

The Influence of Leadership on Employee Performance At the Education and Culture Office, West Seram Regency

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ABSTRACT

Article Info :

Article history :

Received : 08-01-2026

Revised : 22-02-2026

Accepted : 10-03-2026

Keywords :

Leadership Influence;

Employee Performance;

Educational Performance.

This study aims to analyze the influence of leadership style on employee performance at the Department of Education and Culture of West Seram Regency, and to describe and analyze the significance of the relationship between leadership style and employee performance at the same institution. The research design is a logical plan for testing the hypotheses. This study is descriptive in nature and employs a survey method. The population consists of 47 individuals, and the sample was taken using a census technique. The data were analyzed using frequency tables, frequency distribution, summarization and interpretation, descriptive analysis, and the Product-Moment correlation formula. The results show that the leadership style implemented by the head of the Department of Education and Culture of West Seram Regency falls into the "good" category, with a 87.27 percent level. Employee performance at the same institution is categorized as high, with an 84.89% level. In addition, the study found a relationship between leadership style and employee performance at the Department of Education and Culture of West Seram Regency, as the calculated r-value (0.918) exceeds the table r-value (0.288). Therefore, it is concluded that leadership style influences employee performance at the Department of Education and Culture of West Seram Regency, with a very high level of influence.



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How to cite this article:

Hehanusa, A., Sahetapy, P., & Ufie, J. A. (2026). The Influence of Leadership on Employee Performance At the Education and Culture Office, West Seram Regency. *Journal of Government Science Studies*, 5(1), 95-109. <https://doi.org/10.66254/jgssvol5issue1page95-109>

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Journal homepage: <https://ojs3.unpatti.ac.id/index.php/jgss/>

Journal e-mail: jurnaljgssunpatti@gmail.com

Research Article · **Open Access**

INTRODUCTION

An organization is a platform for people to gather and collaborate to achieve common goals. In an organization, there must be a hierarchy of leaders and subordinates. Therefore, it is necessary to have high-quality human resources to serve as leaders and subordinates. Sudarsono (2006) states that human resources are potential personnel and cannot be separated from the organization or work unit (Sudarsono, 2006). Organizations must be able to promptly respond to changes to remain viable in the face of threats, challenges, obstacles, and disruptions that constantly arise (Muchlas, 2005). Global changes result in organizations facing demands that require a shift in mindset, especially in organizational development, which must be supported by high-quality human resources capable of responding to change and adapting to it.

As an institution, in this case, the Department of Education and Culture of West Seram, which plays a role in developing human resources expected to keep up with future developments and to create quality individuals who are responsive to changes and the demands of development and technology, because it can provide the best services for teachers in the learning process.

Thus, a leader's role in influencing subordinates is very important for the organization's progress. According to Koesmono (2007), a leader is necessary to guide an organization toward its established goals. Leaders often use specific leadership styles to influence their subordinates' performance. Leadership style is the behavior a leader uses to influence others. As stated by Nawawi (2004), leadership is the ability or intelligence to encourage a number of people (two or more) to work together in carrying out activities directed toward a common goal. Leadership is the way a leader influences subordinates' behavior so that they are willing to cooperate and work productively to achieve the organization's goals (Nawawi, 2004). According to Kreitner and Kinicki (2005), leadership is a social influence process in which a leader seeks voluntary participation from subordinates to achieve organizational goals (Kinicki, 2005). Thus, leadership is a process where one person influences others to become subordinates in achieving common goals. From this definition, it is evident that leadership is an important part of management, where a leader must be able to create harmonious integration with their subordinates, including fostering cooperation, directing and encouraging subordinates' work enthusiasm, influencing and shaping individual and group attitudes and behaviors, thereby forming the leadership style that the leader applies. A leader's behavior influences a unique understanding that affects subordinates' psychological condition; some subordinates observe, watch, and imitate their leader's behavior, as demonstrated in how they carry out their work in line with their expectations. According to House (2007), there are four types of Path-Goal leadership classifications: directive, supportive, participative, and task-oriented (Robbins, 2007). Various leadership styles can be used by a leader to influence and motivate their subordinates, thereby improving their performance in carrying out their tasks.

