

The Effect of Workplace Democracy on Improving Employee Performance: An Analytical Study of the Opinions of a Sample of Employees at the General Company for Grain Trade / Diwaniya Branch

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Abstract

The researcher seeks to study the effect of workplace democracy on improving employee performance, considering the workplace democracy is changing through six sub-dimensions represented in (decentralization control system, independent groups, criticism system, organizational justice, free exchange of information, individual rights) while representing improved performance. The variable dependent employees on a set of sub-dimensions through which the performance of the employees can be measured, which is represented in (productivity, work turnover, innovation, job satisfaction, absence of work, quality). The research problem was focused through a set of questions that were aimed at identifying the impact of workplace democracy on improving the performance of workers and in light of it a set of hypotheses was formulated to diagnose the impact of workplace democracy on the performance of workers, and the General Company for Grain Trade / Diwaniya branch was chosen as a community. For the study, the researcher adopted in her study the questionnaire for the purpose of obtaining the data, as it was distributed on a random sample of employees in the company amounted to (191) employees out of a total of (362) employees, and it was analyzed using the statistical program (SPSS vr. 24), and The study reached There are a set of results, the most important of which is accepting the research hypothesis that confirms the existence of a correlation and impact of workplace democracy on improving employee performance, and in light of which recommendations were formulated to overcome obstacles and increase the contribution of workplace democracy to improving the performance of company employees.

Keywords: Workplace Democracy, Employee Performance.

The Methodology of the Study

The Research Problem

Most organizations in today's world seek to improve their performance by raising the levels of their employees, which requires them to use a certain type of democracy at work in order to give employees a degree of freedom and independence in doing business without putting pressure on them at work, which leads to The organization's achievement of competitive advantage, and from here the research problem is embodied in the following questions: -

1. Does the surveyed sample realize the importance of democracy in the workplace?
2. To what extent does workplace democracy contribute to improving the performance of workers?

The Aim of the Research

The research seeks to achieve the following objectives:-

1. Knowing the reality of the performance of the employees in the study community.
2. Increasing the awareness of the management in the company and the study community of the importance of workplace democracy in improving the performance of employees and Identifying the extent to which workplace democracy can contribute to improving employee performance, and Knowing the level of democracy in the workplace owned by the company.

The Importance of Research

The research deals with one of the most important topics in organizational behavior and human resource management, as there is a growing interest in the subject of workplace democracy as a result of the important role it contributes to raising the level of employee performance, in addition to the practical importance that emerges through the researcher's attempt to diagnose the importance of the variables investigated from Through the answers of the individuals of the research sample.

The Hypothesis of the Research

The hypothetical scheme presents the main idea of the research, through the statement of the effect and the correlation between the independent variable, democracy in the workplace and the dependent variable improving the level of workers' performance, as shown in Figure (1).

Fifth: Research Hypotheses

• Correlation Hypotheses

The First Main Hypothesis: There is a statistically significant correlation between workplace democracy and employee performance improvement, from which the following sub-hypotheses are branched:

The First sub-hypothesis: There is a statistically significant correlation between the decentralized control system and the improvement of the performance level of employees.

The Second Sub-hypothesis: There is a statistically significant correlation between the independent groups and the improvement of the performance level of the employees.

The Third Sub-hypothesis: There is a statistically significant correlation between the monetary system and the improvement of the performance level of employees.

Fourth Sub-hypothesis: There is a statistically significant relationship between organizational justice and improving the performance level of employees.

The Fifth Sub-hypothesis: There is a statistically significant correlation between the free exchange of information and improving the performance of employees.

Sixth Sub-hypothesis: There is a statistically significant correlation between the rights of individuals and the improvement of the performance level of employees.

