

# THE EFFECT OF LEADERSHIP STYLE ON THE PERFORMANCE OF CIVIL SERVANTS IN THE JAMBI PROVINCIAL DEPARTMENT OF CULTURE AND TOURISM

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## ABSTRACT

Enhancing staff performance is mostly dependent on leadership. The motivation, discipline, and productivity of public servants can be impacted by the different leadership styles that leaders employ. It is believed that varying leadership styles are connected to the phenomena of disparities in performance outcomes between work units. This study uses a proportionate stratified random sample technique with 51 respondents to ascertain the degree to which leadership style affects the performance of public servants (PNS) at the Jambi Province Cultural Office. Descriptive statistics and hypothesis testing were used in the data analysis process. In these institutions, as evidenced by the study's findings that it contributes 65.8% to public servant performance. Other factors outside the purview of 34.2%.

Keywords: Leadership Style, Civil Servant Performance, Department of Culture and Tourism

## ABSTRAK

Peningkatan kinerja pegawai sebagian besar bergantung pada kepemimpinan. Motivasi, disiplin, dan produktivitas pegawai negeri sipil dapat dipengaruhi oleh gaya kepemimpinan yang diterapkan oleh para pemimpin. Diperkirakan bahwa perbedaan gaya kepemimpinan terkait dengan fenomena ketidakmerataan hasil kinerja antara unit kerja. Studi ini menggunakan teknik proportionate stratified random dengan 51 responden untuk menentukan sejauh mana gaya kepemimpinan mempengaruhi kinerja pegawai negeri (PNS) di Kantor Kebudayaan Provinsi Jambi. Analisis data dilakukan dengan menggunakan statistik deskriptif dan pengujian hipotesis. Hasil penelitian menunjukkan bahwa gaya kepemimpinan berkontribusi sebesar 65,8% terhadap kinerja pegawai negeri sipil. Faktor lain di luar lingkup kepemimpinan berkontribusi sebesar 34,2%.

Kata Kunci : Gaya Kepemimpinan, Kinerja Pegawai Negeri sipil, Dinas Kebudayaan dan Pariwisata

## Introduction

The tourism sector has great potential to drive a country's economic growth. Through tourism development, a region can increase its own revenue, create new job opportunities, and introduce its cultural and natural wealth to the world. The Culture and Tourism Office (Disbudpar) is an agency whose main task and responsibility is to manage and promote the regional culture and tourism sector, including the Jambi Province Culture and Tourism Office. The success or failure of an set goals its performance (Amalia et al., 2021). The effectiveness of this organization's staff in carrying out its policies and activities is a major factor in its success.

Performance is the execution of an individual's necessary functions and competencies (Sabuhari et al. 2020; Guterresa et al. 2020). Actions, accomplishments, and general skill displays are performance outcomes (Haerani et al. 2020; Astuti et al. 2020; Arifin & Putra, 2020;

Saputro, et al., 2020). Performance, according to Wigati (2025), is the degree to which a person or group of individuals is successful in fulfilling their obligations and responsibilities as well as their capacity to meet predefined criteria and objectives. Employees must therefore perform well and at their best since they are the ones carrying out their obligations and responsibilities. One important element that significantly affects worker performance is leadership. Pamudji (2020) states that leadership is an “art” of aligning the mindsets of employees to work collectively to achieve common goals. Effective leadership is also influenced by leadership style. Leadership style reflects the way a leader carries out their managerial role and interacts with the people under their responsibility (Falestin & Puteri, 2025).

According to Prasetyo in Badu (2017:33), leadership style is the method used in the leadership process and is reflected in the leader's attitude to influence others to act in accordance with their expectations. An effective leadership style can increase employee motivation, discipline, and productivity, while an ineffective style can lead to low employee participation, decreased performance, and suboptimal organizational achievement.

In carrying out its main duties, this agency still encounters several obstacles, namely the suboptimal performance of its employees, as evidenced by low employee attendance rates.

