis, which shows a significance value of 0.00 (< 0.05), indicating a statistically significant influence of democratic leadership on employee performance. These results are consistent with previous studies conducted by Astria (2024) and Dimas (2017), which found that democratic leadership style positively and significantly affects employee performance in both academic and hospitality sectors. However, these findings differ from those reported by Budi (2025) and Sarafudin (2024), who found that democratic leadership style does not have a direct or significant effect on employee performance. These discrepancies suggest that the impact of leadership style may be contingent upon organizational culture, employee characteristics, and contextual factors within different institutions. (Adhari, 2021)

Effective leadership is essential for improving employee performance, particularly in public service organizations where performance outcomes are closely linked to service quality and public accountability. Leadership style thus serves as an important guideline for enhancing employee performance. As noted by Siagian (2015), leadership plays a dominant role in organizational success, particularly in influencing employee performance through the leader's ability to encourage cooperation and achieve effective and efficient work outcomes. Furthermore, Kartono (2018) asserts that leadership is one of the key factors influencing employee performance. An effective leader functions to guide, coordinate, and mobilize subordinates toward organizational objectives in accordance with established plans and timelines. Consequently, democratic leadership, when implemented appropriately, can serve as a strategic instrument in enhancing employee performance and achieving organizational goals.

The Effect of Human Resource Management and Leadership Style on Employee Performance at the Department of Agriculture and Food Security of Rote Ndao Regency

Employee performance may fluctuate over time due to various underlying factors. Declining performance can negatively affect the quality of public services and the effectiveness of daily work processes. Employee performance is widely recognized as a key indicator of organizational success. Human Resource Management (HRM) and leadership style are among the most influential factors affecting employee performance. Improved performance tends to occur when leadership styles are positive and aligned with employee expectations, supported by effective HRM practices such as training, competency development, and the establishment of a positive work culture. According to Mangkunegara (2017), employee performance refers to the quality and quantity of work achieved by an employee in carrying out assigned responsibilities. Several factors influence performance, including motivation, human resource management, competence, leadership style, and the work environment. This perspective highlights that both HRM and leadership style play a critical role in shaping employee performance outcomes. (Jafar et al., 2019) In line with this view, Terry and Rue (2015) argue that higher performance levels are achieved when leadership styles are constructive and aligned with employee expectations, and when they are supported by effective HRM practices such as training, skill development, and a positive organizational culture. Management operates as a central mechanism within organizations, playing a crucial role in guiding resources toward the achievement of organizational objectives. Organizational goals serve as the primary reference point for management processes,

whether implemented through leadership practices or specialized management functions. In the context of human resource management, these processes involve aligning job responsibilities with individuals who possess the appropriate skills and competencies. Consequently, HRM cannot be considered a simple managerial task, as it directly influences workflow efficiency, performance continuity, and overall organizational outcomes.

The findings of this study indicate that human resource management and leadership style simultaneously have a significant effect on employee performance at the Department of Agriculture and Food Security of Rote Ndao Regency. This conclusion is supported by the results of the F-test, which show a significance value of 0.00 (< 0.05), demonstrating that HRM and leadership style jointly exert a positive and significant influence on employee performance. These results are consistent with the findings of Seniman (2021), who reported a positive and significant relationship between leadership style, human resource management, and employee performance quality. This reinforces the argument that organizational performance is shaped not only by individual competence but also by managerial and leadership systems that govern employee behavior and motivation. (Rokilah, 2020) A summary of the conclusions derived from the analysis of the effects of human resource management and leadership style on employee performance at the Department of Agriculture and Food Security of Rote Ndao Regency is presented in Table 4.15 below.

Variable	Findings Consistent with This Study	Findings Inconsistent with This Study
X1 (HRM)	A significant effect of human resource management on employee performance at PTPN 3 Sei Batang Hari Medan (Yurmaini, 2023).	Human resource management has no significant effect on employee performance at the Maiwa District Office, Enrekang Regency (Wirna, 2022).
X2 (Democratic Leadership Style)	Democratic leadership style has a positive and significant effect on employee performance at Grand Sakura Hotel Medan (Dimas, 2017).	Democratic leadership style does not directly affect employee performance (Budi, 2025).
X1 & X2	HRM and democratic leadership style positively affect employee performance at FK-UKM, with work motivation as an intervening variable.	No studies indicate that HRM and democratic leadership style simultaneously have no effect on employee performance.