If the leader's leadership behavior is perceived as expected by subordinates, it will have a positive influence on employee performance. Conversely, if the leader's leadership behavior is perceived as not meeting expectations, it will negatively impact employee performance. Performance is the level of achievement of results from the execution of specific tasks. In the context of leadership, an employee's performance within an organization is crucial for achieving personal accomplishments and for the organization's success. As stated by Ansory, Fadjar, and Idrasari (2018), performance is the result of the quantity and quality of work an employee achieves in carrying out their duties according to the responsibilities assigned to them (Idrasari, 2018). Therefore, how to develop, maintain, and improve employee performance is one of the factors that necessitate professional employee capabilities in carrying out their duties (Martel in Gibson, 2006). Constraints that need to be addressed to address the changes or issues mentioned above, as well as to achieve good employee performance, can at least be influenced by several factors that the organization should consider, including leadership factors (Gibson, 2006).

Leadership has a significant influence on the performance of the apparatus, which, in turn, determines the organization's performance. In any organization, regardless of its size, it certainly requires a leader who can lead and manage it well. Therefore, a good leader can serve as a role model for their subordinates in their work, while also fostering motivation and a positive work spirit within the organization. A leader within a formal organization, such as the Department of Education and Culture of West Seram, must not only be obeyed by their subordinates but also demonstrate outstanding achievements to strengthen their subordinates' obedience. This additional potential can take the form of personal authority, knowledge, or skills, especially those related to their field of duty, often referred to as managerial skills. The application of power, authority, and managerial skills will be reflected in the leadership behavior or managerial style perceived by subordinates. Thus, the behavior reflected in this managerial style can transform employee performance, as stated by Siagian (2004), that performance in any form is a consequence of the overall leadership behavior and managerial style often used by top managers in the public organization hierarchy (Siagian, 2004). Leadership and managerial style factors significantly influence organizational performance, so to improve performance, leaders are required to develop and direct the potential of their subordinates within their environments, each with a different leadership style.

In this regard, leadership style is a way a leader uses to influence others' behavior. Each of these styles has its own advantages and disadvantages. A leader will use a leadership style that aligns with their abilities and personality. Leaders benefit from leadership styles, which are behavioral norms used by leaders to influence others' behavior. A leader's success in achieving effective performance depends on their leadership style. Good performance can only be achieved by adapting the situation to fit the leader. Effective leadership depends on several specific factors. There is no effective leadership for every situation or circumstance. Situational or contextual factors that influence leadership include the state of followers, group tasks, organizational norms, and the organizational environment. These factors determine the leadership style a leader must use to make their leadership effective, because there is no best way to influence others, and the leadership style that should be used by a leader depends on people's readiness to be influenced by the leader. Fidler and Chemers, as cited in Wirawan (2009), state that leaders can enhance their leadership effectiveness by adapting the situation to their leadership style. There are three situational factors that influence the effectiveness of leadership, namely: (a) the quality of the leader-subordinate relationship, (b) the leader's positional power, and (c) the degree of task structure. If these three factors exist in the leader's leadership, their leadership is effective. Leadership is not considered good or bad; rather, it is effective in some situations and ineffective in others (Wirawan, 2009).

Research on the influence of leadership on employee performance in the public sector has been extensively conducted across central and regional government agencies. These studies generally affirm that leadership is positively associated with improvements in discipline, motivation, and work productivity. However, most research still focuses on large organizations in urban areas, while studies on regional government agencies in island and developing areas remain relatively limited. However, the characteristics of bureaucracy and geographical challenges can affect the effectiveness of leadership within organizations. As stated by Kartono (2003), a leader is a group member who has the most influence on the group's activities and plays an important role in formulating or achieving the group's goals (Kartono, 2003). Meanwhile, according to Kanzes et al. (2004), a leader is a pioneer, someone who is willing to step into unknown situations (Kanzes et al., 2004). A leader is a member of a group who is assigned a specific position and expected to act in accordance with it (Rivai, 2014). According to Sudriamunawar (2006), a leader is someone who possesses certain skills that can influence their followers to cooperate toward achieving predetermined goals (Sudriamunawar, 2006).