The Research Community

The study was applied to a sample of employees in the General Company for Grain Trade / Al-Diwaniyah branch, and their number reached (362) employees, and the random sample method was adopted in order to collect the necessary data, and the sample size was determined based on the Stephen Thompson equation.

$$n = \frac{N \times p(1-p)}{\left[\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1-p) \right]}$$

By applying the above equation, we get the sample size, which amounted to (187). The researcher distributed (200) forms to the sample members, (196) of which were retrieved, in addition to (5) invalid for analysis, and thus the total of the form valid for analysis was (191) Which represented (53%) of the study population.

The Concept of Workplace Democracy

The issue of democracy in the workplace is one of the important issues through which to get out of the economic stagnation in any business organization, as the issue of democracy in the workplace appeared under the name of industrial democracy (Vliet, 2013). As defined by (Unterrainer et al., 2011). While (González-Ricoy, 2014) it is a form of administrative organization in which workers have the rights to control the management of the organization. As for (Pausch, 2014), he mentioned that it is one of the organizational resources through which the democratic ideals of workers can be achieved, which is autonomy, freedom, participation in decisions, and in all related issues that affect the career life of workers.

Through the Foregoing, Democracy in the Workplace Can be Defined As

The process that empowers workers and improves their productivity and gives them broad authority to participate in decision-making in order to preserve organizational resources from waste and obsolescence, as well as increase the organization's profits through innovation and creativity at work and enhance organizational performance.

Dimensions of Workplace Democracy

1-Decentralized Control System

The decentralized system is a set of responsibilities and powers aimed at transferring, delegating, authorizing, managing the sources of authority at their various levels, upper and lower levels, including (Angell, 2001). On the quality characteristics required in working time, as well as supporting managers in a way that gives them deep horizons of thinking about the structural aspects for self-adaptation (Iftikhar & Weyns, 2012).

(Independent groups) Working in independent groups gives priority to working individuals to work freely in the workplace, which allows workers to make a change in the organization and its products by stimulating the process of creativity and innovation at work, as well as carrying out a different set of organizational tasks at the same time (Sydänmaanlakka, 2003). And (Anttila, 2014), **(Monetary System)** Democracy in the workplace is one of the important systems that guarantee the rights of workers, now the systems that criticize this system have proliferated, especially in the actors of the global economic system, as they are seen as unjust and undemocratic systems (Van Aelst et al., 2002) **(Organizational justice)** Organizational justice refers to the perceived justice by individuals of the exchanges that arise from the prevailing relationship in the organization, which includes the employee's relationships with his managers, employees and colleagues at the same level of work and his relationship with his organization as a social system (Shanock & Eisenberger, 2006) **(Free exchange of information)**. The free exchange of information represents the process carried out by the organization in order to transfer knowledge from one person to another, and from individuals to groups, or from one group to another (Chen & Huang, 2009) **(Individuals' rights)**. The rights of individuals focus on the individual's entitlements from the organization itself, as opposed to the duties and obligations they make, which are based on the individual's responsibilities towards the organization (Hong, 2001).

The Concept of Employee Performance

The main objective of human resource management is to use human resources in the best possible way so that goals can be achieved effectively and efficiently (Hampson et al., 2006). Business owners need employees who are able to get the job done, because employee performance is critical to the overall success of the company (Kirk, 2001 Ashcraft & al., 2003). To achieve strong employee performance, managers usually conduct employee performance evaluations, implement training and development programs, and decide when to be promoted and rehired. Let's take a look at each of these features of employee performance management (Zhong et al., 2017). Performance is defined as the behavior of the human element that affects the performance of the organization (Svartberg, 2002). This behavior is either positive or negative and is part of the work or outside the scope of the stipulated duties (Clark et al., 2009:2). Performance also refers to the degree to which the individual functions of the individual job are fulfilled and achieved and reflects how the individual fulfills the requirements of his job (Zhao & Liu, 2019).

Dimensions of Employee Performance

(Productivity) It is an economic indicator used to measure the effectiveness of management in managing productive activity, and it is expressed as a percentage between the production of the productive activity and the factors of production used (Comin, 2017).