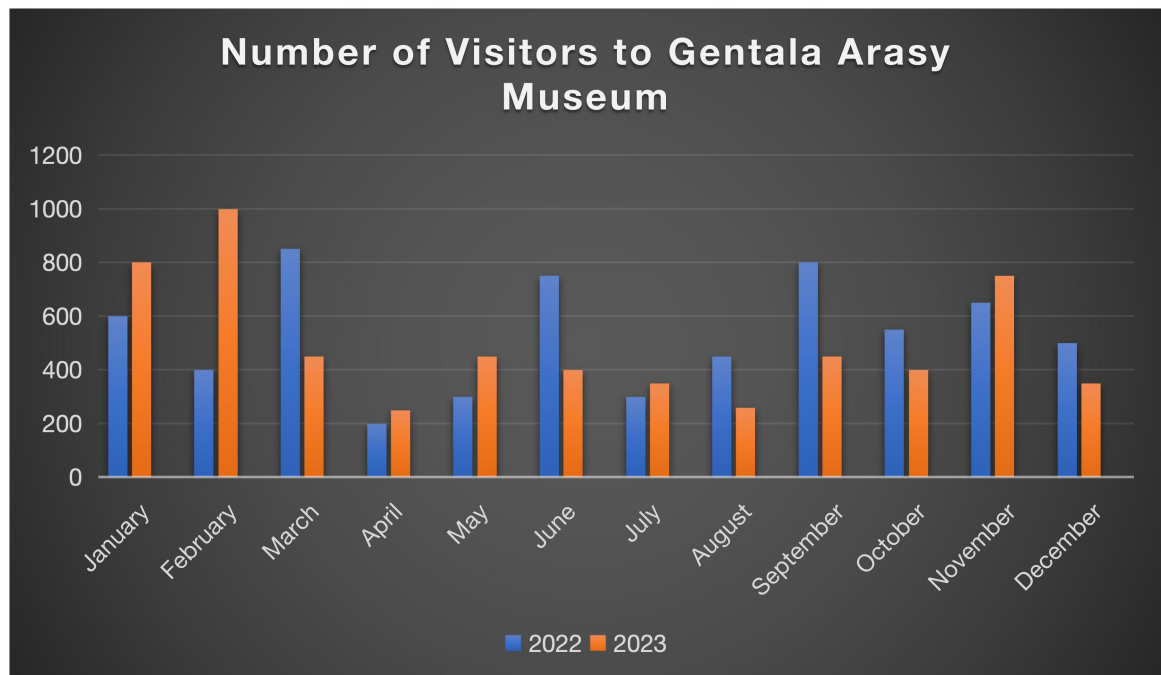
**Table 1.**  
**Percentage of Civil Servant Attendance**

No.	Month	Late Arrival	Early Departure	On Time
1	January	9,08%	5,51%	85,41%
2	February	10,66%	7,55%	81,79%
3	March	5,18%	7,14%	87,68%
4	April	9,34%	8,21%	82,45%
5	May	7,14%	6,08%	86,78%
6	June	7,48%	8,64%	83,88%
7	July	6,99%	7,63%	85,33%
8	August	9,05%	8,23%	82,72%
9	September	8,67%	8,45%	82,88%

Source: Data from the Personnel Subdivision, 2024

The Jambi Province Culture and Tourism Office employees' attendance over the last nine months of 2024 is shown in the above table. This indicates that some employees continue to arrive late, meaning they arrive after the morning roll call and depart early from their scheduled working hours. This phenomenon indicates that employee performance has not reached the expected level and that improvement efforts are needed. This suboptimal performance also affects the community it serves. Limited ability to boost public interest in touring the province's museums is another barrier. The following graph summarizes the number of people who visited museums.

**Figure 1.**  
**Recapitulation of Museum Visits in 2022-2023**



Source: LKjIP Jambi Province Culture and Tourism Office 2023

From the image above, it can be seen that there was a decline in museum visits in several months in 2023 compared to the previous year. Several factors contributing to the low number of museum visits include a lack of activities to support visitor numbers. Another factor is the low level of public interest in repeat visits. As is the case with the Gentala Arasy Museum, the number of collections is still small and not very diverse. This situation poses a major challenge for the Head improving employee performance to encourage innovation and motivate staff.

Various leadership style, both in private and public sectors. Among others, Suprihatin, (2023) state democratic leadership style impact employee performance in Bunguran Timur Laut District, with a strong effect. Additionally, another study by Yanti (2022) indicates, as other factors such as organizational culture and employee competence also play a role. varying findings still, this distinguishes the research to be conducted by the researcher. is measure level influence of civil servants Culture and Tourism (Disbudpar) of Jambi Province.

## Research Methods

Leadership style government servants at Jambi Province Culture Tourism Office using a quantitative methodology and survey method. This approach was chosen because it provides an opportunity objectively and structurally. The research period was from 2024 to 2025. The population studied consisted of 104 civil servants working in the agency. method Additionally, to increase the effectiveness of the selection, size. (Umar in Insan, 2017:83).

$$\text{Sample: } n = \frac{N}{1+N \cdot (e)^2}$$

The study's sample size was rounded up to 51 samples based on the computations. To ascertain the connection between leadership style and worker performance, the gathered data was subsequently examined using descriptive statistics and hypothesis testing. Used to collect data.