Moreover, previous research tends to emphasize certain leadership styles, such as transformational or transactional, without contextually examining how leadership practices are carried out within the regional bureaucratic structure. In the context of the Education and Culture Office of West Seram Regency, organizational dynamics, work culture, and resource limitations require an adaptive and responsive leadership approach. Therefore, there is still a research gap regarding how leadership empirically affects employee performance in educational institutions in island regions, particularly in the West Seram Regency. This research aims to fill that gap by providing field-based analysis of the relationship between leadership and employee performance in a contextual manner.

In this regard, the development and progress of employees' work within the organization greatly depend on the leader's ability to apply an effective leadership style, which can drive employee performance as expected. This becomes a primary focus in building the organization's existence as a process of performance development. Especially for employees, it is very important to understand that low employee performance is partly caused by factors and a leader's leadership style within their organization. Similarly, the reality for employees at the Department of Education and Culture of West Seram is that what subordinates expect from their leaders' leadership often does not align with the reality they encounter. In addition, it is common to find that some employees are not innovative, creative, responsive, or motivated, although others show the opposite. This cannot be separated from the behavior or leadership style of their leaders, which either shows positive or negative support in understanding subordinates' character before directing them toward a task.

METHOD

The research design essentially depicts the methods a researcher uses to achieve the study objectives; in other words, it is a logical plan for testing the hypothesis. By examining the research design, the study's direction and objectives, and the type of research, the direction and objectives of the study can be determined. This research is conducted within the positivistic paradigm, which views the researcher as an objective observer of events in this world, with no influence on them. This perspective believes that if a phenomenon exists, then it is quantifiable and measurable.

This research is descriptive in nature, using survey research, meaning not all of the population is sampled, and it is conducted to observe the variables that influence performance using a quantitative approach. Statistical analysis is used to analyze the intercorrelation between leadership style and employee performance. The determination of the research location is intended to further narrow the scope of the discussion and, at the same time, sharpen the social phenomena to be studied, namely the factors that can influence the performance of the employees to be observed. In addition, the research location will be selected based on several factors, such as the researcher's accessibility to their residence, available time, data support, and ease of obtaining data at the research location.

The research on leadership style and employee performance was conducted at the Education and Culture Office of West Seram Regency, with several key factors underpinning the study. Besides being oriented toward the observed phenomena or symptoms, the researcher is also an internal part of the organization, which is expected to facilitate the data collection needed for this study.

This research consists of two research variables, namely leadership style as the independent variable and employee performance as the dependent variable: (1). Leadership style is a method used by a leader to influence, direct, encourage, and control others in achieving an organizational goal. The measurement indicators are the relationship between superiors and subordinates, task structure, and positional authority. (2) Employee performance is the effective display of work to achieve goals. The measurement indicators are quality, quantity, timeliness, effectiveness, and independence. (3). Population, according to Sugiyono (2002), is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by the researcher to be studied and then drawn conclusions (Sugiyono, 2002).

Meanwhile, a sample is a portion of the population's quantity and characteristics. The sample was taken with the understanding that the population is too large and that it is not feasible to sample the entire population due to limitations in funds, manpower, and time. The population in this study comprises employees of the Education and Culture Office of West Seram Regency, totaling 47 individuals. The sampling technique used is non-probability sampling, specifically a census (saturation), meaning that all 47 employees are taken as respondents in this study. To determine the influence of leadership style on employee performance at the Education and Culture Office of West Seram Regency, both variables were presented in frequency and percentage tables. The leadership style variable (X) was measured using the categories good, fairly good, poor, and very poor. Meanwhile, the employee performance variable (Y) was measured on a scale of high, fairly high, low, and very low.

RESULTS AND DISCUSSION

Description of Leadership Style

Descriptive analysis is intended to understand the picture of leadership style at the Education and Culture Office of West Seram Regency. The data presented in this study are the scores from the research questionnaire on the leadership style variable. In the leadership style variable, there are three indicators: 1) The relationship between leaders and subordinates, 2) Task structure, and 3) Authority of position. For more clarity, please refer to Table 1.

