

Democratic Leadership Style, Excessive Working Hours, Organizational Citizenship Behavior on Employee Performance

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Abstract

This research aims to analyze the relationship between democratic leadership style, excessive working hours, and organizational citizenship behavior (OCB) on employee performance in the organizational area. A democratic leadership style is known because it provides opportunities for employees to participate in decision making, whereas excessive working hours can have an impact on balancing work and individual employee lives. OCB includes voluntary behavior that goes beyond the demands of official duties, such as helping coworkers or contributing to revisions to work processes. It is hoped that the results of this research will provide knowledge about how democratic leadership style, excessive working hours, and OCB can influence employee performance. These findings can help organizational management in designing more efficient leadership strategies, establishing balanced working hours policies, and encouraging positive organizational citizenship attitudes to improve overall employee performance.

Keywords: Democratic leadership style, excessive working hours, Organizational citizenship behavior (OCB), employee performance.

INTRODUCTION

Employees are one of the important components for a company, The company's achievements in developing and business activities are shown by the application of human resource management in the management and promotion of the company to achieve the company's vision and mission (Premisari, 2022). By doing good enough human resources also have a good impact on employees and the company. Some employees have given a lot of time and energy to achieve a company's success goals and objectives, therefore employees must get attention from the company. Employees in a company must want to get attention and motivation to develop their potential and performance, attention and inspiration can be obtained by employees from their leaders (Nawawi in marfuah & ruzikna, 2019).

According to Dewi & Arwiyah (2020) in their research, most employees at PT Telkom Witel Bandung work until night (outside of mandatory working hours), and based on the pre-questionnaire, it can be concluded that the leadership style at PT Telkom Witel Bandung is a democratic leadership style. With the motivation and attention from the leadership, it is expected to continue to encourage employee performance. Even though you have to work outside the mandatory hours, if the leader is able to motivate and appreciate his employees, it is likely that employee performance will still be good. This matter is signaled by policy formulations and activities that are tried together (deliberation) to the division, therefore a leader gives more encouragement and urges his members to always excel by distributing rewards or rewards based on objectivity behavior and sourced from reality in the field. For (Hidayat, 2021), Leadership is the process of a person's activities that promote others through leadership, tutorials, and influence to carry out something to achieve the desired results. The intention of the statement is that leadership style is a process of influencing others to achieve the desired results.



Resources are often required to increase the Organizational Citizenship Behavior (OCB) of their work for the continuity and increase of the company's performance, income and profits. The main challenge that must be answered by companies in the future is improving skills to produce a better organization and managing it with a level of efficiency, usability and Organizational Citizenship Behavior (OCB) that continues to be large. This challenge arises as a result of human dynamics continue to face changes which in turn bring various types of changes, both internally and externally for the industry. HR is a meaningful aspect in achieving industrial performance to the need for research and in-depth study of some of the factors that affect employee performance. A good source of Human Energy is seen from how they do their basic tasks well and can be responsible for their duties. An organization is said to be successful if it has Energy Resources

Good and responsible humans even though the technology used is so up-to-date. Employees are one of the sources of human energy that functions significantly in the progress of industry in Indonesia. In essence, human energy sources are in the form of humans employed in an organization as movers, thinkers and planners to realize the goals of the organization, institution or industry. In order to achieve these goals, energy sources are always required to be able to improve Organizational Citizenship Behavior (OCB) for the continuity and increase of performance, income and industrial profits.

The success of the organization depends on the performance of employees as a source of human energy which is a meaningful element in realizing the vision, mission, and goals of an industry. Employee performance is influenced by many aspects, including Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is the attitude of employees who voluntarily do work that exceeds the standard tasks given, in order to help the sustainability of the industry in achieving its goals. Employees with a large OCB level, are a legacy for an industry.

Performance in an industry is carried out for all Human Resources in the industry, all can come from leaders or employees. Various individuals have expertise or competence with the level of knowledge and expertise they have. However, employees who have character, behavior, and behavior can affect the performance tried. Employee 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. As for (Halim & Dewi, 2019) performance is work performance or work results both quality and quantity achieved by human energy sources unity of time periods in carrying out their work duties based on the expertise or competence that is done or given to them.

RESEARCH METHOD

This section describes the type of study, location and time, population and sample, sampling techniques, data collection techniques, data analysis, and data presentation.

