

Received: September 23, 2024

Revised: October 30, 2024

Accepted: December 12, 2024

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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Leadership, Ability, and Work Motivation on Employee Performance: Case Study of Agriculture Office, Wajo Regency, Indonesia

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Abstract: This study aims to analyze the effect of leadership style, workability, and work motivation on employee performance at the Wajo Regency Agriculture and Food Security Office. The main hypothesis tested is that the three variables have a positive and significant effect on employee performance. This research uses a quantitative approach with data collection methods through questionnaires distributed to 60 employees as research samples. Data analysis was performed using multiple linear regression, validity, reliability, and classical assumption tests. The results showed that leadership style, workability, and work motivation have a significant positive influence on employee performance. These findings emphasize the importance of inclusive leadership, employee placement according to ability, and strong motivation from within and the work environment to improve performance. This research implies the need to improve the quality of leadership and human resource management in government agencies to achieve optimal performance. Further research is recommended to involve other variables, such as work environment and compensation, as well as expanding the number of samples and research context to gain a more comprehensive understanding.

Keywords: Leadership Style, Work Ability, Work Motivation, Employee Performance, HR Management.

JEL Classification Code: J24, M12, M53, C12

1. INTRODUCTION

In the world of modern organizations, human resources (HR) is not only a valuable asset, but also a determining pillar in achieving the vision, mission, and goals of the agency. However, one of the biggest challenges faced by organizations is maximizing employee performance in accordance with their abilities, motivation, and effective leadership. The Wajo District Agriculture and Food Security Office faces similar challenges in managing employee performance, which impacts the quality of their services and outputs in the agricultural sector. The problems that arise in this agency reflect that although employees have been given responsibilities, their work output often does not meet the expected standards. Over the past three years, no employee has achieved the title of "Excellent," and while the majority of employees are in the "Good" category, there is a significant percentage who have achieved "Fair" and "Poor." This indicates that there are suboptimal factors in the HR management process, in terms of leadership, employability, and motivation. This condition indicates that there are factors that have not been optimized in the HR management process, both in terms of leadership, work ability, and motivation. Suboptimal employee performance is a clear indicator that the current system is not able to create a work environment that supports employees to achieve their best potential. Therefore, a more in-depth research approach is needed to understand the factors that influence this performance, especially in the context of leadership, ability, and employee motivation.

Research related to leadership style, work ability, and motivation in influencing employee performance has been widely conducted. For example, research Fitriyanti et al. (2023), Nurhasanah & Wahyuningsih (2023) and Mas'ud, Syafri, & Amang (2023) showed that leadership style has a significant positive influence on employee performance. These researchers emphasize the importance



of leaders who are able to provide clear and inspiring directions for employees. In such an environment, employees tend to feel more energized at work, which in turn has a positive impact on the results of their work. These studies also highlight that thoughtful and participative leadership can create a work culture conducive to innovation and productivity.

On the other hand, research by Aziz & Putra (2022) and Yanti, Fikri, & Nofirda (2022) showed different results, concluding that leadership style has no significant effect on employee performance. They argue that an established and structured management system, with a clear division of tasks, reduces reliance on individual leadership styles. In other words, leadership is not always a major factor in performance if agency management is effective in implementing work systems. In addition to leadership style, work ability is also the focus of research in relation to employee performance. Fikri & Begawati (2020); Gani, Suriyanti, & Mohamad (2022); Lestari & Liana () showed that increasing work ability has a significant effect on employee performance. They emphasize that employees who have abilities that are in accordance with their duties tend to produce better performance, because they can work more efficiently and productively. However Setiawan & Siagian (2017) However, Setiawan & Siagian (2017) argued otherwise, stating that work ability does not always affect performance due to barriers in communication and collaboration between employees, which reduce the effectiveness of individual abilities.