Table 1: Summary of Data Analysis for Leadership Style/Indicator Variables

No	Indicator	N	N	%	Category
1	The relationship between leaders and subordinates	688	752	91,48	Good
2	Task structure	637	752	84,7	Good
3	Authority of position	644	752	85,63	Good
Amount		1969	2256	87,27	Good

Source: Data Processing Results, 2025

Next, the three indicators of the leadership style variable will be explained as follows:

1. The relationship between leaders and subordinates

The relationship between leaders and subordinates, the quality of the relationship that occurs between superiors and subordinates, the attitude of subordinates toward the personality, character, and competence of superiors. The relationship between leaders and subordinates serves as an indicator of the leadership style variable, which falls into the good category with a percentage of 91.48%. The data processing results align with the interview conducted with Mrs. N.T. on September 11, 2025, as the Head of the Curriculum and Assessment Section in the Basic Education Sector, who stated that the relationship between our superiors and subordinates is well-established, our superiors always provide guidance and build intensive communication, and there is rarely, if ever, any rude or authoritarian behavior exhibited by our superiors.

2. Task structure

The task structure in question refers to the work situation, whether tasks have been organized into clear patterns or not. The task structure serves as an indicator of the leadership style variable, which falls into the good category with a percentage of 84.7%. The data processing results align with the interview conducted with Mr. A.L. on September 12, 2025, as the Head of the Basic Education Division, who stated that our superior acts as the main director responsible for achieving goals and strategic policies. Each structure is designed by the superior so that every part of the service has a clear division of roles, functions, and responsibilities. This is done to prevent overlapping tasks or functional vacancies.

3. Authority of position

Position authority is the ability of a person, derived from their position or role within an organizational structure, to formally influence, direct, and obtain compliance from others. Position authority serves as an indicator of the leadership style variable, categorized as good with a percentage of 85.63%. The data processing results align with the interview conducted with Mrs. A.T. on September 16, 2025, as the Administration of Facilities and Infrastructure, who stated that our superior possesses formal legitimacy recognized by rules and the bureaucratic system, and that we, as subordinates, always comply with their directives and decisions. Our superior always maintains a balance between formal authority and an ethical personality, so we feel comfortable following all their instructions.

Based on the analysis of the leadership style variable (X) data as shown in the table above, it falls into the good category with a percentage level of 87.27 percent.

Employee Performance Description

Descriptive analysis is intended to determine the performance of employees at the Education and Culture Office of West Seram Regency. The data presented in this study are the results obtained from the research questionnaire scores related to employee performance variables. The employee performance variable indicators consist of three, namely: 1) quantity; 2) quality; 3) timeliness; 4) effectiveness; 5) independence. For more clarity, please refer to Table 2:

Table 2: Summary of Employee Performance Variable/Indicator Data Analysis

No	Indikator	N	N	%	Category
1	Quality	494	564	87,58	High
2	Quantity	473	564	83,86	High
3	Punctuality	462	564	82,09	High
4	Effectiveness	503	564	89,19	High
5	Independence	462	564	82,09	High
Amount		2394	2820	84,89	High

Source: Data Processing Results, 2025

Next, the five indicators of the employe performance variable will be explained as follows:

1) Quality

Quality is the level at which the results of an activity approach perfection in the sense of aligning with several ideal methods of activity performance or meeting the expected goals of an activity. Work quality is an indicator that the employe performance variable falls into the high category with a percentage of 87.58 percent. The data processing results are in line with the interview conducted with Mr. S.K. on September 16, 2025, as the Sub-Coordinator of the History and Tradition Substance in the Cultural Field of Cultural Companions, who stated that "the employes can complete their work according to the standards set by the department."

2) Quantity

The amount of work results according to the available working hours, where the focus is not on routine results but on how quickly the work can be completed. Work quantity is an indicator of employe performance variables that falls into the high category with a percentage of 83.86 percent. The data processing results are in line with the interview conducted with Mrs. Y.A on September 17, 2025, as the Sub-Coordinator of Arts in the Cultural Field of Cultural Promoters, who stated that "the employes are able to achieve the work targets set by the Education and Culture Office of the West Seram Regency."

3) Punctuality

Referring to task completion and the allowed time. Timeliness of work is an indicator of employe performance variables categorized as high, with a percentage of 82.09 percent. The data processing results are in line with the interview conducted with Mrs. S.P on September 18, 2025, as the Head of the General and Personnel Subsection, who stated that "the employes are able to complete their work on time."