(Work rotation) The concept of turnover depends on the change in the number of people working in the organization during a certain period of time, and this change in the number is undoubtedly due to the exit of individuals from the organization and the entry of other individuals to it (Laschinger, 2016: Boamah&). **(Creativity)**. It means introducing something new and creating knowledge in new products, a new idea, a new practice, or a new expression for the person who adopts it (Bessant, 2018, Tidd &). **(Job satisfaction)** Job satisfaction is one of the most mysterious issues in management science, because it is an internal situation that leads to emotional reactions related to the individual that are difficult to understand, and difficult to measure objectively (Al-Hamdan et al., 2017). **(Absence of work)** Absence of work represents a serious problem as dissatisfaction with work does not necessarily lead to absenteeism only, although it does not prevent it from being an important cause of absenteeism, but rather reduced work productivity and lower employee loyalty (Gudnadottir et al., 2017). **(Quality)** It is the organization's production of a good or service with a high level of quality, through which it can meet the needs and desires of its customers in a manner consistent with their expectations and satisfaction (Moorthi et al., 2018).

Analysis of the Normal Distribution

1. Dimensions of Workplace Democracy

In order to extract the arithmetic means, standard deviations, and the relative importance of the study items, the statistical program (SPSS vr. 24) was used.

The results contained in Table (1) indicate that there is a high response tendency by the respondents of the sample to the dimension of the decentralized control system, through the agreement of (78.78%) of the respondents, with an arithmetic mean of (3.99) and a standard deviation of (0.516), so it ranked first within the six dimensions. Perhaps the most prominent paragraphs that contributed to enriching this variable is the third paragraph (XQ3), which stipulates (the company has a flexible control system), which ranked first among the paragraphs with an arithmetic mean of (4.06) and a standard deviation of (0.812) and a high response direction. As for the independent groups, it occupied the second place with a high response direction, through agreement (77.84%) of the respondents, with an arithmetic mean of (3.89) and a standard deviation of (0.623). As for the rights of individuals, it ranked third with a high response direction, through an agreement (77.66%) of the respondents with an arithmetic mean of (3.88) and a standard deviation of (0.602). After the free exchange of information, it ranked fourth with a high response tendency, through agreement (76.97%) of the respondents, with an arithmetic mean of (3.84) and a standard deviation of (0.538). As for organizational justice, it ranked fifth, with a high response tendency, through an agreement of (76.79%) of the respondents, with an arithmetic mean of (3.83) and a standard deviation of (0.613). As for the monetary system, it ranked sixth with a high response tendency, through an agreement (73.9%) of the respondents, with an arithmetic mean of (3.69) and a standard deviation of (0.694)).

Table 1: Arithmetic Means, Standard Deviations, and the Relative Importance of Workplace Democracy Variables

ranking	Relative importance%	the direction of the answer	standard deviation	Arithmetic mean	Totally agree	Agreed	neutral	I do not agree	I don't totally agree	Paragraph symbol ⁵	
2	81.15	High	0.803	4.06	67	68	56	0	0	no	XQ1
					35.1	35.6	29.3	0	0	%	
					31.4	31.9	29.8	3.7	3.1	%	
1	81.26	High	0.812	4.06	69	65	57	0	0	no	XQ3
					36.1	34.0	29.8	0	0	%	
1	78.78	High	0.516	3.99							X1
3	63.46	Moderate	1.398	3.17	43	44	39	33	32	no	XQ4
					22.5	23	20.4	17.3	16.8	%	
2	78.95	High	0.826	3.95	60	61	70	0	0	no	
					31.4	31.9	36.6	0	0	%	
1	79.27	High	0.879	3.96	67	52	71	1	0	no	XQ6