Work motivation is also a relevant research topic. Imaduddin et al. (2023) highlighted that work motivation has a positive and significant effect on employee performance. The stronger the motivational drive from within an employee, the greater the effort expended to achieve the best results. This research is supported by Azmi & Serang (2019); Sari & Martha (2022) which confirms that motivation, both from within the employee and the external environment, is the main driver of optimal performance. However, research Gani, Serang, Sukmawati, & Murfat (2020) and Basalamah, Amaliah, & Sanusi (2023) show that motivation is not always a determining factor in employee performance, because some employees do not consider motivation as the main benchmark in achieving good work results. While there have been many studies investigating the relationship between leadership style, employability and motivation on employee performance, there are still significant gaps in understanding how these factors interact in the field, particularly in the Wajo District Agriculture and Food Security Office. One of the main gaps is that many previous studies have only looked at these factors separately without exploring in depth how they work together to influence employee performance in the public sector. In addition, existing research tends to pay less attention to contextual factors that may affect employee performance, such as the work environment, management systems and local socioeconomic conditions that may influence the dynamics at the Wajo District Agriculture and Food Security Office. For example, although research by Fitriyanti et al. (2023) showed a positive influence of leadership on performance, the results of this study may not be relevant if applied to organizations with different characteristics, such as government organizations that are more bureaucratic and regulative. Similarly, research related to employability and motivation often does not consider the match between job responsibilities and employees' educational background or experience, which is one of the main issues at the Wajo District Agriculture and Food Security Office. In the context of this agency, leaders often do not involve employees in decision-making, employees' abilities are not matched to the position they are placed in, and work motivation is low due to lack of appreciation from leaders. This gap demands more holistic research to explore how leadership style, ability, and motivation can be optimized simultaneously to improve employee performance.

Based on the identification of gaps in recent studies, this study aims to answer the main question: How do leadership style, work ability, and work motivation affect employee performance at the Wajo Regency Agriculture and Food Security Office? More specifically, this study wants to analyze whether the leadership style applied by agency leaders is able to improve employee performance, whether employee work abilities are in accordance with the responsibilities given, and the extent to which work motivation plays a role in encouraging employees to achieve optimal performance. The main objective of this study is to analyze and understand the influence of three main factors-leadership style, work ability, and work motivation-on employee performance at the Agriculture and Food Security Office of Wajo Regency. This research is expected to make a new contribution in the context of local government

organizations by offering strategic recommendations that can be implemented to improve the HR management system and maximize employee performance potential.

The novelty of this research lies in its holistic approach, which not only assesses the influence of each factor separately, but also explores the interaction between leadership style, ability, and motivation in shaping employee performance. By understanding how these three factors influence each other, this research can provide more comprehensive insights for the Wajo District Agriculture and Food Security Office, as well as other government agencies, in formulating more effective policies and strategies in HRM. In addition, this research will also test whether the findings from previous studies can be applied in the context of local government organizations, which have different characteristics and challenges compared to the private sector. Thus, this research is expected to serve as an important reference for decision-makers in government agencies in the future.

2. LITERATURE REVIEW

2.1. Human Resource Management (HRM)

Human resource management (HRM) is a process that involves planning, organizing, and supervising to achieve organizational goals by utilizing human resources effectively. According to Terry (in Ansory & Indrasari, 2018), management is a series of actions that include planning to supervision, which aims to optimally utilize human resources and other sources. Wayne Mondy R (in Sudaryo et al., 2019) added that HRM is the use of individuals to achieve organizational goals. Aljabar (2020) calls HRM an effort to trigger, motivate, and improve performance in organizations, while Samsudin (2019) sees it as an activity that includes managing, developing, and rewarding employees. Human resources, as the main asset of the organization, play an important role in the implementation of activities and need to be managed properly through structured HRM. The functions in HRM include planning, organizing, directing, controlling, and procuring employees. Hasibuan (2016) explains that planning includes staffing programs such as employee development and dismissal, while organizing involves division of labor and coordination within the company. Directing is necessary for employees to work effectively and efficiently, while controlling aims to ensure employee compliance with company regulations. In addition, employee procurement includes the process of attracting, selecting, and placing employees according to organizational needs. The role of HRM, as explained by Hasibuan (2020), includes determining the right amount, quality, and placement of the workforce according to organizational needs. HRM is also responsible for the process of attracting, selecting, developing, promoting, and dismissing employees. In the long term, HRM must be able to forecast future HR needs, monitor economic developments, and ensure labor-related policies and laws are followed. In addition, HRM plays a role in the implementation of training, transfer, retirement, and severance management for employees who are no longer working.

2.2. Leadership Style

Leadership style is one of the important factors in determining the success of an organization. Leaders are not only responsible for achieving organizational goals, but must also be sensitive to change and able to provide effective motivation and direction to their subordinates. Leadership style is the way a leader interacts with subordinates, influences their behavior, and encourages productivity to achieve organizational goals. According to Nikmat (2022), leadership style is a dynamic pattern of behavior that can change according to the situation and its followers. Zaharuddin (2021) adds that leadership style involves the leader's behavior in influencing the thoughts, attitudes, and behavior of subordinates.