This research includes quantitative research where the data used is in the form of quantitative data (data in the form of numbers) and is analyzed statistically. According to Utama (2019), quantitative research is closely related to social survey techniques including structured interviews and structured questionnaires, experiments, structured observations, content analysis, formal statistical analysis and many more.

Conducted on employees of PT Impero Promosi which is located at Jl. Anggrek rosliana VII no.14 Rt.3 / Rw.1, Kemanggisan, Kec.Palmerah Kota West Jakarta, This research was carried out from research planning, research implementation. The study will take place in June to date.

The number of respondents as many as 40 respondents that the author can provide The population of this study is all employees of PT Impero Promosi. The population selection in this study was based on the fact that employees at PT Impero Promosi are an adult age group. The reason why researchers chose the subject of research on employees at PT Impero Promosi is because there are still



many factors that need to be improved, for example such as excessive working hours and employee performance at PT Impero Promosi.

RESULTS AND DISCUSSION

General image of the object of study

PT Impero Promosi was founded in 2003 by Bp Mirza Andrian as the founder of the company. PT Impero Promosi, which is a company engaged in printing or advertising as well as a provider of promotional goods located in Slipi, West Jakarta. The primary data collection method of respondents is carried out by survey, namely by collecting basic data (primary data) from a sample using a questionnaire instrument by providing a written list to respondents, totaling 52 respondents

Initially, Bp Mirza Andrian had only a few employees and only had one factory. After years of establishment and development with the increasing number of machines and employees, now it has a Factory and Office. PT. PT. Impero Pratama Sakti is a company engaged in printing experienced in its field. The promotion of Impero comes from Italian which means empire. This brand emerged from its owner to reach the needs of the sector. With thousands of types of products from PT. Impero Promotion, a type of merchandise product produced for promotional goods and brand activities. PT. Impero Promotions is a company that provides a variety of merchandise products for our partners. Our main services include product customization, such as:

- a. Apparel : (Jaket, Polo Shirt, Topi, T- Shirt)
- b. Corona Starter Kit : (Corona Finger, Hand Sanitizer, Masker Kain)
- c. Bag : (Goodiebag, Spunbound, paper Bag, Pouch, Tas Press, Tas Serut, Totebag Kanvas)
- d. Promoted Media : (Event Desk, Popup Table, Rollup Banner, Backwall)
- e. Merchandise : (Towel, Lanyard, Souvenir Promotion, Tumbler)
- f. Other : (Car Branding, Hangtag, Standing Character)

Company Vision and Mission

The company's vision and mission are references for every business unit and every member of the organization in making strategies and taking actions. The vision and mission are made by considering the external and internal environment and describing the company's hopes and desires in the future.

1. Company Vision
"We want to be the biggest promotional and printing player in Indonesia"
2. Company Mission
 1. Disseminate brand awareness to our customer partners.
 2. Educating companies to allocate their budget for merchandising with satisfactory quality.
 3. Create a suitable and relevant brand image based on the latest trends.

To run an organization requires organization and management that can make company activities run with the desired goals. To carry out company activities, good management is needed. Good processing of an organization requires a good organizational structure as well, where the structure can distinguish the tasks and functions of each part of the organization, so as to support the achievement of the main goals of the organization concerned.

A good organizational structure serves as a regulatory tool and can influence the behavior of individuals and groups in the organization, thus creating stability and continuity that can realize the survival of the organization. Thus, the organizational structure must be designed according to the work environment, know what tasks will be performed, and to whom to be responsible for the results achieved. So the use of organizational structure is to control, direct and channel the ability of organizational members to achieve goals and results that become organizational goals.

Based on the questionnaire distributed by the researcher, data was obtained that revealed the distribution of 40 respondents based on respondent demographics. From the data questionnaire, the distribution of respondents was revealed as follows:

1. Gender
2. Age
3. Education
4. Position
5. Years of Service in the Company.

Gender

The distribution of research respondents when viewed from gender is, as follows:

Table 1 Respondents Gender

| Gender | Sum | Percentage |
|--------|-----|------------|
| Male | 24 | 60% |
| Woman | 16 | 40% |

From the results of the data, it appears that of the 40 respondents, 24 people (60%) of them were male respondents, while 16 others (40%) were male / female respondents. Thus, it can be concluded that the composition of respondents in this study is mostly dominated by male respondents.