					35.1	27.2	37.2	0.5	0	%	
6	73.9		0.694	3.69							X2
3	76.65	High	1.022	\	60	58	61	5	7	no	XQ7
					31.4	30.4	31.9	2.6	3.7		
					29.8	31.4	33.5	3.7	1.6	%	
2	76.86	High	0.961	3.84	56	64	60	7	4	no	XQ9
					29.3	33.5	31.4	3.7	2.1	%	
5	76.79	High	0.613	3.83							X3
1	78.32	High	0.902	3.92	58	68	59	3	3	No	XQ10
					30.4	35.6	30.9	1.6	1.6	%	
					30.9	27.7	38.2	2.1	1	%	
3	75.5	High	0.898	3.77	46	68	67	8	2	no	XQ12
					24.1	35.6	35.1	4.2	1	%	
4	76.97	High	0.538	3.84							X4
2	77.38	High	0.967	3.87	58	64	61	2	6	no	XQ13
					30.4	33.5	31	1	3.1	%	
					29.3	34	29.3	5.2	2.1	%	
1	79.48	High	0.937	3.97	72	49	65	3	2	no	XQ15
					37.7	25.7	34	1.6	1	%	
2	77.84	High	0.623	3.89							X5
2	77.70	High	0.944	3.88	57	68	58	3	5	no	XQ16
					29.8	35.6	30.4	1.6	2.6	%	
1	78.64	High	0.912	3.93	64	57	65	3	2	no	XQ18
					33.5	29.8	34	1.6	1	%	
3	77.66	High	0.602	3.88							X6

Source: Prepared by the researcher based on SPSS V24

2. Dimensions of Employee Performance

The results contained in Table (2) indicate that there is a high response trend by the respondents to the innovation dimension, through agreement (78.43%) of the respondents with a mean of (3.92) and a standard deviation of (0.555), it ranked first within the six dimensions. Perhaps the most prominent paragraphs that contributed to enriching this variable is the seventh paragraph (YQ7), which ranked first among the paragraphs with an arithmetic mean of (3.95) and a standard deviation of (0.959) and a high response direction. As for the work turnover, it ranked second with a high response direction, through an agreement (78.09%) of the respondents, with an arithmetic mean of (3.9) and a standard deviation of (0.584). As for the absence of work, it ranked third with a high response direction, through an agreement (77.83%) of the respondents, with an arithmetic mean of (3.89) and a standard deviation of (0.555). As for the productivity dimension, it ranked fourth, with a high response direction, through agreement (77.7%) of the respondents, with an arithmetic mean of (3.88) and a standard deviation of (0.554). As for the quality dimension, it ranked fifth with a high response direction, through an agreement (77.04%) of the respondents, with an arithmetic mean of (3.85) and a standard deviation of (0.583). As for job satisfaction, it ranked sixth with a high response direction, through an agreement of (77.02%) of the respondents, with an arithmetic mean of (3.85) and a standard deviation of (0.548).

Table 2: Arithmetic Means, Standard Deviations, and the Relative Importance of Employee Performance Improvement Variables

Ranking	Relative importance%	direction of the answer	standard deviation	Arithmetic mean	Total agree	Agreed	neutral	I do not agree	I don't totally	Paragraph symbol
1	79.69	High	0.932	3.98	65	70	48	4	4	ت
					34.0	36.6	25.1	2.1	2.1	%
					33.5	31.9	30.9	1.0	2.6	%
4	76.23	High	1.003	3.81	54	66	60	3	8	ت
					28.3	34.6	31.4	1.6	4.2	%
4	77.7	High	0.554	3.88						Y1
2	78.64	High	0.901	3.93	61	64	60	4	2	ت
					31.9	33.5	31.4	2.1	1.0	%
					36.1	29.3	29.3	4.2	1.0	%
3	78.32	High	0.959	3.92	62	64	57	3	5	ت
					32.5	33.5	29.8	1.6	2.6	%
1	78.43	High	0.555	3.92						Y2
4	75.60	High	1.053	3.78	61	47	71	4	8	ت
					31.9	24.6	37.2	2.1	4.2	%
2	77.59	High	0.985	3.88	62	60	57	8	4	ت
					32.5	31.4	29.8	4.2	2.1	%
1	78.53	High	0.992	3.93	68	55	59	4	5	ت
					35.6	28.8	30.9	2.1	2.6	%
6	77.02	High	0.548	3.85						Y3
4	76.54	High	1.089	3.83	66	50	60	6	9	ت
					34.6	26.2	31.4	3.1	4.7	%
2	78.64	High	0.889	3.93	61	63	61	5	1	ت
					31.9	33.0	31.9	2.6	0.5	%
2	78.09	High	0.584	3.9						Y4
1	78.43	High	0.894	3.92	58	68	60	2	3	ت
					30.4	35.6	31.4	1.0	1.6	%
3	77.83	High	0.555	3.89						Y5
1	78.53	High	0.981	3.93	66	59	57	4	5	ت
2	77.49	HIGH	0.920	3.87	57	64	61	7	2	ت
					29.8	33.5	31.9	3.7	1.0	%
5	77.04	High	0.583	3.85						Y6