Hasibuan (2017) explains that leadership style serves to motivate subordinates to work with high enthusiasm and productivity, while (Setiana, 2022) sees leadership style as a representation of the leader's philosophy, skills, and attitudes in organizational politics. Apriyanto (2020) emphasizes that effective leadership is situational and open to input from subordinates. Gaisani et al. (2021) define leadership as the ability to influence groups in achieving common goals, while Gaisani et al. Sudiarditha, Susita, & Kartini (2019) emphasizes the leader's task to motivate, manage communication, and bring subordinates towards predetermined goals.

According to Karundeng et al. (2022), leadership is the ability to command and influence others to work towards achieving organizational goals. Leadership style also includes the process of influencing group behavior and organizational culture to create improvements. Rivai and Mulyadi in Sutrisman (2021) explain that leadership is a series of patterns carried out by leaders, both visible and invisible, in influencing their subordinates. Batubara (2020) emphasizes that leadership is the process of influencing subordinates to achieve organizational goals constructively through effective communication. Syahputra & Rahmat (2021) added that leaders must be flexible in understanding the individual potential and challenges faced by their subordinates. From these various definitions, it can be concluded that leadership style is a set of characteristics and strategies that leaders use to influence their subordinates to achieve organizational goals. This style includes the leader's interaction with his subordinates, as well as how the leader encourages and directs them.

2.3. Employability

Employability refers to the skills, knowledge and expertise an individual possesses to perform job tasks effectively and efficiently. It involves job-relevant technical skills as well as interpersonal and managerial abilities. According to Wardani & Suhermin (2017) According to Wardani & Suhermin (2017), ability is a person's potential that determines whether a person can or cannot do their job. Sugiharta (2019) explains that work ability is related to a person's physical and mental characteristics that affect their performance. This means that to do a good job, supporting abilities are needed.

According to Thoha in Koleangan, Tewal, & Trang (2017) ability is an important element of individual maturity gained through education, training, and experience. Kurniawati & Mujanah (2021) added that work ability is the expertise that a person acquires through experience, skills, and reliability to carry out the assigned tasks. Abadiyah (2021) emphasized that work ability reflects how well individuals carry out tasks seriously and optimally. Robbins & Judge (2016) also explained that ability shows an individual's capacity to realize various tasks in the job. From the various opinions above, it can be concluded that work ability is an individual's expertise to carry out tasks based on their skills, experience and knowledge, so that the results of the work can be useful and effective.

2.4. Work Motivation

Motivation is an important factor that influences individuals in carrying out work to achieve the desired goals. According to (Sutrisno, 2019)(2019), work motivation is the provision of driving force that creates a spirit of work so that individuals work effectively and integrated to achieve job satisfaction. Hasibuan (2020) states that motivation is an encouragement that comes from various factors, such as salary, a comfortable work environment, and support from leaders and coworkers. This motivation moves a person to work enthusiastically and achieve optimal results. Motivation is also seen as a process that triggers individual actions and efforts in achieving certain goals. Amang (2014) added that motivation is the drive that forms the spirit of work, both for individuals and groups, and mobilizes their potential to work consciously. Duha (2020) explains motivation as something given to encourage someone to do or not do an action. Afandi (2018) clarifies that motivation is a desire that comes from within an individual because he feels compelled to carry out activities seriously in order to achieve satisfactory results.

Hasibuan (2017) emphasizes that motivation is a factor that channels and supports individual behavior to work with high enthusiasm. Strong motivation is very important in improving organizational performance. Highly motivated employees tend to work harder, and this will have a positive impact on the development and progress of the organization. Conversely, less motivated employees will hinder organizational progress. Triatna (2016) divides the development of motivation theories into two main categories, namely early motivation theories (before the 1950s) and contemporary theories. Some well-known early motivation theories include:

1. Hierarchy of Needs Theory (Abraham Harold Maslow)

Maslow developed a theory that states that humans are motivated to meet five types of needs arranged in a hierarchy, namely physiological, safety, social, esteem, and self-actualization needs.

According to Maslow, humans must fulfill basic needs first before they can be motivated to achieve higher needs.

