

The Influence of Leadership Style and Communication In Improving Employee Performance at Government Official Schools

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ABSTRACT

This study aims to determine whether leadership and communication styles can improve employee performance in civil service schools. The performance of employees in organizations, particularly educational institutions, is influenced by factors such as effectiveness, efficiency, authority, responsibility, discipline, and initiative. The research adopts a literature study method, where secondary data from existing sources is analyzed to gain insights into the relationship between leadership styles, communication effectiveness, and employee performance. The findings indicate that leadership style plays a significant role in enhancing employee performance, with effective leadership fostering motivation, trust, and collaboration among staff. Furthermore, the study highlights that communication styles, particularly open and transparent communication, have a positive impact on employee performance by fostering clarity, reducing misunderstandings, and improving coordination within the organization. In conclusion, both leadership and communication styles are crucial factors in improving employee performance in civil service schools, suggesting that leadership development programs and communication training should be prioritized to optimize organizational effectiveness and productivity.

Keywords: leadership style; communication; employee performance

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INTRODUCTION

Human resources are the most valuable asset in a company, because human resources with good quality are expected to be able to achieve the goals of an organization. Building a company or official school institution requires competent human resources to be able to carry out the company's strategy well. The success of an institution is determined by the leadership and communication style that is carried out well in the institution as well as the performance of employees who are optimally given to the company or institution to achieve predetermined goals (Akbar, 2015).

Abdurrahman (2019) said that "Performance is the result of work achieved by a person in carrying out his duties on skills, effort and opportunity". Performance can be the basis for the success of a job in an organization or agency. To achieve maximum performance, school organizations/agencies must be able to create conducive and continuous conditions in motivating employees.

Daulay et al. (2017) reminds that the good or bad performance of employees is determined by their effectiveness and efficiency, authority and responsibility, discipline, and initiative, the ability of employees to determine whether or not the goals of a company or organization are achieved, because the implementation in the field is carried out by employees,

the employees are determined by the organization's performance and the achievement of an organization (Daulay et al., 2017).

In an organization or educational institution, such as an official school, the role of a leader is very large, the leader must have a strategy in improving the performance of teachers, teachers or lecturers optimally. By applying a good leadership style, this is the main key to achieving an institution's goals. Leadership style describes a consistent combination of skills, traits, and attitudes that underlie a person's behavior that can affect the performance of their subordinates. According to Hidayat (2024) said that "Leadership style is a pattern of behavior that is designed in such a way as to influence subordinates so that the company's goals can be maximized".

In official school education institutions, one of which is the Indonesian Aviation Polytechnic Curug (PPI Curug), effective leadership plays a very important role in creating an atmosphere that supports the development of educational institutions and students. A leader must have the ability to influence others to follow the results of their thoughts or do what is expected according to the direction that has been determined. An effective leader is a leader who is successful in providing direction and is able to mobilize a person and group to carry out all activities that have been planned to achieve the goals that have been set.

Research with leadership style variables on employee performance has been carried out several times, research by Ida, et al. (2020) entitled "The Influence of Leadership Style on Employee Performance at PT Sarimelati Kencana Pizza Hut Delivery Ciputat Branch". The results of the study stated that there is a strong and significant influence of leadership style on employee performance. Furthermore, the research of Gina Fauziah, et al. (2024) with the title The influence of leadership style and organizational communication on the performance of elementary, junior high and vocational school teachers in Pondok Cabe, South Tangerang with the results of the study showing a significant and partial influence of leadership style on employee performance. In addition to leadership style, another factor that can determine the success of a company or institution is communication.

Communication can be interpreted as a process of exchanging news, ideas, or information from one person to another. The communication process generally follows several stages. Furthermore, communication can be used as an effort to influence a person, group, or certain group to equalize certain views and goals.

In an organization, whether it is a business organization or a non-business organization, leadership and communication are important factors that determine the continuity or sustainability of the organization. The role of leadership is very strategic and important in an organization as one of the determinants of success in achieving the mission, vision and goals of an organization. Leaders must be able to manage and create a conducive work atmosphere where the existing work atmosphere makes employees feel comfortable and fosters a sense of discipline to complete work. The communication process between leaders and subordinates will affect the performance of employees in improving institutional performance (Yosepha, Pujiati, & Wahyudi, 2024).