4) Effectiveness

The intended effectiveness is the level of organizational human resource utilization maximized with the aim of increasing profits or reducing losses from each unit in resource usage. Effectiveness is an indicator of employe performance variables categorized as high at 89.09 percent. The processed data results align with the interview conducted with Mr. F.P., on

September 22, 2025, as the Head of the Student Affairs and Character Development Section for Early Childhood Education and Non-Formal Education, who stated that "the employes are able to carry out their duties and responsibilities at the Department of Education and Culture of West Seram Regency according to the specified targets and standards, one example being the service related to school needs or optimal public service that is executed and completed within the specified time frame."

5) Independence

Independence is the level at which an employe can perform their job functions without seeking guidance from a supervisor or requiring the supervisor's intervention to avoid detrimental outcomes. Independence is an indicator of the employe performance variable in the high category at 82.09 percent. The data processing results are in line with the interview results with Mrs. N.A on September 22, 2025, as the Head of the Student Participation and Character Development Section for Basic Education, who stated that "each employe is capable and responsible for their respective duties and functions, and this is done and accounted for without harming anyone."

Based on the data analysis results as shown in the table above, the Employe Performance variable (Y) is in the high category with a percentage rate of 84.89 percent.

Statistical Analysis

Data Normality Test

To conduct further data analysis, a normality test of the data is first carried out as a requirement for hypothesis testing. The normality test of the data is intended to determine the normality of the data regarding leadership style and employe performance at the Education and Culture Office of West Seram Regency.

The testing criterion used is by comparing the calculated chi-square value with the table chi-square value. The condition is that if the calculated chi-square value is less than or equal to the table chi-square value ($X^2_{hitung} \leq X^2_{tabel}$), then the data is declared to be normally distributed. Conversely, if this is not the case, the data is declared to be not normally distributed. The results of the data normality can be seen in Table 3, as follows:

Table 3: Summary of Data Normality Test Results with Sig.5%

No	Variable	X^2_{hitung}	X^2_{tabel}	Dk	Ket
1	Leadership Style	17,638	22,362	13	Normal
2	Employe Performance	14,064	22,362	13	Normal

Source: Statistical Analysis Results Thru SPSS 16.0 Program

Based on the analysis of the normality test of the data in the table above, it is known that the leadership style variable is declared normally distributed, as it meets the requirement that the X^2_{hitung} value (17.638) is smaller than the X^2_{tabel} with 13 degrees of freedom, which is 22.362. Similarly, the Employe Performance variable is declared normally distributed, as it

meets the requirement that the X_{2h} value (14.064) is smaller than the X_{2t} with 13 degrees of freedom, which is 22.368.

Product Moment Correlation Test

The product moment correlation test is intended to determine whether there is a relationship between leadership style and the performance of employees at the Education and Culture Office of West Seram Regency. The formula used by Sugyono (1997) is as follows:

$$r_{xy} = \frac{n \sum X_i Y_i - (\sum X_i) (\sum Y_i)}{\sqrt{\{n \sum X_i^2 - (\sum X_i)^2\} \{n \sum Y_i^2 - (\sum Y_i)^2\}}}$$

$$r_{xy} = \frac{47 (81463) - (2394)(1969)}{\sqrt{\{47(79996 - (2394)^2)\} \{47(83055 - (1969)^2)\}}}$$

$$r_{xy} = \frac{(3828761) - (3804108)}{\sqrt{\{3759812 - (3732624)\} \{(3903585 - (3876961))\}}}$$

$$r_{xy} = \frac{24653}{\sqrt{\{27188\} \{26624\}}}$$

$$r_{xy} = \frac{24653}{\sqrt{723853312}}$$

$$r_{xy} = \frac{24653}{26904,52}$$

$$r_{xy} = 0,918$$

For further clarity, the results of the product moment analysis can be seen in Table 4 below:

Table 4: Summary of Product Moment Correlation Test Results with Sig.5%

Modelo	R	R Square	Adjusted Square	R	Std. Error the Estimate
1	.918 ^a	.843 ^a	839 ^a		1.40656

