

THE INFLUENCE OF LEADERSHIP AND WORK ABILITY ON WORK MOTIVATION, AND THEIR IMPLICATIONS ON THE PERFORMANCE OF EDUCATION DEPARTMENT EMPLOYEES IN SOUTH SUMATRA PROVINCE

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Abstract: The purpose of this study was to determine the effect of leadership, work ability, partially or simultaneously on work motivation and to determine the effect of leadership, work ability and work motivation partially or simultaneously on the performance of employees of the South Sumatra Province Education Office. Research method Sampling using proportional sampling technique. The method of data analysis is descriptive analysis and verification with a sample size of 255 respondents, taken from a population of 702. The data analysis method used in this research is Structural Equation Modeling (SEM) with the Analysis of Moment Structure (AMOS) program. Based on the research results, the following findings were obtained; (1) There is a positive and significant influence of leadership on the work motivation of employees in the South Sumatra Province Education Office. (2) There is a positive and significant effect of work ability on the work motivation of employees in the South Sumatra Province Education Office. (3) There is no influence of leadership on the performance of employees in the South Sumatra Provincial Education Office. (4) There is a positive and significant effect of work ability on the performance of employees in the South Sumatra Province Education Office. (5) There is a positive and significant influence of work motivation on the performance of employees in the South Sumatra Province Education Office. The conclusion of the research is to increase work motivation, the variable that must be improved is the work ability of the employees of the South Sumatra Province Education Office. Meanwhile, to improve the performance of employees at the South Sumatra Provincial Education Office, what must be improved first is the work ability of the employees of the South Sumatra Provincial Education Office.

Keywords: Leadership, work ability, work motivation, employee performance

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1. Introduction

Human resources have a major role in every organizational activity. Even though it is supported by facilities and infrastructure and excessive funding, without the support of reliable human resources, organizational activities will be difficult to complete properly. This shows that human resources are the key that deserves attention with all their needs. Every

organization needs human resources that are used to mobilize and synergize other resources to achieve organizational goals (Siregar, 2022). Organizational demands to obtain, develop and maintain quality human resources are increasingly urgent in accordance with the ever-changing dynamics of the environment. Employees together with their respective superiors can set work targets and performance standards that must be achieved and assess the actual results achieved at the end of a certain period of time. So, it is hoped that an increase in the performance of individual employees will encourage the performance of human resources as a whole, which is reflected in an increase in work productivity.

In the preamble of the 1945 Constitution, it is stated that one of the objectives of the Republic of Indonesia is to educate the life of the nation and for that every Indonesian citizen has the right to obtain a quality education according to his interests and talents regardless of social status, race, ethnicity, religion and gender. Efforts to develop the whole human being through equity and quality education have become the responsibility of the Government of Indonesia in general and the Province of South Sumatra in particular. However, it is felt that the development of education has not yet achieved the expected results. The South Sumatra Provincial Education Office as the person in charge of the education system in South Sumatra is determined to realize these lofty ideals by making strategic plans for education development which are the elaboration of the long-term regional development plan. This plan will serve as a guideline for all levels of education management, starting from the Provincial, District/City Governments, education units and communities in planning and implementing education development programs and evaluating the results.

Based on the Regional Regulation (Perda) of South Sumatra Province number 11 of 2000 and number 6 of 2003 concerning the Organizational Structure and Work Procedure of the South Sumatra Provincial Offices, it is explained that the South Sumatra Provincial Education Office has the following tasks: (1) Carry out as regional household affairs which includes development activities in the fields of basic education, youth and sports, culture and higher education, (2) Carry out assistance tasks and other tasks given by the Governor of South Sumatra Province, (3) Carry out coordination in the field of education which is the authority of the Regional Government. To carry out these basic tasks, the South Sumatra Provincial Education Office has the functions of: (1) Fostering the management of Kindergarten, Basic Education, General and Vocational Secondary Education and Community Education, (2) Providing licensing and public services across Regencies/Cities, (3) Fostering District/City education technical matters, (4) Fostering and administering the Technical Implementation Unit (UPT) of the Education Office, (5) Fostering the administrative affairs of the South Sumatra Provincial Education Office, (6) Fostering the management of Out-of-School Education Youth and Education Jasmani, (7) Fostering and developing regional culture/language, museums, history and archeology in South Sumatra.