2. Two-Factor Theory (Frederick Herzberg)
This theory distinguishes between motivational factors and maintenance factors (hygiene factors). Motivational factors, such as achievement and recognition, encourage individuals to perform better, while maintenance factors, such as working conditions and salary, only prevent dissatisfaction but do not significantly increase motivation.
3. Theory X and Y (Douglas McGregor)
McGregor developed a theory that distinguishes between two management views of people: Theory X, which assumes that people naturally dislike work and must be forced, and Theory Y, which assumes that people naturally like work and will work hard if given appropriate opportunities and responsibilities.

These theories of motivation provide a foundation for understanding how individuals can be motivated at work. Understanding these theories helps managers and leaders create a work environment that supports employee motivation and encourages them to work.

3. RESEARCH METHOD AND MATERIALS

This study uses a quantitative approach to analyze the effect of leadership style, work ability, and motivation on employee performance at the Agriculture and Food Security Office of Wajo Regency. The research was conducted at the Agriculture and Food Security Office of Wajo Regency, with the implementation time from August to September 2024. The data used includes primary data obtained through questionnaires from 60 employees selected using the Simple Random Sampling method, as well as secondary data obtained through literature studies and other sources. This study measured various variables, including leadership style, employability, and motivation, using a Likert scale. Data analysis was conducted using descriptive statistical methods as well as validity, reliability, and classical assumption tests, which included normality, multicollinearity, and heteroscedasticity tests. In addition, multiple regression analysis was used to test the hypothesis regarding the relationship between the independent variables (leadership style, work ability, and motivation) to the dependent variable (employee performance). The results of this study are expected to provide an in-depth understanding of the factors that influence employee performance, as well as provide relevant recommendations for improving performance in the agency.

4. RESULTS AND DISCUSSION

4.1. Result

a. Descriptive Statistical Test Results

Table 1. Descriptive Statistics Test Results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	60	14	20	18.15	1.494
Employability	60	21	30	26.08	2.309
Work Motivation	60	16	24	20.07	2.276
Employee Performance	60	32	40	36.37	2.636

Based on Table 1. It can be concluded that the descriptive statistics have a total sample value of 60 state civil apparatus as for the indicators used, namely, leadership style with a minimum value of 14 and for a maximum value of 20, while the average value is 18.15 and for the standard deviation value is 1.494. This shows that the standard deviation value is smaller than the average value, which means that the leadership style has a small distribution so that the data deviation on the leadership style variable can

be said to be good. The work ability variable has a minimum value of 21 and a maximum value of 30, while the average value is 26.08 and the standard deviation value is 2.309. From this it shows that the standard deviation value is smaller than the average value, meaning that work ability has a small distribution so that the data deviation on the work ability variable can be said to be good.

The work motivation variable shows the minimum value of 16 and for the maximum value of 24, while for the average value of 20.07 and for the standard deviation value of 2.276. This shows that the standard deviation value is smaller than the average value, which means that work motivation has a small distribution so that the data deviation in the work motivation variable can be said to be good. The last variable is employee performance which shows the minimum value of 32 and the maximum value of 40, while the average value is 36.37 and the standard deviation value is 2.636. In this case, it shows that the standard deviation value is smaller than the average value, meaning that employee performance has a small distribution so that the data deviation in the employee performance variable can be said to be good.

Table 2. Multiple Regression Analysis Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.213	4.863		1.895	.063
	Leadership Style	.557	.185	.316	3.008	.004
	Employability	.262	.119	.229	2.206	.031
	Work Motivation	.509	.122	.440	4.186	.000

a. Dependent Variable: Employee Performance

The results of multiple linear regression analysis are arranged with the following equation:

$$Y = 9.213 + 0.557 X1 + 0.262 X2 + 0.509 X3$$

The regression equation can be explained as follows:

- The leadership style variable (X1) has a positive and significant effect on employee performance with a coefficient value of 0.557.
- The work ability variable (X2) has a positive and significant effect on employee performance with a coefficient value of 0.262.
- Work motivation variable (X3) has a positive and significant effect on employee performance with a coefficient value of 0.509.

b. Normality Test Results

The normality test is used to see whether the data in this study are normally distributed or not. (Sugiyono, 2017). This study uses statistical analysis used to see normally distributed residuals using a non-parametric statistical test, namely the Kolmogrov Smirnov test.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
	N	60
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.04820960
Most Extreme Differences	Absolute	.087
	Positive	.064
	Negative	-.087
Test Statistic		.087
Asymp. Sig. (2-tailed)		.200c,d

Based on Table 18, the test results using Kolmogrov Smirnov, the significance level is 0.200 and greater than 0.05. From this it can be concluded that it is normally distributed and the data is suitable for use.

c. Multicollinearity Test Results

The multicollinearity test is used to test the regression model for the presence of a correlation between independent variables. (Ghozali, 2016). In order to determine the presence or absence of multicollinearity by looking at the VIF (Variance Inflation Factor) value and the Tolerance value.