Six indicators were used to measure the two main components of the research instrument: (1) decision-making ability; (2) motivational ability; (3) communication ability; (4) ability to control subordinates; (5) responsibility; and (6) ability to control emotions (Kartono in Wasiman, 2021:18). According to Mathis and Jackson in Widyaningrum (2019:41), performance metrics include (1) quality, (2) quantity, (3) timeliness, (4) effectiveness, and (5) attendance. Questionnaire was given to respondents directly and through Google Forms to facilitate data collection.

Before performing linear regression analysis to determine used validity and descriptive statistical analysis to explain respondent characteristics and answer distribution. The substantial influence between the research variables was ascertained using the analysis's findings. The research approach was created to be easily copied by other researchers who want to investigate related subjects in other settings.

## Results and Discussion

Investigate affects civil servants' (PNS) performance at results show that employee performance is significantly impacted by leadership style.

### 1. Respondent Characteristics

Proportion women and men in a particular field of work clearly affects the effectiveness of service delivery. The following is an overview of:

**Table 2.**  
**Gender of Respondents**

Gender	Frequency	Percentage (%)
Male	24	47,05%
Female	27	52,95%
<b>Total</b>	<b>51</b>	<b>100%</b>

Source: Data processed by researchers, 2025

Table 2 shows that there were 27 females (52.95%) and 24 males (47.05%) among the respondents. The majority of responders were female, according to this statistics. Furthermore, class III comprised 39 individuals, or 76.48% of all respondents, according to the distribution of respondents by class. There were 8 respondents in group IV, equivalent to 15.68%, while there were 4 respondents in group II, or 7.84% respondents. 51 respondents with percentage 100%. This data illustrates the dominance of respondents in group III compared to other groups. The table group detail as follows:

**Table 3.**  
**Respondent Groups**

Class	Frequency	Percentage (%)
II	4	7,84%
III	39	76,48%
IV	8	15,68%
<b>Total</b>	<b>51</b>	<b>100%</b>

Source: Data processed by researchers, 2025

## 2. Instrument Test Results

Before regression analysis is performed, the quality of the research instruments must first be ensured.

### Validity Test Results

Using Pearson Product Moment technique, the validity test sought to determine whether the questionnaire was appropriate. 51 respondents participated in the test, and if the r-count number was higher than the table r value, the questionnaire was deemed genuine.

**Table 4.**  
**Leadership Style Validity Test**

<b>Question number</b>	<b>r-count</b>	<b>r-table</b>	<b>Status</b>
X1	0,642	0,2329	VALID
X2	0,795	0,2329	VALID
X3	0,796	0,2329	VALID
X4	0,660	0,2329	VALID
X5	0,800	0,2329	VALID
X6	0,815	0,2329	VALID
X7	0,753	0,2329	VALID
X8	0,756	0,2329	VALID
X9	0,558	0,2329	VALID
X10	0,842	0,2329	VALID
X11	0,828	0,2329	VALID
X12	0,759	0,2329	VALID

Source: SPS Version 29 Output Results

**Table 5.**  
**Results of Validity Test of Civil Servant Performance Variables**

<b>Question number</b>	<b>r-count</b>	<b>r-table</b>	<b>Status</b>
Y1	0,755	0,2329	VALID
Y2	0,722	0,2329	VALID
Y3	0,815	0,2329	VALID
Y4	0,756	0,2329	VALID
Y5	0,686	0,2329	VALID
Y6	0,751	0,2329	VALID
Y7	0,829	0,2329	VALID
Y8	0,856	0,2329	VALID
Y9	0,788	0,2329	VALID
Y10	0,482	0,2329	VALID

Source: SPS Version 29 Output Results

From Tables 4 and 5, questions considered higher rtabel value. The rtabel value itself is 0.2329. Thus, this questionnaire meets the validity requirements and can be used in the next stage.

### Reliability Test Results

The test make sure there are no errors in the variables being assessed and that the results are consistent when retested. Arikunto (2010:164) states that if an instrument's is more than 0.60, it is deemed reliable. Reliability test results for this study were 0.928 and 0.909. Because the achieved is minimum criterion, the questionnaire is deemed reliable. A more detailed explanation.

**Table 6.**  
**Reliability Test Results**

<b>Variables</b>	<b><i>Cronbach's Alpha</i></b>	<b><i>N of items</i></b>
Leadership Style	0,928	12
Civil Servant Performance	0,909	10

Source: SPS Version 29 Output Results

### Descriptive Statistics

The Jambi Province Culture and Tourism Office employed 51 civil servants as respondents (N), according to descriptive statistical analysis. Each variable will be explained in more detail according to the data listed in the following table:

#### 1. Leadership Style (X)

Show mean is 49.1569, 8.26407, 26.00, 60.00. The leadership style variable's mean and standard deviation show a favorable data distribution because the mean is higher than the standard deviation.