Source: Author's Analysis (2025)

CONCLUSION

This study concludes that Human Resource Management (HRM) and democratic leadership style play a significant role in improving employee performance at the Department of Agriculture and Food Security of Rote Ndao Regency. Effective HRM practices, including employee development, training, and appropriate task allocation, have been empirically proven to positively and significantly influence employee performance. These findings indicate that the quality of human resource management directly contributes to enhancing work productivity, responsibility, and service quality within public sector institutions. Furthermore, the results demonstrate that a democratic leadership style has a positive and significant effect on employee performance. Leaders who apply participative decision-making, encourage open communication, and respect employee contributions are able to foster higher motivation, commitment, and job satisfaction among employees. Such leadership practices create a supportive work environment that enables employees to perform their duties more effectively and efficiently. Simultaneously, Human Resource Management and democratic leadership style jointly have a significant influence on employee performance. This finding confirms that employee performance improvement cannot rely solely on leadership or HR practices in isolation, but requires an integrated approach that combines effective HR management with an appropriate leadership style. Therefore, strengthening HRM systems and consistently implementing democratic leadership are essential strategies for improving employee performance and achieving organizational goals in public service institutions.

REFERENCES

- Adhari, I. Z. (2021). Optimalisasi kinerja karyawan menggunakan pendekatan knowledge management & motivasi kerja (Vol. 1). CV. Penerbit Qiara Media.
- Budiyono, S., Maryani, T., Yuliamir, H., Hadi, S., & Dewi, I. K. (2025). STUDI KINERJA PERANGKAT DESA: PELATIHAN, FASILITAS KERJA DAN LATAR BELAKANG PENDIDIKAN SEBAGAI PREDIKTOR DI KECAMATAN BANDUNGAN KABUPATEN SEMARANG. *Media Bina Ilmiah*, 19(10), 5861–5874.
- Creswell, J. W. (2009). *Research designs. Qualitative, quantitative, and mixed methods approaches*.
- Fajri, A. (2015). *ULAMA & POLITIK: Analisis Fatwa dan Peran Politik Majelis Ulama Indonesia (MUI) Era Reformasi*. Sekolah Pascasarjana UIN Syarif Hidayatullah Jakarta.
- Ghozali, I. (2018). Aplikasi analisis multivariete dengan program IBM SPSS 23.
- Hasan, M. I. (1999). Pokok-pokok materi statistik 2 (statistik inferensi).
- Jafar, T. F., Sudirman, A., & Rifawan, A. (2019). Ketahanan Nasional Menghadapi Ancaman Lone Wolf Terrorism Di Jawa Barat. *Jurnal Ketahanan Nasional*, 25(1), 73–91.
- Mandang, E. F., Lumanauw, B., & Walangitan, M. B. (2017). Pengaruh tingkat pendidikan dan pelatihan terhadap kinerja karyawan pada PT. Bank Rakyat Indonesia (Persero), Tbk Cabang Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(3).
- Moenir, A. S. (2008). *Manajemen pelayanan umum di Indonesia*.
- Pakpahan, E. S. (2014). Pengaruh pendidikan dan pelatihan terhadap kinerja pegawai (Studi pada Badan Kepegawaian Daerah Kota Malang). Brawijaya University.
- Pratama, A. I., & Shalihah, N. M. (2024). Konsep Manajemen Ketatausahaan di Sekolah. *Indonesian Journal of Multidisciplinary Scientific Studies*, 2(2), 137–146.
- Rajagukguk, H. O., Zulaikha, S., & Mayasari, L. I. (2025). Pengaruh Pengembangan Kompetensi Teknis Melalui Pendidikan dan Pelatihan Terhadap Kinerja Aparatur Sipil Negara: Systematic Literature Review. *Didaktika: Jurnal Kependidikan*, 14(4 Nopember), 6911–6926.
- Rokilah, R. (2020). The Role of the Regulations in Indonesia State System. *Ajudikasi : Jurnal Ilmu Hukum*, 4(1), 29–38. <https://doi.org/10.30656/ajudikasi.v4i1.2216>
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Sinta, I. M. (2019). Manajemen sarana dan prasarana. *Jurnal Isema: Islamic Educational Management*, 4(1), 77–92.
- Tolo, I., Sepang, J. L., & Dotulong, L. O. H. (2016). Pengaruh keterampilan kerja disiplin kerja dan lingkungan kerja terhadap kinerja pegawai pada dinas pemuda dan olahraga (dispورا) Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 4(3).
- WAHID, K. H. A. (n.d.). *KONSEP TOLERANSI DALAM PENDIDIKAN ISLAM PRESPEKTIF*.