Table 4. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.213	4.863		1.895	.063		
	Leadership Style	.557	.185	.316	3.008	.004	.978	1.022
	Employability	.262	.119	.229	2.206	.031	.999	1.001
	Work Motivation	.509	.122	.440	4.186	.000	.978	1.023

a. Dependent Variable: Employee Performance

Based on Table 4, the VIF value of leadership style is 1.022, work ability is 1.001 and work motivation is 1.023, the three VIF values of each variable show that the value is smaller than 10. For the tolerance value of leadership style of 0.978, work ability is 0.999 and work motivation is 0.978, it shows that the three variables have a tolerance value greater than 0.10, meaning that there is no multicollinearity between the independent variables in this study.

d. Heteroscedasticity Test Results

The heteroscedasticity test is carried out to see the regression model there is an inequality of variance from the residuals of one observation to another (Ghozali, 2016). A good regression model if there is no heteroscedasticity, for testing heteroscedasticity in this study using scatterplot.

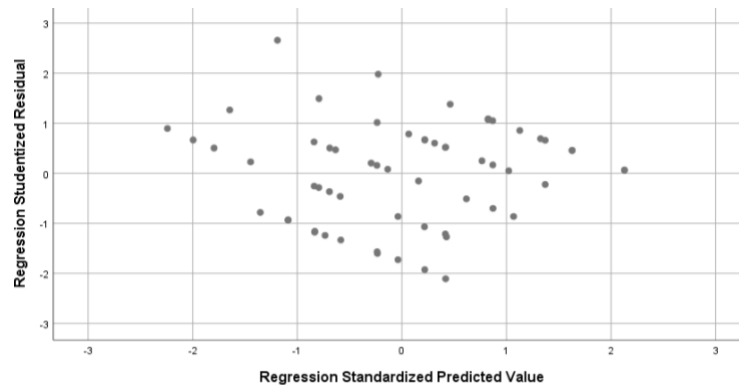


Figure 3. Scatterplot

Based on Figure 3, it can be seen that the points spread randomly and spread both above and below the number 0 on the Y axis. So in this study it can be said that there is no heteroscedasticity in the regression model.

e. Hypothesis Test Results

This hypothesis test is carried out to determine the truth of a statement statistically so that it can make a conclusion to accept or reject the statement. (Arifin, 2017). Hypothesis testing in this study used multiple regression analysis. The coefficient of determination is used in order to determine how much the ability of an independent variable can explain the dependent variable (Sugiyono, 2017). (Sugiyono, 2017).

Table 5. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629a	.396	.364	2.102
a. Predictors: (Constant), Work Motivation, Work Ability, Leadership Style				
b. Dependent Variable: Employee Performance				

Based on Table 5, it shows that the coefficient of determination is 0.396. This result means that the independent variables, namely, leadership style, work ability and work motivation, explain 39.6% of the employee performance variable, while the remaining 60.4% is explained by other variables outside of this study. The F-test is used to test the significance level of the influence of the independent variables together on the dependent variable.

Table 6. F-Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	162.419	3	54.140	12.249	.000b
	Residuals	247.515	56	4.420		
	Total	409.933	59			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Motivation, Work Ability, Leadership Style						

Based on Table 6, it shows that the Fcount value is 12.249 with a significance level of 0.000. When the F-calculated > F-estimated value, the independent variable simultaneously affects the dependent variable, the F-estimated value in this study is, $F_{table}(k; n-k) = (3; 60-3) = 2.77$. Then the value of F-calculated > F-estimated or $(12,249 > 2.77)$ with a significance level smaller than 0.05 or $(0.000 < 0.05)$. From this it can be concluded that there is a simultaneous influence between leadership style, work ability and work motivation on employee performance. The t test is a partial test used to determine the relationship between the independent variable and the dependent variable in order to keep one of the independent variables fixed or controlled. (Sugiyono, 2019).