Research on the importance of communication in improving performance has been carried out, namely the research of Sri Yanthy Yosepha et al. (2024), with the title The influence of leadership style, interpersonal communication and work motivation on the performance of Satpol PP employees in Makassar district, the results of the study found that interpersonal communication has a positive and significant effect on employee performance. Likewise, the research of Gina Fauziah, et al. (2024) with the title The influence of leadership style and organizational communication on the performance of elementary, junior high and vocational school teachers in Pondok Cabe, South Tangerang with the results of the study showing a significant and partial influence of communication on employee performance.

Each organization hopes that all of its employees can contribute to the organization's goals, one of the organization's contributions can be shown through high quality, the quality of

the organization's quality is high, then the productivity of the organization in a way that is high will also increase (Tentama & Abdussalam, 2020). Individuals with high skills can help organizations achieve organizational competitive excellence (A. Salama Eit al., 2017).

Factors that affect employee motivation include: career balance, organizational environment, organizational communication, organizational culture, leadership style, participation, motivation, positive psychology, etc. (Eit al, 2020). In other studies, it was also argued that the performance of employees' performance was not as good as it was, including the leadership system, management, organizational environment, organizational communication, organizational culture, motivation and other factors (Rifa'i & Susanto, 2021; Sholihatin, Istiyanto, & Novianti, 2023). In this study, it was discussed about leadership style and communication to employee performance.

According to Akbar (2015), leadership style has a direct influence on employee performance in organizations, particularly in educational settings where leaders are responsible for motivating staff and guiding them toward achieving institutional goals. Akbar's study shows that transformational leadership, which involves motivating and inspiring employees, significantly enhances employee productivity and performance. Similarly, according to Rahmi et al. (2020), communication style is also a critical factor in improving employee performance. Their research demonstrates that clear, transparent communication between leaders and employees fosters a positive work environment and encourages higher engagement and performance.

The urgency of this research stems from the critical need for improving employee performance in civil service schools, especially in the context of the growing demand for effective educational outcomes. Leadership and communication practices are fundamental to achieving these goals, as they directly affect employee motivation, satisfaction, and work efficiency. With the increasing emphasis on quality education, understanding how leadership and communication styles influence employee performance is vital for enhancing the effectiveness of civil service schools.

While research has consistently shown the importance of leadership and communication in improving employee performance, there is limited research focusing on civil service schools, particularly in the context of Indonesia. Existing studies tend to focus on corporate environments or non-educational organizations, leaving a gap in understanding how these factors specifically influence employees in the educational sector, particularly in government-run institutions.

This research introduces a novel approach by examining the specific impact of leadership and communication styles on employee performance in civil service schools in Indonesia. Unlike previous studies that often generalize findings to various sectors, this research focuses on the unique environment of educational institutions, where leadership and communication play distinct roles in fostering a productive and effective working atmosphere.

The primary objective of this research is to determine how leadership and communication styles impact employee performance in civil service schools. By understanding these dynamics, the study aims to provide practical recommendations for improving leadership practices and communication strategies within educational institutions. The benefits of this research include providing valuable insights for school administrators to enhance their leadership and communication approaches, thereby boosting employee performance and contributing to the overall success of educational institutions. This research will also contribute to the broader understanding of leadership and communication's role in improving employee outcomes within the educational sector.

METHOD

In this study, the method used is the literature study method. The literature study method is a method that utilizes library sources as material to obtain research results. The sources used in writing this article can be sourced from books, scientific journals, articles and so (Salsabilla et al., 2022).

RESULTS AND DISCUSSION

The influence of leadership style on employee performance

Research that has been conducted by Razak et al. (2018), Turay, Salamah and Riani (2019), and those conducted by Rahmi, Achmad and Adhimursandi (2020) which aimed to analyze whether leadership style affects performance. After the study was carried out, it was found that leadership style has a great influence on performance. In this case, leaders need to foster a good and fair relationship in giving respect to all employees so that a good working atmosphere can be created which will later also improve the performance of employees (Prasetyo, 2022).

Leadership style in an organization is considered an important and strategic aspect in improving employee performance in an organization (Gakenia, Katuse, & Kiriri, 2017), it has also been observed as a leader's ability to anticipate, create a vision, empower others and flexibility, to create a strategic and viable future of the organization (Serfontein & Hough, 2011).

The leadership style plays a role in strengthening the organization's capabilities. Leadership style has a positive impact on people's motivation, encourages innovative behavior, and has a positive impact on the results of business, including modern business innovation and digital maturity (Nurshinta, 2023). Style to IPEIL EADERSHIP also significantly impedes the kineirja of the organization both directly and indirectly.