Age

The distribution of research respondents when viewed from age is, as follows:

Table 2 Respondents Age

| Age Level | Sum | Percentage |
|-----------|-----|------------|
| 18-29 | 21 | 52,5% |
| 30-39 | 14 | 35% |
| 40-49 | 4 | 4% |
| ≥ 51 | 1 | 2,5% |

Based on the age distribution of respondents presented in the Table above it appears that, out of 40 respondents, 21 people (52.5%) of them were aged between 18-29 years; 14 people (35%) of whom are between 30-39 years old, and 4 people (4%) of whom are over 40-49 years old, 1 person (2.5%) of whom ≥ 51 years old. Referring to the age distribution of respondents above, it can be concluded that, respondents of this study are dominated by respondents aged between 18-29 years and those aged 30-39 years.

Education

The distribution of respondents to this study when viewed from respondents' education is, as follows:

Table 3 Respondents Education

| Education | Sum | Percentage |
|-----------|-----|------------|
| SMA/SMK | 23 | 57,5% |
| D3 | 4 | 10% |
| S1 | 12 | 30% |
| SD | 1 | 7,5% |

Based on the data presented above, it appears that of the 40 respondents, 23 people (57.5%) have the highest high school education, 4 people (10%) have the highest education Academy/D3 and 12 people (30%) have the highest education S1. Referring to the highest distribution of education, it can be concluded that, respondents to this study are dominated by respondents who have the highest education of S1 and Senior High School

Position

The distribution of research respondents when viewed from gender is, as follows:

Table 4 Respondents Positions

| Jabatan | Jumlah | Persentase |
|---------------|--------|------------|
| Supervisor | 3 | 7,5% |
| Staff | 31 | 77,5% |
| Worker/Helper | 7 | 17,5% |

Based on the data presented above, it appears that out of 40 respondents, 3 people (7.5%) have positions as supervisors, 31 people (77.5%) have positions as staff and 7 people (17.5%) have positions as workers / helpers. Referring to the distribution of these positions, it can be concluded that, respondents to this study are dominated by respondents who have Staff and Workers / Helpers.

Period of Service

The distribution of research respondents when viewed from gender is, as follows:

Table 5 Respondents Years of Service

| Period of Service | Sum | Percentage |
|-------------------|-----|------------|
| 0-5 Years | 28 | 70% |
| 6-10 Years | 5 | 12,5% |
| 11-15 Years | 6 | 15% |
| ≥ 15 Years | 2 | 5% |

Based on the data presented above, it appears that out of 40 respondents, 28 people (70%) have a tenure of 0-5 years, 5 people (12.5%) have a tenure of 6-10 years, 6 people (15%) have a tenure of 11-15 years, and 2 people (5%) have a tenure of ≥ 15 years. Referring to the distribution of working period, it can be concluded that, respondents of this study are dominated by respondents who have a working period of 0-5 years and 6-10 years.

Data Analysis

Validity Test

Table 6 Validity Test

| Variable | Statement Item | R count | R table | Information |
|--------------------------------|----------------|---------|---------|--------------|
| Democratic Leadership Style | X1.1 | 0,574 | 0,312 | Valid |
| | X1.2 | 0,505 | 0,312 | Valid |
| | X1.3 | 0,322 | 0,312 | Valid |
| | X1.4 | 0,485 | 0,312 | Valid |
| | X1.5 | 0,371 | 0,312 | Valid |
| | X1.6 | 0,523 | 0,312 | Valid |

| | | | | |
|---|-------|-------|--------------|--------------|
| Overworked Hours | X1.7 | 0,381 | 0,312 | Valid |
| | X1.8 | 0,428 | 0,312 | Valid |
| | X1.9 | 0,567 | 0,312 | Valid |
| | X2.1 | 0,636 | 0,312 | Valid |
| | X2.2 | 0,604 | 0,312 | Valid |
| | X2.3 | 0,388 | 0,312 | Valid |
| | X2.4 | 0,666 | 0,312 | Valid |
| | X2.5 | 0,451 | 0,312 | Valid |
| | X2.6 | 0,528 | 0,312 | Valid |
| Organizational Citizenship Behavior | X2.7 | 0,608 | 0,312 | Valid |
| | X2.8 | 0,586 | 0,312 | Valid |
| | X3.1 | 0,643 | 0,312 | Valid |
| | X3.2 | 0,452 | 0,312 | Valid |
| | X3.3 | 0,621 | 0,312 | Valid |
| | X3.4 | 0,562 | 0,312 | Valid |
| | X3.5 | 0,547 | 0,312 | Valid |
| | X3.6 | 0,686 | 0,312 | Valid |
| | X3.7 | 0,544 | 0,312 | Valid |
| Employee Performance | X3.8 | 0,433 | 0,312 | Valid |
| | X3.9 | 0,584 | 0,312 | Valid |
| | Y1.1 | 0,720 | 0,312 | Valid |
| | Y1.2 | 0,694 | 0,312 | Valid |
| | Y1.3 | 0,707 | 0,312 | Valid |
| | Y1.4 | 0,779 | 0,312 | Valid |
| | Y1.5 | 0,584 | 0,312 | Valid |
| | Y1.6 | 0,761 | 0,312 | Valid |
| | Y1.7 | 0,761 | 0,312 | Valid |
| Y1.8 | 0,749 | 0,312 | Valid | |
| Y1.9 | 0,749 | 0,312 | Valid | |

