

## ABSTRAK

Penelitian ini ditujukan guna melihat pengaruh gaya kepemimpinan demokratis, disiplin, dan motivasi kerja terhadap kinerja pegawai. Obyek penelitian ini dilaksanakan di Badan Kepegawaian Daerah Provinsi Jawa Tengah. Teknik pengambilan sampel menggunakan teknik *purposive sampling*, dimana semua populasi berdasarkan kategori dijadikan sampel yang berjumlah 78 responden. Alat uji penelitian ini menggunakan uji validitas, reliabilitas, dan analisis regresi berganda menggunakan aplikasi SPSS 25. Metode pengumpulan pada penelitian ini menggunakan kuesioner yang mana responden menjawab sesuai dengan skala linkert melalui daftar pertanyaan yang disebarakan. Berdasarkan hasil penelitian ini bahwa: (1) gaya kepemimpinan demokratis berpengaruh positif dan signifikan terhadap kinerja pegawai. (2) disiplin berpengaruh positif dan signifikan terhadap kinerja pegawai. (3) motivasi kerja tidak berpengaruh terhadap kinerja pegawai.

**Kata Kunci : Gaya Kepemimpinan Demokratis, Disiplin, Motivasi Kerja dan Kinerja Pegawai**

## ABSTRACT

*This research is intended to see the effect of democratic leadership style, discipline, and work motivation on employee performance. The object of this research was carried out at the Regional Personnel Agency of Central Java Province. The sampling technique used was purposive sampling technique, where all populations based on categories were sampled with a total of 78 respondents. The test equipment of this study used validity, reliability, and multiple regression analysis using the SPSS 25 application. The collection method in this study used a questionnaire in which respondents answered according to the linkert scale through a list of distributed questions. Based on the results of this study that: (1) democratic leadership style has a positive and significant effect on employee performance. (2) discipline has a positive and significant effect on employee performance. (3) work motivation has no effect on employee performance.*

*Keywords: Democratic Leadership Style, Discipline, Work Motivation and Employee Performance*