Table 7. Results of the t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.213	4.863		1.895	.063
	Leadership Style	.557	.185	.316	3.008	.004
	Employability	.262	.119	.229	2.206	.031
	Work Motivation	.509	.122	.440	4.186	.000
a. Dependent Variable: Employee Performance						

4.2. Discussion

a. The Effect of Leadership Style on Employee Performance

The test results show that leadership style has a positive and significant effect on the performance of employees of the Wajo Regency Agriculture and Food Security Office, meaning that the first hypothesis is accepted. Each agency has a different leadership style to be able to run the agency in order to achieve the agency's goals. The leadership style at the Agriculture and Food Security Office of Wajo Regency is a reference in improving the performance of its employees, meaning that a leader at this agency in solving a problem regarding the agency will involve all employees at the agency such as by deliberating together in order to get a solution that suits the wishes of all employees. Employee performance will improve because employees feel that leaders guide employees who find it difficult in their work and leaders also provide opportunities for all employees to express their ideas or ideas for the agency in the future. So in this case employees feel involved in all situations at the agency because they

have a leader who is very open about criticism and suggestions in any case so that employees work very well to produce quality work so that the leader feels very satisfied because the work produced by all employees is in accordance with his direction. In the leadership style there are four indicators, namely, idealized influence, intellectual stimulation, individual concern and inspirational motivation. The indicator regarding "leaders provide instructions to employees in completing a job" in this statement the results are very good even though there are still some employees who still answer quite agree but in this case it can be seen that the leader is very good at providing instructions for employees in completing their work, so in this case when employees are given a task by the leader, the leader first provides an explanation very clearly and in detail so that employees cannot find it difficult later to complete the work that has been given to him. Indicators of inspirational motivation regarding "leaders motivate employees to work better" in this statement there are employees who answer quite agree, but still many more answer agree and strongly agree. So in terms of leaders always providing enthusiasm and positive encouragement for their employees to complete their work very well so that the resulting work is also of high quality in accordance with the wishes of the leader.

The highest average is in the individual concern indicator regarding "leaders always provide opportunities and suggestions to employees if there are obstacles in the work" although there are still employees who answer moderately agree to this statement but more answer agree and strongly agree to this statement. So in this indicator the leader has a high sense of concern for all his employees because the leader is always involved in providing every suggestion for all employee difficulties so that employees can get out of the work difficulties they experience. The lowest average is in the intellectual stimulation indicator regarding "leaders can solve problems from various points of view" although the lowest intellectual stimulation indicator but there are still many employees who answer agree and strongly agree. In this case maybe the leader is still not optimal in solving all problems from various points of view according to the wishes of employees, so the leader should be even better at solving any problems that are assisted by all employees.

This research is in line with research conducted by Budiarto & Prasetyo, (2019), Fauzi, (2023), Nadeak et al., (2022), Maysarah et al., (2023) and Dalimunthe, (2018) which states that leadership style has a positive and significant effect on employee performance in this case the leadership should be closer to employees such as employees can go directly to the leadership when employees are experiencing a difficulty in work and the leadership also opens up space to be able to hold discussions together to solve problems. According to Selong et al., (2021) the leadership style applied by the leadership must be in accordance with the character and needs of employees, employees will be able to work enthusiastically so as to improve their performance. This research is not in line with research conducted by Nugroho, (2018) and Yanti et al., (2022) which states that leadership style has no significant effect on employee performance because no matter how good the leadership of an agency is, it will not be able to move the organization when the system built is unable to provide a foundation and even limit the creativity of a leader. According to Serang & Muslimin, (2022) increasing or not employee performance all depends on leadership in an organization because in order to improve employee performance, leaders must know the motives and motivations desired by each employee, because employees work to meet their needs.

b. The Effect of Work Ability on Employee Performance

In the results of the t test that has been carried out, the results show that work ability has a positive and significant effect on the performance of employees of the Agriculture and Food Security Service of Wajo Regency, meaning that the second hypothesis is accepted. Work ability is one of the references that can improve the performance of employees of the Agriculture and Food Security Service of Wajo Regency, every employee must have the ability in their respective fields because the abilities possessed by each employee will facilitate the completion of the job. Therefore, it is very important for an agency to pay attention to each of the abilities possessed by its employees and placed according to their fields so that the work they produce can be of high quality so that this will make it easier for the agency to achieve its goals. In this case, improving employee performance is very influential on the abilities possessed by each employee who is placed according to their field of ability in an agency or team.