In connection with the main tasks and functions mentioned above, the South Sumatra Provincial Education Office has the following authorities: (1) Determination of policies regarding the acceptance of students and students from minority, underdeveloped and/or disadvantaged communities, (2) Provision of assistance in the procurement of basic textbooks /module education for Kindergarten, Basic Education, Secondary Education and Outdoor Education, (3) Supporting/assisting the implementation of higher education in addition to setting curriculum, accreditation and appointment of academic staff, (4) Consideration of opening and closing of higher education institutions, (5) Organization of Special Schools and Educational Centers or Teacher Upgrading, (6) Implementation of Provincial Museums,

Historical Heritage Sanctuaries, Antiquities, Historical Studies and Regional Values, Traditions and Development of Language and Culture. This shows that in general the Education Office of the Province of South Sumatra is obliged to develop education, youth and sports and culture in the Province of South Sumatra. Many factors influence so that these tasks will be carried out properly, including leadership, ability and work motivation of employees which will ultimately determine the performance of employees at the South Sumatra Provincial Education Office.

The success of government management will be determined by the effectiveness of its leadership, so that leadership can be said to be the essence of government management. Leadership is a mutually reinforcing process through the successful interaction of individual differences, controlling human resources in pursuit of common goals (Siregar, 2020). Leadership is the will to control what happens, the understanding of planning actions, and the power to ask for the completion of tasks, by using the intelligence and abilities of others cooperatively. A good leader is able to manage an organization and can influence others constructively and show the right path and behavior that must be done together in an organization. Success in implementing this leadership will certainly greatly affect the level of performance of the employees they lead.

Based on the initial observations of researchers in the field, leaders only give orders without providing inspiration and ideas. In getting the job done, the leader sacrifices the subordinates and instills fear in the subordinates. The leadership of the South Sumatra Provincial Education Office tends to be less effective which is identified as allegedly influencing work motivation and performance of the South Sumatra Provincial Education Office employees. Leaders tend to pay less attention to employee work behavior, so employees feel enough to work sober. The observation results obtained that there is still information on employees who have low ability/proficiency. This is certainly not good for organizational development and achievement of organizational goals. The following presents data on the number of employees in the South Sumatra Provincial Education Office:

Table 1. South Sumatra Provincial Education Office employees

No.	Unit	Amount
1.	Dinas Pendidikan	385
2.	Balai Latihan Pendidikan Teknik (BLPT)	22
3.	Balai Pengembangan PNFI	26
4.	Museum Negeri Sumatera Selatan	63
5.	Balai Teknologi Komunikasi Pendidikan	16
6.	Sekolah Luar Biasa	125
7.	Graha Teknologi	10
8.	Sekolah Olahraga Negeri Sriwijaya	49
9.	Pengawas	6
Total		702

Source: Dinas Pendidikan Provinsi Sumatera Selatan. 2022

One of the factors that determine employee performance is work ability. There are two types of work abilities that can support the performance of an employee, namely mental and physical abilities. A person's work ability will also determine behavior and results. Work ability is a talent that is inherent in a person to carry out an activity physically or mentally

that he has acquired from birth, learning, and from experience. The conditions in the South Sumatra Province Education Office show that some employees have low performance, even lacking work initiative and creativity, even though they already have relatively adequate work skills. This low performance is shown by their weakness in completing a job and in carrying out their work some employees tend not to be too enthusiastic and lack responsibility in carrying out work and even tend to be slow and there are still many mistakes in completing a job. This condition makes the work environment less conducive between employees and leaders. In addition, the existing conditions also show that the motivation is relatively low which is reflected in low performance as well. In addition, it is often seen that employees are still lacking in discipline in carrying out or completing a job. This situation can be seen from the slow completion of a job that should be completed quickly. In fact, the weak implementation of sanctions by the leadership against employees is suspected of causing low employee motivation.

Motivation is a factor that also plays an important role in supporting the smooth running of the organization because motivation for employees is the driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with all their efforts to achieve organizational progress. Such motivation will certainly improve the performance of an employee. One indicator of the success of employee performance in the South Sumatra Provincial Education Office can be reflected in the number of people of school age according to their level of education to attend education according to their level. The research findings mentioned above support several previous studies which stated that leadership, ability and motivation affect performance, including research by Agusta and Sutanto., (2013); Murti and Sri Mulyani, (2013); Rasyid Almer et al., (2012); Sugeng (2013); Awosusi et al., (2011). Based on the research background above, researchers are interested in conducting research on leadership, abilities, motivation on employee performance. The novelty of this research is that the subjects who are the main source of research are employees at the Department of Education, especially in South Sumatra.