In the table it can be concluded that the value of r count is greater than r table which states the statement is proven **valid**, so it can be said that all these statements can measure the variables of Democratic Leadership Style, Excess Working Hours, Organizational Citizenship Behavior, and Employee Performance.

Reliability Test

Table 7 Reliability Test

| Research Variables | Cronbach's Alpha | Information |
|-----------------------------|------------------|-------------------|
| Democratic Leadership Style | 0,388 | Unrealibel |
| Excessive Working Hours | 0,731 | Realibel |
| OCB | 0,731 | Realibel |
| Employee Performance | 0,770 | Realibel |

Because r calculate (Cronbach's alpha) in detail that Excessive Working Hours, OCB, Employee Performance > r table (0.60) each variable that has been used in this study is declared Reliable, then each of these variables has a value of Cronbach's Alpha > 0.60. So it can be concluded that respondents' answers with the Democratic Leadership Style variable are inconsistent in answering statements whose value is (Cronbach's alpha) 0.38<0.60 and for Excessive Working Hours, Organizational Citizenship Behavior, and Employee Performance respondents' answers are consistent or realistic.

Test T (Partial)

Table 8 Test T

| Model | | Coefficients ^a | | | | | | |
|-------|-------------------------------------|-----------------------------|------------|----------------------------|-------|------|-------------------------|-----------|
| | | Unstandardized Coefficients | | Standar dized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | | | | Beta | Tolerance |
| 1 | (Constant) | 7.248 | 4.882 | | 1.485 | .146 | | |
| | Democratic Leadership Style | .022 | .037 | .078 | .582 | .564 | .734 | 1.362 |
| | Excessive Working Hours | .749 | .187 | .632 | 3.998 | .000 | .534 | 1.874 |
| | Organizational Citizenship Behavior | .090 | .138 | .092 | .655 | .517 | .670 | 1.493 |

The Democratic Leadership Style variable had no significant effect on employee performance, with a t-count value of 0.582 that was smaller than the t-table value (1.685), and a significance value of 0.564 that was greater than alpha (0.05). In contrast, the Excess Working Hours variable has a significant influence on employee performance, with a t-count value of 3.998 which is greater than the t-table value (1.685), and a significance value of 0.000 which is much smaller than alpha (0.05). Meanwhile, the Organizational Citizenship Behavior variable also had no significant effect on employee performance, with a t-count value of 0.655 which was smaller than the t-table value (1.685), and a significance value of 0.517 which was greater than alpha (0.05). Thus, the variable Excess Working Hours is a significant factor in improving employee performance, while Democratic

Leadership Style and Organizational Citizenship Behavior do not have a significant influence in this context.

Test F

Table 9 Test F

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 307.050 | 3 | 102.350 | 13.005 | .000 ^b |
| | Residual | 283.325 | 36 | 7.870 | | |
| | Total | 590.375 | 39 | | | |

In the F-test obtained an F-count value of 13.005 this value is greater than the f-table which is 2.87 or f-count 13.005 > the f-table 2.87 with a probability value of 0.00 < 0.05 so that the regression model can be used to predict employee performance variables or it can be said that the variables Democratic Leadership Style, Excess Working Hours, and Organizational Citizenship Behavior, together (simultaneously) have a significant effect on employee performance.