In this work ability there are three indicators, namely, work productivity, education and skills. Indicators of work productivity regarding "employees can complete work quickly" in this statement

there are still some employees who answer quite agree but there are also many employees who answer agree and strongly agree. So an employee who can complete his work quickly if the employee has a very good ability to cope with all his work so that it is not a difficult thing for him to be able to complete his work very well.

Education indicators regarding "education and knowledge of employees in accordance with the field of work" in this statement there are several employees who answer quite agree but there are still many employees who answer agree and strongly agree. In this case, education and knowledge in accordance with the field owned by an employee will greatly affect employees in carrying out all their work at the agency because what supports the smooth running of an agency's activities is an employee who has the ability to match his expertise, therefore it is very important to place an employee according to his abilities.

The highest average is in the education indicator regarding "the employee's last education is in accordance with the field of work" this statement is one of the statements that many respondents answered agree and strongly agree, meaning that the last education of an employee is very important in a job coupled with a placement that is in accordance with his field of expertise, this will support the smooth running of the work to be completed in accordance with the targets set by the agency. Furthermore, the indicator that gets the highest average is the skill regarding "employees have the ability to quickly master work" in this statement there are also many respondents who answer agree and strongly agree when employees who have good abilities, these employees will be able to quickly understand the directions of the agency leader in explaining the work that will be given to him so that employees will be able to master their work well.

The lowest average is in the work productivity indicator regarding "employees can work well with colleagues in completing work together" although there are still many respondents who answer agree and strongly agree, this statement gets the lowest average, meaning that there is still a need to increase the sense of cooperation in a good team again because by working with the team, it will facilitate the completion of a job so that each employee in the team will work well together according to their respective abilities. Furthermore, the second lowest average is in the skill indicator regarding "employees do the work given by superiors neatly and thoroughly" in this statement the respondents' answers are still quite good but the average is still low compared to other statements, this is still less neat and careful employees in producing their work because employees should be more careful to avoid mistakes in their work. This research is in line with research conducted by Rustiana *et al.*, (2021), Dewi *et al.*, (2023) and Budiyanto *et al.*, (2022) which states that work ability has a positive and significant effect on employee performance because every aspect that is able to create work ability will be very beneficial in achieving the goals planned by the agency because with the increase in employee work ability, it will be able to increase self-confidence and complete tasks easily. This research is not in line with research conducted by Perdana & EQ, (2023) which states that work ability does not have a significant effect on employee performance, this happens because work ability cannot stand alone without achievement motivation to influence performance in this case performance will be created when employees feel that they want to surpass or outperform and want to be the best.

c. *The Effect of Work Motivation on Employee Performance*

In the results of the t test that has been carried out, the results show that work motivation has a positive and significant effect on the performance of employees of the Agriculture and Food Security Service of Wajo Regency, meaning that the third hypothesis is accepted. Motivation is a reference in improving the performance of employees of the Agriculture and Food Security Service of Wajo Regency. Motivation is an encouragement given either from internal or self or from external from outside or from the support of coworkers or agency leaders. The existence of the motivation provided will make an employee excited in completing a job, the form of providing this motivation is various, such as giving appreciation either in the form of encouraging sentences or in the form of finance, not only that the emergence of a sense of motivation in an employee is also due to a supportive work environment such as employees feeling safe and comfortable in the scope of work because all their coworkers are very supportive of each other in any case. From this, it will make employees not feel pressured in carrying out their work but employees feel enthusiastic about completing all their work

immediately. From this, with the existence of work motivation that is formed both from within oneself and from outside, it will be able to improve the performance of employees of the Wajo Regency Agriculture and Food Security Service. In work motivation there are five indicators, namely, physiological needs, security, social needs, appreciation and self-actualization. Indicators of physiological needs regarding "employees are given decent service rewards and pension guarantees by the agency" in this statement there are still some employees who answer disagree and quite agree, but there are still many who answer agree and strongly agree, meaning that employees feel that their physiological needs have been met properly.

The indicator of appreciation regarding "the agency gives bonuses to employees for satisfactory work" in this statement many employees who answered agreed and strongly agreed, which means that the agency really appreciates the hard work of employees by giving them bonuses because the work they have done is very good so that employees continue to be motivated to work very well for the agency. Indicators of self-actualization regarding "leaders provide opportunities for employees to carry out creativity at work" in this statement many answered agree and strongly agree in terms of employees feeling that they are always encouraged by the leadership at work and given the freedom to do their work creativity well as long as it does not get out of the agreed work system.