2. Literature Review

2.1 Employee Performance

Ivancevich et al. (2014) define performance as a function of ability to perform, opportunity to perform, and willingness to perform. Performance can be seen from the capacity of individual employees to perform according to the capacity, opportunity and ability to be demonstrated. Meanwhile, Gibson, et al., (2012) see performance as the result of work related to organizational goals such as quality, efficiency, and other criteria of effectiveness. And Robbins and Coulter (2018) identify performance as the end result of an activity which is one of the benchmarks of individual performance. Another opinion was put forward by Colquitt, et al., (2015) stating performance as a set of values of employee behaviors that contribute both positively and negatively to the goals of the organization they adhere to. This opinion is supported by Schermerhorn et al. (2017) who define performance as the quality and quantity of achieving tasks, whether carried out by individuals, groups or organizations. Based on the description of performance above, it can be synthesized that the notion of performance is real behavior and achievement or ability of a person in carrying out organizational tasks given based on the duties, authority, responsibilities delegated to him. To measure performance, it consists of three dimensions, each dimension developed with each

indicator, namely: (1) Quality of work, with indicators: a. Understanding work, b. Understand responsibility & authority and c. Accuracy & thoroughness. (2) Quantity of Work, with indicators: a. Quantity of work, b. Speed of work and c. Work productivity. (3) Attitudes and work behavior, with indicators: a. Attitude towards agencies, b. Work hard, and c. Be responsive and careful.

2.2 Work Motivation

Robbins (2011) suggests motivation is the willingness to do something, this condition is an action that is able to satisfy several needs. Motivation comes from the word motive which means something that pushes from within him to do something, while motivation is something that makes people act or behave in certain ways based on motives. Flippo (2012) argues that the notion of motivation is a skill in directing employees and organizations to want to work successfully so that the wishes of employees and organizational goals are simultaneously achieved. According to Robbins and Judge (2015), motivation is not only about working hard, but motivation also reflects the perspective of one's abilities. Abraham H. Maslow put forward the theory of the hierarchy of needs as follows: 1) Physiological needs are the most basic needs that must be met by an individual. These needs include clothing, food, and shelter. 2) Safety and security needs are needs that are obtained after basic needs are met. At this stage, the individual's needs for the fulfillment of a sense of security for their needs, such as efforts to set aside a salary every month, have a pension guarantee, insurance, and security guarantees. 3) Social needs are needs that involve one's feelings, such as love, affection, and a happy family. Social needs here indicate someone who needs recognition or respect from others. 4) Esteem needs are a person's need to be respected at work, appreciated for his achievements, loyalty, seniority, and self-actualization. 5) The need for self-actualization is the highest need in Maslow's theory.

At this stage, a person wants to fulfill his desire for self-actualization. That is, he wants to use his potential and actualize it in the form of development. Based on the description of motivation above, it can be synthesized that work motivation is the whole process of giving strength or impetus that creates enthusiasm, enthusiasm, persistence and direction for employees or employees in carrying out a job without feeling forced/voluntary. Operationally, work motivation can be measured by the following dimensions: (1) Physiological needs, with indicators: a. Adequate salary and b. Great place to work. (2) The need for security, with indicators: a. Physical work security and b. Non-physical job security. (3) Social Needs, with indicators: a. Harmonious working relationship and b. Social acceptance. (4) The need for appreciation, with indicators: a. Financial awards and b. Non-financial awards. (5) Self-Actualization Needs, with indicators: a. Opportunity to develop yourself and b. Opportunity to excel.

2.3 Employee Work Capabilit

According to Milman Yusdi (2010), meaning that ability is ability, skill, strength we try with ourselves. Capability is the entire potential that exists within an employee through the knowledge he has, skills and experience that he has had to make it easier for employees to carry out the work at hand. Work ability can affect employee performance (Simanjuntak, 2011). The ability to work of each employee is influenced by physical fitness, mental health of the individual concerned, educational background and accumulation of training and work

experience. the longer it takes a person to participate in education and training, the higher the ability or competence to do the job, and the more often a person does the same job, the more skilled and faster the job is completed, thus the higher the performance. Work experience can deepen and broaden employability. Work ability is a condition that exists in workers who are truly efficient and effective in completing the specified work field (Blanchard and Hersey, 2013).