#### 2. Civil Servant Performance (Y)

Statistical indicate that minimum 19.00, 50.00. The standard deviation is 6.57720, mean value 41.0196. Because mean higher, these findings suggest data for decision-making.

**Table 7.**  
**Descriptive Statistics**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Leadership Style</b>	51	26.00	60.00	49.1569	8.26407
<b>Civil Servant Performance</b>	51	19.00	50.00	41.0196	6.57720
<b>Valid N (listwise)</b>	51				

Source: SPS Version 29 Output Results

### 3. Classical Assumption Test

#### Normality Test Results

Purpose of the ascertain samples are representative same population or a normal distribution. The Kolmogorov-Smirnov method is used in this investigation.

**Table 8.**  
**Normality Test Results**

Tests of Normality			
	Kolmogorov-Smirnov <sup>a</sup>		
	Statistic	Df	Sig.
<b>Leadership Style</b>	.095	51	.200*
<b>Civil Servant Performance</b>	.086	51	.200*

Source: SPS Version 29 Output Results

### 4. Hypothesis Testing

#### Simple Linear Regression Test Results

Shows variables civil servant variables through the following equation:  $Y = a + bx$ .

**Table 9.**  
**Simple Linear Regression Test Results**

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
<b>1</b>	(Constant)	9.280	3.313		2.801	.007
	Leadership Style	.646	.066	.811	9.713	<.001

a. Dependent Variable: Civil Servant Performance  
Source: SPS Version 29 Output Results

Constant (a) 9.280, leadership style coefficient (x) 0.646, becomes:  $Y = 9.280 + 0.646X$ . The constant 9.280 indicates the fixed value of the leadership style variable. Meanwhile, the coefficient 0.646 indicates that leadership style will increase civil servant performance by 0.646 due to the effect of variable X.

#### T-Test Results

If correlation X (leadership style) Y (civil servant performance), the t-test was used.

**Table 10.**  
**T-test Results**

<b>Coefficients<sup>a</sup></b>					
<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	9.280	3.313		2.801	.007
<b>1</b> Leadership Style	.646	.066	.811	9.713	<.001

**a. Dependent Variable: Civil Servant Performance**  
**Source: SPS Version 29 Output Results**

In Table 10, the t-count value for leadership style is 9.713. obtained 1.676. list of t-table values is available according to the number of respondents, which is 51. It is clear computation that ( $9.713 > 1.676$ ).  $H_0$  is rejected while  $H_a$  is suggests that the performance of civil servants and leadership style are significantly correlated. Furthermore, indicate  $0.001 < 0.05$ , indicating a substantial correlation between public servant performance and leadership style.

#### **Determination Coefficient Test Results (R<sup>2</sup>)**

In the model summary table from the SPSS data processing results, there is an (R square) value that shows the determination coefficient. This value describes the percentage. This value describes percentage :

**Table 11.**  
**Results Coefficient**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	.811 <sup>a</sup>	.658	.651	3.88443

**a. Predictors: (Constant), Leadership Style**  
**Source: SPS Version 29 Output Results**

According to and determination, 65.8% of impact is covered 34.2%. Additionally, the test yielded a Standard Error of the Estimated value of 3.88443; the lower this value, the more accurately the regression model predicts leadership style. The results of this study are in line with the opinion expressed by Hasibuan (2017) that leadership style has a major influence on employee readiness to work productively. Furthermore, this study is also studies, state effect. (Ahyar, 2022; Khairun et al., 2021; Prasiska, 2023). Purba et al. (2022) make a somewhat different addition, stating that positively and significantly impacted by.

#### **Conclusion**



It is clear from the study and debate that civil servants' performance at the Jambi Province Culture and Tourism Office is significantly impacted by leadership style. The findings of T-tests, Determination Coefficient Analysis (R<sup>2</sup>) tests, and basic linear regression tests demonstrate that the Leadership Style variable contributes 65.8% to civil servant performance. This implies that government servants at the Jambi Province Culture and Tourism Office will perform better if there is more support for leadership style.

It is advised that this study be broadened for future research to take into account additional elements that may have an impact on employee performance, such as job happiness, corporate culture, and the efficiency of HRM systems. Additionally, a mixed-method approach might be used in future research to better understand the connection between employee performance and leadership style, especially in the setting of government enterprises.

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