Coefficient of Determination

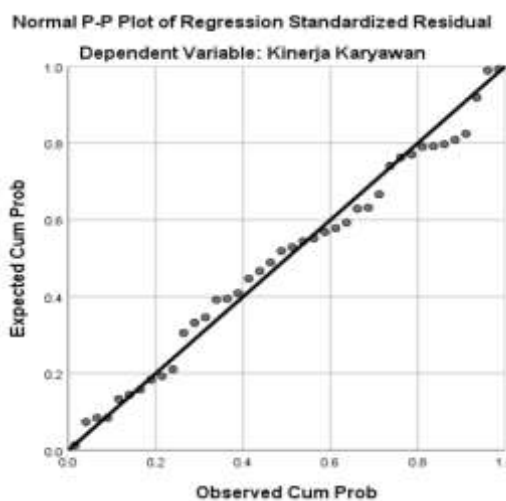
Table 10 Coefficient of Determination Test

| Model Summary ^b | | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson | |
| 1 | .721 ^a | .520 | .480 | 2.805 | 1.843 | |

Based on the table above, the value of the coefficient of determination (R square) is 0.520. This shows that 52.0% of the variables of Democratic Leadership Style, Excessive Working Hours, and Organizational Citizenship Behavior affect the variables of Employee Performance. As for the remaining 48.0% influenced by other variables outside the study.

Data Normality Test

Figure 1 Data Normality Test



Based on the figure above, it can be seen that the plotting points follow or approach the diagonal line. So it can be concluded that the residual values are normally distributed.

Multicollinearity Test

Table 11 Multicollinearity Test

| Model | | Coefficients ^a | | | | | | |
|-------|-------------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-----------|
| | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | Std. Error | | | | Beta | Tolerance |
| 1 | (Constant) | 7.248 | 4.882 | | 1.485 | .146 | | |
| | Democratic Leadership Style | .022 | .037 | .078 | .582 | .564 | .734 | 1.362 |
| | Excessive Working Hours | .749 | .187 | .632 | 3.998 | .000 | .534 | 1.874 |
| | Organizational Citizenship Behavior | .090 | .138 | .092 | .655 | .517 | .670 | 1.493 |

Based on the results of the table shows that the Democratic Leadership Style variable has a tolerance value of 0.734 and a VIF value of 1.362, the Excess Working Hours variable has a tolerance value of 0.534 and a VIF value of 1.874, the Organizational Citizenship Behavior variable has a tolerance value of 0.670 and a VIF value of 1.493. It can be concluded that the tolerance value > 0.10 and the VIF value < 10.00, so each research variable is considered free or no symptoms of multicollinearity.

Autocorrelation Test

Table 12 Autocorrelation Test

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .721 ^a | .519 | .479 | 2.808 | 1.789 |

From the results of the output, it can be concluded that the value (du) sought in the distribution of Durbin Watson tables based on (k) (3) and (N) (40) with a significance of 5% / 0.05 is 1.658. Since the value of (du) (1.658) is smaller than Durbin Watson (1.789) and also smaller than (4 -du) (1.658), it can be concluded that there is no autocorrelation phenomenon in the data. This suggests that the assumption of residual independence is acceptable, so the results of regression analysis can be relied upon to make accurate estimates.

Descriptive Analysis Test

Table 13 Descriptive Analysis Test

| Descriptive Statistics | | | | | | |
|-------------------------------------|----|---------|---------|-------|----------------|--|
| | N | Minimum | Maximum | Mean | Std. Deviation | |
| Democratic Leadership Style | 40 | 31 | 82 | 57.22 | 14.139 | |
| Excessive Working Hours | 40 | 26 | 40 | 32.30 | 3.283 | |
| Organizational Citizenship Behavior | 40 | 27 | 45 | 35.53 | 3.981 | |
| Employee Performance | 40 | 27 | 45 | 35.88 | 3.891 | |
| Valid N (listwise) | 40 | | | | | |

Based on the table above, it can be seen that Democratic Leadership Style is the first variable that has 9 points of statement. The average value on the leadership style variable is 57.22 with a minimum value of 31 and a maximum value of 82. Excessive Working Hours is the second variable in this study which has 8 points of statement. The average value in this variable is 32.30 with a minimum value of 26 and a maximum value of 40. Organizational Citizenship Behavior is the third variable in this study which has 9 points of statement. The average value on this variable is 35.53 with a minimum value of 27 and a maximum value of 45. Meanwhile, employee performance is the dependent variable in this study which has 9 points of statement. The average value on this variable is 35.88 with a minimum value of 27 and a maximum value of 45.