Leadership style (Leadership Style), that is, a leader who carries out his leadership function with all his philosophy, skills and attitudes. These styles can vary on the basis of motivation, power or orientation towards a particular task or person. Among several leadership styles, there are positive and negative leaders, where the difference is based on the way and how they motivate employees. If the approach in providing motivation is emphasized on rewards (both economic and non-economic), it means that a positive leadership style has been used. On the other hand, if his approach emphasizes punishment, it means that he applies a negative leadership style. This second approach can result in acceptable achievement in many situations, but it comes at a human cost.

Research conducted by Sukarman Purba (2021) provides an overview that the leadership style in an educational institution tends to be more democratic. This is supported by the level of information dissemination that is in the current category, and the level of authority of the leadership in providing needs that are in the directed category. A democratic leadership style is an ability to influence others so that they can be willing to work together to achieve goals that have been set in various ways or activities that can be carried out where they are determined jointly between subordinates and leaders. The characteristics of this democratic leadership style are that it has the authority of the leader that is not absolute, the leader is willing to delegate part of the authority to the subordinates, the policies and decisions are made jointly between the subordinates and the leaders, communication can take place in both directions where the leader to the subordinates and vice versa, the supervision of (attitudes, deeds, behaviors or activities) to the subordinates is carried out reasonably, and the leadership will pay attention in acting and behaving to give rise to mutual trust and mutual respect.

The Influence of Communication on Employee Performance

Previous studies on organizational communication include Annisa Nur Islami et al., (2021) with the title organizational communication influences employee performance at PT.

Feiiva Indonesia, the study stated that research on organizational communication variables has a positive and significant effect on company performance. Prima Okta Islamiyah (2021) with the title Communication and Organizational Development in Organizational Performance of PT. In addition, Duta Merpati Indonesia stated that organizational communication has a positive and significant effect on organizational performance. Further research was conducted by N. Lilis Suryani (2019) with the title the influence of non-physical work environment and communication on employee performance at PT. Bangkit Maju Bersama in Jakarta, stating that projects can have a positive and significant effect between employee communication and employee performance. Researcher Sahdillah Nurdin et al., (2023) The results of this study indicate that organizational communication has a positive and significant effect on organizational performance. Communication is highly valued in organizations. This system is established by each organization to carry out the function internal and external organizations, which are change organization to achieve the goals and maintain the balance.

Communication is a key component in the continuity of an organization. Communication is required To create collaboration in the environment that has an impact on the organization's kineirja. Every organization relies on communication to carry out its basic functions. Communication is used to convey information to the audience in relation to the organization's mission and vision, policies, and procedures, duties and obligations, as well as various activities in the company. Even though the communication was still seen, according to Musheike (2021) Communication Can MeBuild or destroy the eksisteinsi of an organization. In that case, a good communication strategy is very important for a business to survive. Communication between employees and employees is a form of communication. Ignorance is done badly, communication is said to cause internal conflicts in the organization.

Implementing effective communication in business is a factor that is critical to success. To bring about effective change in an organization, employees play a key role in it. For this reason, it is important for the management of the organization to handle the issues and problems of meireika employees and to appreciate when it is needed. This is a key to reduce the safety of the company and create a community environment so that employees know their responsibilities (Hussain, 2021). Employee Performance become energetic, and an open communication environment is created. The initiation of the members of the organization feels that it is necessary to share feedback, ideas, and even criticism in each leiveil, this will increase the kineirja of the stakeholders which will have an impact on the improvement of the organization's kineirja (Kibbe et al., 2015)

The effective organizational communication will increase the productivity of the organization by having a conducive, good, and comfortable environment, which will also encourage the organization and the organization and the Employee Performance, (Hutagalung & Ritonga, 2018).

CONCLUSION

Based on the findings of this research, it can be concluded that leadership style plays a critical role in enhancing employee performance in official schools, as it directly impacts the way employees are motivated, guided, and supported in achieving organizational goals. Additionally, effective communication serves as a fundamental factor in improving employee performance, as it facilitates the clear transmission of instructions, expectations, and feedback, thereby fostering better understanding, collaboration, and efficiency within the workplace. Together, these elements underscore the importance of strong leadership and robust communication practices in creating a conducive environment for optimal employee performance in official schools.

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