Source: Statistical Analysis Results Thru SPSS 16.0 Program

Based on the results of the product moment correlation analysis, an r-value of 0.918 was obtained, indicating a very strong relationship. Next, to test the significance of the relationship, which determines whether the found relationship applies to the entire population, its significance needs to be tested. Whether the results of the product moment correlation analysis are significant or not, the r-count is compared with the r-table at a 5% significance level and respondents (N) = 47, resulting in an r-table of 0.288. Based on the product moment correlation analysis, it is stated that there is a relationship between leadership style and the performance of employees at the Department of Education and Culture of West Seram Regency. This is because the r-count (0.918) is greater than the r-table (0.288), thus H_0 is rejected and H_a is accepted.

Simple Linear Regression Analysis

The purpose of using simple linear regression analysis is to test the hypothesis in this study, namely: it is suspected that there is a significant influence of leadership style on the performance of employees at the Education and Culture Office of West Seram Regency. For more clarity, please refer to Table 5 below.

Table 5: Summary of Simple Linear Regression Analysis Results

Variable	B	F _{hitung}	Sig.	T _{hitung}	Sig.
Kostanta	4,549	241,326	0,000	1,885	0,066
Leadership Style	908			15,535	0,000

Source: Statistical Analysis Results Thru SPSS 16.0 Program

Based on the simple linear regression analysis in the table, the regression equation analysis obtained values of $\alpha = 4.549$ and $\beta = 908$, resulting in the following regression equation:

$$\hat{Y} = 4,549 + 908 X$$

With a constant of 4.549, it is stated that if there is no influence of leadership style, then employee performance is 4.549. The regression coefficient is 908, indicating that for every increase (due to the positive sign) in leadership style, employee performance will increase by 908. Because the regression coefficient is positive (+), it can be said that Leadership Style (X) has a positive effect on Employee Performance (Y). Meanwhile, to determine whether the regression coefficient is significant or not (in the sense that variable X affects variable Y), we can conduct a hypothesis test by comparing the significant (sig) value with the probability of 0.05 or by comparing the t-statistic value with the t-table value.

The basis for decision-making in regression analysis by looking at the significance (sig) value from the SPSS output is as follows: if the significance (sig) value is less than (<) the probability of 0.05, it means that there is an influence of Leadership Style (X) on Employee Performance (Y). Conversely, if the significance value is greater than (>) the probability of 0.05, it means that there is no influence of Leadership Style (X) on Employee Performance (Y). Based on the SPSS output above, the significance (sig) value is 0.000, which is less than (<) the probability of 0.05. Thus, it can be concluded that H_0 is rejected and H_a is accepted, which

means that "There is an Influence of Leadership Style on the Performance of Employes at the Education and Culture Office of West Seram Regency."

This hypothesis test is often referred to as the t-test, where the basis for decision-making in the t-test is: if the t-count value is greater ($>$) than the t-table value, then there is an influence of Leadership Style (X) on Employee Performance (Y). Conversely, if the t-count value is less ($<$) than the t-table value, then there is no influence of Leadership Style (X) on Employee Performance (Y).

Based on the output above, the t-count value is known to be 15.538. Since the t-statistic value is already known, the next step is to find the t-table value. The formula for finding the t-table value is as follows: ($df = n-k$). Thus, from the available data, the value of df can be obtained as $47-2= 45$. Therefore, the value of $df = 45$. The calculation using the t-distribution percentage point table shows that the t-table value for a two-tailed test with 47 data points and a significance level of 0.025 is 2.014. Since the calculated t-value of 15.538 is greater ($>$) than 2.014, it can be concluded that H_0 is rejected and H_a is accepted, which means that "There is an Influence of Leadership Style (X) on Employee Performance (Y) at the Education and Culture Office of West Seram Regency."

Discussion Leadership Style Leadership

Style greatly influences a leader's success in influencing their subordinates. Based on the research results, the leadership style applied by the head of the Education and Culture Office of West Seram Regency falls into the good category with a percentage level of 87.27 percent. This is viewed from the indicators of 1) the relationship between leaders and subordinates, 2) task structure, 3) positional authority.