The ability of employees seen from the potential, intellectual ability is intelligence. Meanwhile, physical abilities are knowledge skills (Assauri, 2013). Ability is the capacity of an individual to do various tasks in a job. Furthermore, it is also stated that the ability of an individual comes from educational background and experience and recognizes his duties (Timpe, 2013). Based on the above understanding, it can be synthesized that work ability is a talent that is inherent in a person to carry out a job both mentally and physically that he has acquired from birth, learned from his experience. From the concept of work ability above, there are two dimensions of work ability and the determination of indicators is not taken as a whole but rather based on the conditions and situation of the research site, namely: (1) Intellectual with indicators: a. Numerical intelligence, b. Verbal understanding, c. Perceptual speed, d. Inductive and deductive reasoning, e. Visualization, and f. Memory. (2) Physical with indicators: a. Dynamic strength, b. Body strength, c. Static strength, d. Exten dexterity, e. balance, and f. Stamina.

2.4 Leadership

Leadership is an important part of management, as Bennis stated in Yukl (2010) that a leader is a person who can correctly determine what to do and a manager is a person who can do all his duties and responsibilities correctly. Another opinion was put forward by Kotter in Yukl (2010) which distinguished management from leadership based on their functions and activities. Leadership is concerned with coping with change, whereas management is concerned with coping with complexity. This means that leadership is not the same as management. Leaders determine where the business is going, the direction of internal and external goals. Leaders are strategists who set organizational goals, while managers focus on ways that organizations can achieve goals. Robbins and Judge (2018) define leadership as the ability to influence a group toward achieving a vision or set of goals. Not so with the opinion of House et al. in Yukl (2010) who sees leadership not only as a process of influencing subordinates but also as a motivator as he stated that leadership is a person's ability to influence, motivate, and enable others to contribute to organizational effectiveness and success. Based on the description above, it can be concluded that leadership is the ability of a leader to relate, behave, influence other people to achieve organizational goals and objectives that have been set through change. Four dimensions can be used to measure leadership variables as follows: (1) Coaching function with indicators: a. Provision of accurate information, b. Prohibition and c. Suggestions, (2) Reciprocity, with indicators: a. Understand and explore organizational problems., b. Understand and explore the problems of subordinates, c. Understand and explore problems with the environment. (3) Exemplary, with indicators: a. Accommodate the aspirations of subordinates, b. exemplary, c. Giving consideration. (4) Giving orders with indicators: a. Giving orders persuasively, b. Assign the right people and c. Exercising control.

Framework

a. The influence of leadership on work motivation

According to Setiawan and Muhith (2013) there are several factors that have relevance or positive influence on the leadership process in organizations, namely: a) Personality, past experience and expectations of leaders, this includes values, background and experience will influence the choice of leadership style; b) Expectations and behavior of superiors; c) Characteristics, expectations, and behavior of subordinates will affect the leadership style; d) Task requirements, each subordinate's task will also affect the leadership style; e) Organizational climate and policies affect the expectations and behavior of subordinates and f) Expectations and behavior of colleagues. According to Modiani (2012) the application of the right transformational leadership style can result in high employee performance, work motivation for employees, greater work results, and internal rewards. This is because the transformational leadership style can help employees become more confident in achieving existing goals and work in a direction that will lead to achieving higher goals in the future. At each stage of the transformational process, employee performance is determined by the success of the leader. Richard M. Steers (Sedarmayanti, 2014) stated that motivation is the strength of a person's/individual's tendency to engage in activities that are directed towards work goals. This is not a feeling of pleasure relative to various work results as the result of various jobs as a result of satisfaction, but rather a feeling of being ready/willing to work to achieve the goal of feeling. Meeting the needs of employees is the fundamental basis for our work behavior, it is impossible to motivate employees without paying attention to what is needed. (Abraham Maslow in (Mangkunegara 2014). Several previous studies stated that leadership influences work motivation, including research by Syaidid (2013); Gopal.R & Chowdhury Rima Ghose, (2014); Mansour et al., (2012).