Source: Prepared by the researcher based on SPSS V24

Testing the Hypotheses of Correlation

This paragraph is concerned with measuring the correlation between workplace democracy and employee performance improvement, and the Agunbiade & Ogunyinka scale, 2013) was relied upon in order to determine the strength of this relationship between the study variables, as shown in Table (3).

Table 3: Is a Standard for Measuring the Strength of a Correlation Coefficient

correlation strength	degree of correlation
Very strong	1.00-.90
strong	.90-.70
Moderate	.70 -.50
low	.50-.30
very low	.30-.00

Source: Agunbiade, Dawud Adebayo & Ogunyinka, Peter I., 2013," Effect of Correlation Level on the Use of Auxiliary Variable in Double Sampling for Regression Estimation" Open Journal of Statistics, NO. 3,, p.p 314.

Through table (4), a number of points can be observed, the most prominent of which are the following

Acceptance of the correlation hypothesis (the first main hypothesis) which states (there is a statistically significant correlation between workplace democracy and employee performance improvement), as it can be noted that the overall correlation strength was strong, as its value was (0.79) at a level of significance (0.000). **(Acceptance)** of the correlation hypothesis (the first sub-hypothesis), which states (there is a statistically significant correlation between the decentralized control system and the improvement of the performance level of employees), as it can be noted that the total strength of the correlation was moderate, where its value was (0.61) at a level of significance (0.000), **(Acceptance)** of the correlation hypothesis (the second sub-hypothesis) which states (there is a statistically significant correlation between the independent groups and the improvement of the performance level of the workers), as it can be noted that the total strength of the correlation was moderate, where its value was (0.66) at the level of significance (0.000), **(Acceptance)** of the correlation hypothesis (the third sub-hypothesis), which states (there is a statistically significant correlation between the monetary system and the improvement of the performance level of employees), as it can be noted that the total strength of the correlation was moderate, where its value was (0.57) with a level of significance (0.000). **(Acceptance)** of the correlation hypothesis (the fourth sub-hypothesis), which states (there is a statistically significant correlation between organizational justice and the improvement of the performance level of workers), as it can be noted that the total strength of the correlation was strong, as its value was (0.73) at the level of significance (0.000). **(Acceptance)** of the correlation hypothesis (the fifth sub-hypothesis), which states (there is a statistically significant correlation between the free exchange of information and the improvement of the performance level of workers), as it can be noted that the total strength of the correlation was strong, as its value was (0.72) at the level of significance (0.000).

(Acceptance) of the correlation hypothesis (the sixth sub-hypothesis), which states (there is a statistically significant correlation between the rights of individuals and the improvement of the performance level of workers), as it can be noted that the total strength of the correlation was moderate, where its value was (0.67) at the level of significance (0.000).