Employee

Performance Performance is essentially the result of work in terms of quantity, quality, and timeliness achieved by an employe in carrying out their duties according to the responsibilities assigned to them. The research results show that the performance of employes at the Department of Education and Culture of West Seram Regency is in the high category with a percentage rate of 84.89 percent. This, viewed from the indicators 1) quantity; 2) quality; 3) punctuality; 4) effectiveness; 5) independence.

The Influence of Leadership Style on Employee Performance

Based on the product moment correlation test analysis, it is stated that there is a relationship between Leadership Style and Employee Performance at the Education and Culture Office of West Seram Regency. Since the calculated r (0.918) is greater than the table r (0.288), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that the proposed hypothesis, "there is an influence of Leadership Style on the performance of employes at the Education and Culture Office of West Seram Regency," is accepted with a very high level of influence.

Overall, the leadership style implemented by the Head of the Education and Culture Office of West Seram Regency is effective in improving employe performance. The choice of leadership style applied has a significant impact on enhancing employe performance. The Head of the Education and Culture Office of West Seram Regency, who adopts a leadership style, tends

to set a good example for the employees, become an inspiration, and interact directly with the employees regarding their tasks and work.

Research findings indicate that leadership has a positive and significant impact on employee performance at the Education and Culture Office of West Seram Regency. Based on the results of simple linear regression analysis, the leadership variable significantly contributes to improving the quality and quantity of employee work. Leadership indicators such as communication skills, decisiveness in decision-making, and the provision of motivation have been proven to correlate with increased employee discipline and responsibility. Employees who feel they receive clear direction from their leaders tend to have a better understanding of their tasks and are able to complete their work on time. In addition, leadership that is open to feedback and criticism also creates a conducive work atmosphere. This has resulted in increased coordination between fields and a reduction in administrative errors. Thus, the effectiveness of leadership becomes a strategic factor in supporting the achievement of organizational targets and the improvement of public service quality in the fields of education and culture.

The second finding shows that the motivational dimension in leadership has the most dominant influence on improving employee performance. Leaders who actively provide appreciation, whether in the form of verbal praise or formal recognition, are able to enhance employee morale and loyalty. Employees feel appreciated for their contributions, which fosters a commitment to work more optimally. Furthermore, a participative leadership style also encourages employees to engage in the decision-making process, particularly in program planning and resolving technical issues in the field. This involvement increases the sense of belonging to the organization and strengthens teamwork. However, the research also found that there are still obstacles in the aspects of supervision and performance evaluation that have not been conducted consistently. This indicates that although the leadership has been quite effective, strengthening the internal control system is necessary so that employee performance can continue to be improved sustainably.

The third finding reveals that organizational communication factors serve as the main bridge between leadership and employee performance. Effective communication, whether through regular meetings, briefings, or informal coordination, plays a role in clarifying task distribution and minimizing miscommunication between work units. Leaders who are responsive to employee issues can also create harmonious and trusting working relationships. This condition impacts the increase in job satisfaction and the decrease in the level of internal conflict. However, the research also found that in certain situations, geographical barriers and limited supporting facilities still affect the speed of information delivery. Therefore, innovation in technology-based communication systems is needed to support the effectiveness of leadership. Overall, the results of this study affirm that communicative, participative, and motivational leadership are the key factors in improving employee performance within the Education and Culture Office of West Seram Regency.

CONCLUSION

Based on the research results regarding the influence of Leadership Style on Employee Performance at the Education and Culture Office of West Seram Regency, the following conclusions can be drawn: (1). The Leadership Style (X) of the Education and Culture Office of West Seram Regency is categorized as good with a percentage level of 87.27 percent. This is reviewed from the indicators of leadership style: the relationship between leaders and subordinates, task structure, and positional authority. (2). Generally, the Employee Performance

(Y) of the Education and Culture Office of West Seram Regency is categorized as high with a percentage level of 84.89 percent. This is reviewed from the indicators of quantity, quality, timeliness, effectiveness, and independence. (3). The results of the data analysis indicate that there is an influence of Leadership Style on the Performance of Employees at the Department of Education and Culture of West Seram Regency, with a level of influence categorized as very strong, as evidenced by a correlation coefficient of 0.918.

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