The highest average is in the indicator of social needs regarding "every employee gets into trouble coworkers want to provide assistance to fellow employees" in this statement many answered agree and strongly agree, meaning that in this agency all employees help each other in their difficulties to solve a problem in the work they face and this means that the kinship at this agency is very well established. The lowest average is in the indicator of a sense of security regarding "employees are allowed to complain about various work-related complaints" in this statement there are still many employees who answer quite agree so in this case the leader still needs to improve his sense of being able to listen to all complaints of his employees very well in terms of work because listening to employee complaints can reduce the burden felt by employees so that employees can be more focused and enthusiastic about completing their work.

This research is in line with research conducted by Arsindi et al., (2022) and Mahmud et al., (2023) which states that work motivation has a positive and significant effect on employee performance because employees can carry out their duties and functions with a full sense of responsibility as long as the relationship between coworkers is harmonious which can support the formation of motivation. According to Mus et al., (2022) motivation has a positive impact on performance because the psychology of a human being needs a drive as a force in doing the best things in life. According to Dahlia & Rahayu, (2023) stated that work motivation has a positive and significant effect on employee performance, meaning that employees always maintain and increase motivation at work so that employees feel that work is a necessity and establish mutual working relationships, work motivation is shown by good leadership in their respective work sections in working employees respond well and show a high attitude and enthusiasm for work and work with discipline. This research is not in line with research conducted by Hidayat, (2021) and Cahya et al., (2021) which states that work motivation does not have a significant effect on employee performance due to the lack of awards given in the form of praise or bonuses from leaders to subordinates resulting in low employee motivation at work.

5. CONCLUSION

This study has examined the influence of leadership style, work ability, and work motivation on the performance of employees of the Wajo Regency Agriculture and Food Security Office. From the analysis, it was found that these three variables have a positive and significant influence on improving employee performance. A good leadership style is proven to improve the quality of employees' work, where leaders who are able to provide clear direction, care, and support the needs of their subordinates will encourage employees to work more effectively. In addition, work skills that are relevant to the position and tasks assigned also have a major impact on work outcomes. Employees who are placed according to their skills tend to get the job done well and on time. Work motivation, both from oneself and from the work environment, such as appreciation from leaders or coworkers, is also found to be a

key factor in improving performance. The higher the motivation of employees, the better the quality and quantity of work produced, and the greater their dedication in achieving organizational goals.

The main value of this research lies in its contribution to a deeper understanding of the factors that influence employee performance in the government sector, particularly in agriculture and food security. It provides insights into how inclusive and supportive leadership styles can drive better performance. It also reinforces the importance of developing employees' employability, especially through training that is tailored to individual and organizational needs. From a policy perspective, the findings support the need for reforms and improvements in human resource management systems in government agencies, especially in terms of continuous training and participatory leadership approaches. This research is also relevant for managerial practice, where organizational leaders are expected to be more proactive in understanding the needs and potential of their employees, as well as providing the right motivation to improve performance. The originality of this study lies in its detailed focus on a specific sector, namely agriculture and food security, which is often overlooked in the literature on human resource management and employee performance. By focusing on government agencies in Wajo District, this research also offers a unique contribution to the local context and challenges faced by the agricultural sector in the area.

However, this study is not free from limitations. First, the sample size used only includes 60 employees, which although representative enough for this study, may not provide a broader picture of the employee population at the Wajo District Agriculture and Food Security Office or similar agencies in other regions. Future research is expected to expand the sample size, so that the results obtained are more generalizable to various agencies and other government sectors. Second, this study only examined three main variables: leadership style, work ability, and work motivation. In fact, there are many other factors that may have a significant effect on employee performance, such as work environment, organizational culture, compensation, and job satisfaction. Therefore, it is recommended that future research consider these additional variables to gain a more comprehensive understanding of the determinants of employee performance. Future research agenda could also be directed towards exploring the relationship between leadership style and other variables, such as organizational innovation or technological adaptation in human resource management. In addition, given the importance of motivation in improving performance, further research could examine more in-depth sources of motivation, both intrinsic and extrinsic, and how these motivational factors can be integrated into effective managerial policies. This research can also be extended to explore the long-term impact of certain leadership styles on employee loyalty and organizational stability, especially in the context of the public sector which is often faced with bureaucratic challenges and policy changes. By examining these aspects, it is hoped that more effective and sustainable managerial strategies can be found to support performance improvement in the government sector, especially in the agriculture and food security sector which is the focus of this research.

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