Table 4: Pearson Correlation Matrix for workplace democracy and employee performance improvement

Democrac y of the workplace X	Rights of Individua ls X6	free exchange of informati on X5	organizatio nal justice X4	cash system X3	independe nt groups X2	decentraliz ed control system	independe nt variableJ	dependent variable
0.79	0.67	0.72	0.73	0.57	0.66	0.61	Pearson Correlatio n	Improving the performan ce level of employees Y
0.000	0.000	0.000	0.000	0.000	0.000	0.000	Sig. (2- tailed)	
191	191	191	191	191	191	191	N	

Testing the Impact Hypotheses

Testing the second main hypothesis: which states that there is a statistically significant effect relationship between workplace democracy and employee performance improvement, as it will be investigated according to the multiple linear regression equation as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6$$

Table (5) shows that the statistical indicators between workplace democracy and employee performance improvement were:

$$0.309 + 0.213 X_1 + 0.318 X_2 + 0.125 X_3 + 0.289 X_4 + 0.241 X_5 + 0.174 X_6$$

It is clear from Table (5) that,

Table 5: Results of the Impact of Workplace Democracy on Improving the Performance Level of Employees Using Multiple Linear Regression

Durban Watson value	Significance level at 0.05	Sig.	Tabular F value	F. value calculated	Selection parameter value R^2	β_6	β_5	β_4	β_3	β_2	β_1	constant value Constant	Variables
1.506	Sgn.	0.000	3.84	152.124	0.63	0.174	0.241	0.289	0.125	0.318	0.213	0.309	Workplace democracy in improving the performance level of workers

Source: Prepared by the researcher based on SPSS V24

As for testing the sub-hypotheses, they will be investigated according to the simple linear regression equation as follows:

$Y = a + \beta_1 X_1$ The first sub-hypothesis test: To test the hypothesis that states (there is a statistically significant effect relationship between the decentralized control system and the improvement of the performance level of employees), as the analysis will be done according to a simple linear regression model, as follows:

$Y = a + \beta (XA) Y = 0.652 + 0.339 (X_1)$ It is clear from Table (6) the following:

- The value of (F) calculated between the decentralized control system and the improvement of the performance level of employees in its dimensions reached (114,541). It is greater than the tabular (F) value of (3.84) with a significance level (0.000), which is less than the significance level (0.05), and accordingly we accept the alternative hypothesis which states (there is a statistically significant impact relationship between the decentralized control system and the improvement of the performance level of employees) At the level of significance (5%), i.e. with a degree of confidence (95%). The value of the Durban-Watson test was (1.885), which indicates that there is no autocorrelation problem, being close to 2. - Through the value of the coefficient of determination (R^2) amounting to (0.377), it is clear that the decentralized control system explains 38% of the changes that occur to improve the performance level of employees.
- The value of (F) calculated among the independent groups and the improvement of the performance level of workers in its dimensions reached 144,684. It is greater than the tabular value (F) of (3.84) with a level of significance (0.000), which is less than the significance level (0.05), and accordingly we accept the alternative hypothesis which states (there is a statistically significant effect relationship between independent groups and improve the performance level of workers) when The level of significance is (5%), i.e. with a degree of confidence (95%). The value of the Durban-Watson test was (1.691), which indicates that there is no autocorrelation problem, being close to 2.
- Through the value of the coefficient of determination (R^2) of (0.434), it is clear that the independent groups explain (43%) of the changes that occur to improve the level of workers' performance.
- The value of (F) calculated between the monetary system and the improvement of the performance level of employees in its dimensions was (90.329). It is greater than the tabular value (F) of (3.84) with a significance level (0.000), which is less than the significance level (0.05), and accordingly we accept the alternative hypothesis which states (there is a statistically significant effect relationship between the monetary system and the improvement of the performance level of employees) when The level of significance is (5%), i.e. with a degree of confidence (95%). The value of the Durban-Watson test was (1.975).
- The value of (F) calculated between organizational justice and improving the performance level of employees in its dimensions reached (217,941). It is greater than the tabular value (F) of (3.84) with a significance level (0.000) which is less than the significance level (0.05), and accordingly we accept the alternative hypothesis which states (there is a statistically significant effect relationship between organizational justice and improving the performance level of workers) when The level of significance is

(5%), i.e. with a degree of confidence (95%). The value of the Durban-Watson test was (1.973), which indicates that there is no autocorrelation problem, being close to 2.