Discussion of Research Results

Based on the results of the Spss (Statistical Package for the Social Sciences) analysis, this section will discuss the results of calculations that have been carried out. This study aims to determine from the variables of the Effect of Democratic Leadership Style (X1), Excessive Working Hours (X2) and Organizational Citizenship Behavior (X3) on Employee Performance (Y) of PT Impero Promotion. Testing is shown through existing hypotheses so that they can find out how each variable affects other variables.

The Effect of Democratic Leadership Style on Employee Performance

The results of testing the t-test hypothesis on t-count amounted to $0.518 < 1.685$. This finding stated that $t\text{-count} < t\text{-table}$ in terms of Democratic Leadership Style increased employee performance, for its significance value of $0.608 > 0.05$. So it can be concluded that this test has no effect and insignificant results. The results of this study are in line with research conducted by Umban Adi Jaya, Novita Risnawati (2023) which all concluded that leadership style does not have a significant effect on employee performance.

The Effect of Excessive Working Hours on Employee Performance

The results of the analysis from testing the t test hypothesis, the variable The Effect of Excessive Working Hours on Employee Performance can be seen from the large significance value of $0.000 < 0.050$ then it is declared positive. In addition, in the results of the analysis Test t, t count has a value of $> t$ this table shows a calculated t value of 3,998 and t table of 1,685. So it can be concluded that the variable Effect of Excessive Working Hours on Employee Performance has a positive and significant effect. The results of this study are in line with research conducted by Alpin Neksen1), Muhammad Wadud2), Susi Handayani3) (2021), which states that Excess Working Hours and performance have a positive and significant influence, meaning that the higher the Excess Working Hours received by employees, the higher the effect on high employee performance as well.



The Effect of Organizational Citizenship Behavior on Employee Performance

The results of testing the t-test hypothesis on t-count amounted to $0.655 < 1.685$. This finding stated that $t\text{-count} < t\text{-table}$ in terms of Organizational Citizenship Behavior Against Employee Performance, for its significance value of $0.517 > 0.05$. So it can be concluded that this test has no effect and insignificant results. The results of this study are in line with research conducted by Evi Marlina*, Niki Wulandari, Wira Ramashar (2020).

The influence of democratic leadership style, excessive working hours, and organizational citizenship behavior on employee performance

Based on the results of the F Test study on the variables The Effect of Democratic Leadership Style, Excessive Working Hours, and Organizational Citizenship Behavior on Employee Performance together (simultaneously) has influential and significant results on PT Impero Promotion Employee Performance. This can be seen the F significance value of $0.00 < 0.05$, so this proves that the regression model in this study has a significant positive value and is declared worthy of explaining The influence of variables The influence of democratic leadership style, excessive working hours, and organizational citizenship behavior on employee performance. The calculated F value is 13.005 while the table F value = 2.87, Because the calculated F value is $13.005 > 2.87$, then as the basis for decision making in the F test it can be concluded that H_0 is rejected and H_a is accepted. The results show that the influence of democratic leadership style, excessive working hours, and organizational citizenship behavior on employee performance simultaneously affects employee performance. Likewise, the result of the value of the coefficient of determination (R square) is 0.520. This shows that 52.0% of variables influence democratic leadership style, excessive working hours, and organizational citizenship behavior on employee performance. As for the remaining 48.0% influenced by other variables outside the study. This is in line with research conducted by Nike Ana, Rosalinda and SUBAGYO, SUBAGYO and Sigit Wisnu, Setya (2022) there is an influence of leadership and organizational citizenship behavior on employee performance in PDAM companies in Kediri district.

CONCLUSIONS

Based on the formulation of the problem that has been proposed, analysis, and previous discussion on "The Effect of Democratic Leadership Style, Excessive Working Hours, and Organizational Citizenship Behavior on Employee Performance," the conclusion of this study is as follows: First, Democratic Leadership Style does not have a significant influence on the Performance of PT Employees. Impero Promotion, Jakarta, because employees are able to carry out tasks according to their jobdesk. Second, Excess Working Hours have a positive and significant influence on Employee Performance in the company, because it can help employees achieve the results or targets that have been set. Third, Organizational Citizenship Behavior does not have a significant effect on Employee Performance, because the voluntary nature of helping work outside of responsibility is not required by the company. And finally, Democratic Leadership Style and Organizational Citizenship Behavior together do not have a significant influence on Employee Performance, while Excess Working Hours still have a positive and significant influence, this may be because employees work based on voluntary or loyalty to the company, so that leadership style and participation in OCB do not affect their performance after task understanding is achieved.

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