- Through the value of the coefficient of determination (R^2) of (0.536), it is clear that organizational justice explains (54%) of the changes that occur in improving the level of workers' performance.
- The calculated (F) value between the free exchange of information and the improvement of the performance level of employees in its dimensions reached (205.602). It is greater than the tabular value (F) of (3.84) with a significance level (0.000), which is less than the significance level (0.05), and accordingly we accept the alternative hypothesis which states (there is a statistically significant effect relationship between the free exchange of information and the improvement of the performance level of workers) At the level of significance (5%), i.e. with a degree of confidence (95%). The value of the Durban-Watson test was (1.752), which indicates that there is no autocorrelation problem, being close to 2.
- Through the value of the coefficient of determination (R^2) amounting to (0.521), it is clear that the free exchange of information explains 38% of the changes that occur in improving the performance level of employees.
- The value of (F) calculated between the rights of individuals and the improvement of the performance level of employees by its dimensions was (321,041). And it is greater than the tabular value (F) of (3.84) with a significance level (0.000), which is less than the significance level (0.05), and accordingly we accept the alternative hypothesis which states (there is a statistically significant effect relationship between the rights of individuals and the improvement of the performance level of workers) when The level of significance is (5%), i.e. with a degree of confidence (95%). The value of the Durban-Watson test was (1.760), which indicates that there is no autocorrelation problem, being close to 2.
- Through the value of the coefficient of determination (R^2) of (0.629), it is clear that the rights of individuals explain 63% of the changes that occur in improving the level of workers' performance.

Table 6: Results of the Impact of Workplace Democracy on Improving the Performance Level of Employees Using Multiple Linear Regression

Durba n Watso n value	Significan ce level at 0.05	Sig.	F tabula r value	F. value calculat ed	value of the coefficient of determinati on R^2R^2	value of margin al slope β	constan t value Consta nt	depende nt variable ^s	Variable dimensions of workplace democracy X
1.885	moral	0.00 0	3.84	114.541	0.377	0.339	0.652	Y	decentralize d control system X1
1.691	moral	0.00 0		144.684	0.434	0.399	0.353		independent groups ^s X2
1.975	moral	0.00 0		90.329	0.323	0.316	0.651		cash systemX3
1.973	moral	0.00 0		217.941	0.536	0.416	0.350		organizatio nal justiceX4
1.752	moral	0.00 0		205.602	0.521	0.441	0.169		free exchange of information X5
1.760	moral	0.00 0		321.041	0.629	0.487	0.009		individual rightsX6

Source: Prepared by the researcher based on SPSS V24

Conclusions and Recommendations

The Conclusions

The results indicate acceptance of the correlation hypothesis which states that there is a statistically significant correlation between workplace democracy and employee performance improvement, and results indicate that there is a statistically significant impact relationship between workplace democracy and employee performance improvement at a significance level of (5%), i.e. with a degree of confidence (95%)., Increasing the monetary system by one unit will lead to an increase in the level of employee performance by (13%), Increasing organizational justice by one unit will lead to an increase in the level of employee performance by (29%)., Increasing the free exchange of information by one unit will lead to an increase in the level of performance of employees by (24%), Increasing the rights of individuals by one unit will lead to an increase in the level of performance of employees by (17%),

Recommendations

The necessity of committing to improving the interrelationships between employees in order to maintain positive interactions and improve the company's outputs, Giving workers more importance according to the principle of fairness in dealing and at the expense of merit at work, Giving workers more freedom to practice the activities they believe in in order to raise their level of performance, The need to listen and listen to the multiple points of view presented by the workers, whether positive or negative, and to see the ideas presented by them.

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