b. Effect of work ability on work motivation

Work ability can be interpreted as the ability, skill, and strength we try with ourselves (Milman, Yusdi, 2010). The balance between work and personal resources must be considered by employees (Harma, 2011). As well as a capacity that is needed by someone in carrying out tasks, results are obtained from training and experience as the implications of the activities carried out and relating to other people (Mulyadi, 2016). Motivation is the desire and encouragement that arises from each individual to work in a certain way to achieve goals optimally (Gomez-Mejia, 2012) (Novianti & Senen, 2016). Work motivation can be measured through: physiological needs, 2. safety and security needs, 3. social needs, 4. need for appreciation, 5. self-actualization needs (Wahjono, 2010). Motivation in humans is a very important element because it is a driving force to do something. Therefore, companies that want to achieve their goals must pay attention in the form of giving work motivation to their employees. In other words, work motivation is the whole process of giving work motivation to subordinates in such a way that they want to work sincerely in order to achieve organizational goals efficiently and economically (Mulyadi, et al., 2010). Some previous research that supports this theory is by Robbins (1996) the level of employee performance will depend heavily on the ability factors of the employees themselves such as level of education, knowledge and experience, where with higher levels of ability will have higher performance as well. Then Davis and J.W. Newstrom (2002) suggests that performance is influenced by two factors, one of which is ability.

c. The influence of leadership on performance

Leadership broadly includes the process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals, influencing to improve the group and its culture. Besides that, it also influences the interpretation of the events of its followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization. Rivai and Mulyadi (2010). Robbins and Judge (2018) define leadership as the ability to influence a group toward achieving a vision or set of goals. Not so with the opinion of House et al. in Yukl (2010: 3) who sees leadership not only as a process of influencing subordinates but also as a motivator as he stated that leadership is a person's ability to influence, motivate, and enable others to contribute to organizational effectiveness and success. Employee performance is the result of work during a certain period compared to various possibilities, for example standards, targets or performance that have been mutually agreed upon. Furthermore, Kristiani et al., (2013) in their research stated that the variable of work ability has a positive and significant effect on work motivation and employee performance, as well as the variable of work motivation which has a positive and significant effect on employee performance.

d. Effect of work ability on performance

The low performance of the workforce is a major issue in the field of human resource management. Employee performance is a link between input and output in the form of work results with the time needed to produce products by employees (Sutrisno, 2011). Effective and efficient employee performance is very important for the company in order to achieve the goals set by the company. Improving the quality and productivity of the workforce is the keyword to be able to catch up so that maximizing employee work productivity is a challenge for every company (Anyadike & O,N, 2013; Bernardin, H &John. Russel, 2007; Suma & Siregar, 2022). The ability of employees needs to be continuously improved, because abilities also have an important role in improving performance. One of the basic skills that must be possessed by an employee is technical ability in the form of the ability to operate work equipment. With these basic abilities, employees will get ease in completing the tasks given. The influence of work ability on employee performance is supported by previous studies such as that conducted by Indra Jaya (2012) that work ability has a positive effect on performance. This gives the meaning that high performance is determined by the high work ability of the employee himself. Work ability has a partially significant effect on employee performance variables. Likewise, the results of research conducted by Ramadhan et. al., (2017).

e. Effect of work motivation on performance

Motivation in humans is a very important element because it is a driving force to do something. Therefore, companies that want to achieve their goals must pay attention in the form of giving work motivation to their employees. In other words, work motivation is the whole process of giving work motivation to subordinates in such a way that they want to work sincerely in order to achieve organizational goals efficiently and economically (Mulyadi, et al., 2010). Motivation is the result of the interaction of individuals and situations. Obviously, individuals have different basic motivational drives. So by analyzing the concept of motivation, it should be remembered that the level of motivation is different, both between individuals and within individuals at different times. Furthermore Agusta, et al., (2013), in his research stated that work motivation has a positive and significant effect on

employee performance. Performance can be interpreted as a measure of how much value an individual employee produces goods or services as the size of the organization's production. The greater the output per individual, the higher the productivity of the organization (Gomez, Mejia, 2012). Whereas in this study the dimensions used to measure work productivity are, according to (Stephen P. Robbins, Mary Coulter., 2012) performance can be seen if an employee uses all of his abilities and strengths and is accompanied by the mobilization of potential and creativity in carrying out his work tasks so that the goals company to be achieved can be achieved effectively and efficiently.

f. Framework

Based on the theoretical review, especially the theory of performance in accordance with Figure 2.3. Job Performance (Colquit, 2009) as well as relevant previous research and the framework described above, researchers can build a research model as follows:

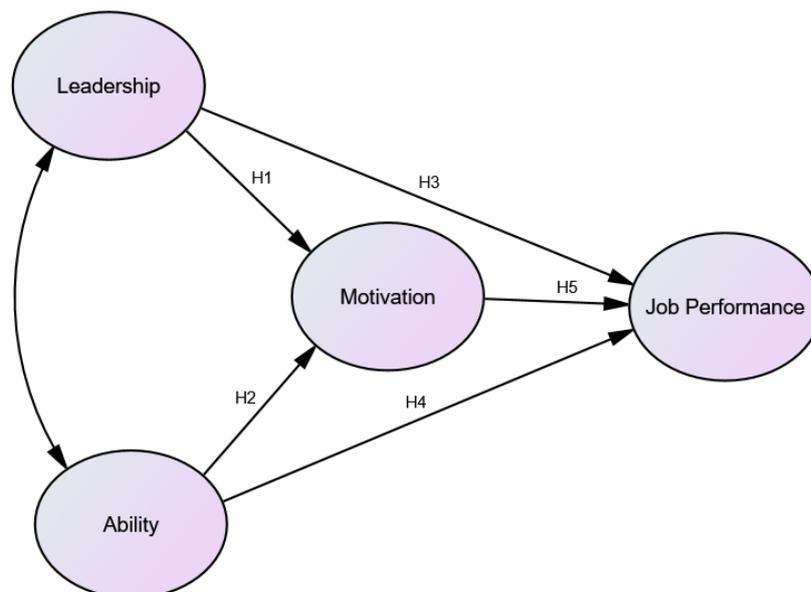


Figure 1. Theoretical Thinking Framework

3. Research Methods

The form of research used is descriptive and verification. Descriptive research was conducted to obtain a thorough description of the facts related to the object of research such as descriptions of the characteristics of the variables of work motivation, work ability and leadership as well as employee performance. Meanwhile, verification research was carried out to produce scientific information through hypothesis testing using the SEM (structural equation modeling) statistical method based on data obtained in the field, namely testing the effect of work motivation, work ability and leadership on employee performance. SEM is a combination of factor analysis and regression analysis which consists of two types of analysis models, namely Confirmatory Factor Analysis (CFA) and Multiple Regression Analysis. SEM analysis according to Waluyo (2011) is a set of statistical techniques that allow testing a series of relatively "complicated" relationships simultaneously. The complicated relationship

in question is a series built between one or several dependent variables with one or several independent variables. In terms of methodology, SEM plays various roles, including as a system of simultaneous equations, linear causal analysis, path analysis (path analysis) analysis of covariance structure, and structural equation models (Wijanto, 2008).

The model used in this study is the causality model or influence relationship. To test the hypotheses that will be put forward in this study, the analytical technique that will be used is SEM or Structural Equation Modeling which is operated through the AMOS 18 program. Research modeling through SEM allows a researcher to answer dimensional research questions (is measuring what are the indicators of a concept) and regression (measures the influence or degree of relationship between factors whose dimensions have been identified). This study uses two kinds of analysis techniques, namely: a) Confirmatory Factor Analysis. Confirmation factor analysis in SEM is used to confirm the most dominant factors in a group of variables. In this study, confirmatory factor analysis was used to examine indicators that shape organizational culture, leadership style, job satisfaction and employee performance. b) Regression Weight. Regression weight in SEM is used to examine how much influence the relationship between variables that theoretically exists.

The research location is the Education Office of South Sumatra Province. The population is the whole or the totality of all objects or individuals who have certain, clear and complete characteristics to be studied. According to Haryono (2011) population is the totality of all individual objects or individuals who have certain characteristics, clear and complete, to be studied. The population in this study were all employees of the South Sumatra Province Education Office, totaling 702 employees. This study drew samples using a proportional random sampling method or technique (proportional sampling technique) in which the number of samples was determined by fulfilling the requirement of 5 x the number of indicators. That means based on the calculation above it can be formulated $5 \times 51 = 255$. Based on the calculation above, the sample in this study is 255 employees. To meet the requirements for the number of samples that must be met if using analysis using SEM, the number of samples ranges from 100 – 200 and at least five times the number of indicators. Wijaya (2009) for SEM models with up to five latent variables (constructs), and each construct is explained by three or more indicators, the number of samples between 100 - 150 is considered sufficient.

4. Result and Discussion

Structural Equation Measurement

Figure 2 (Diagram Model_1 Complete Structural Equation) is a diagram of the fit model for measuring the Complete Structural Equation (PSL) or Structural Equation Modeling (full model SEM) which is formed from diagrams of both Exogenous and Endogenous variables that are fit and then combined.

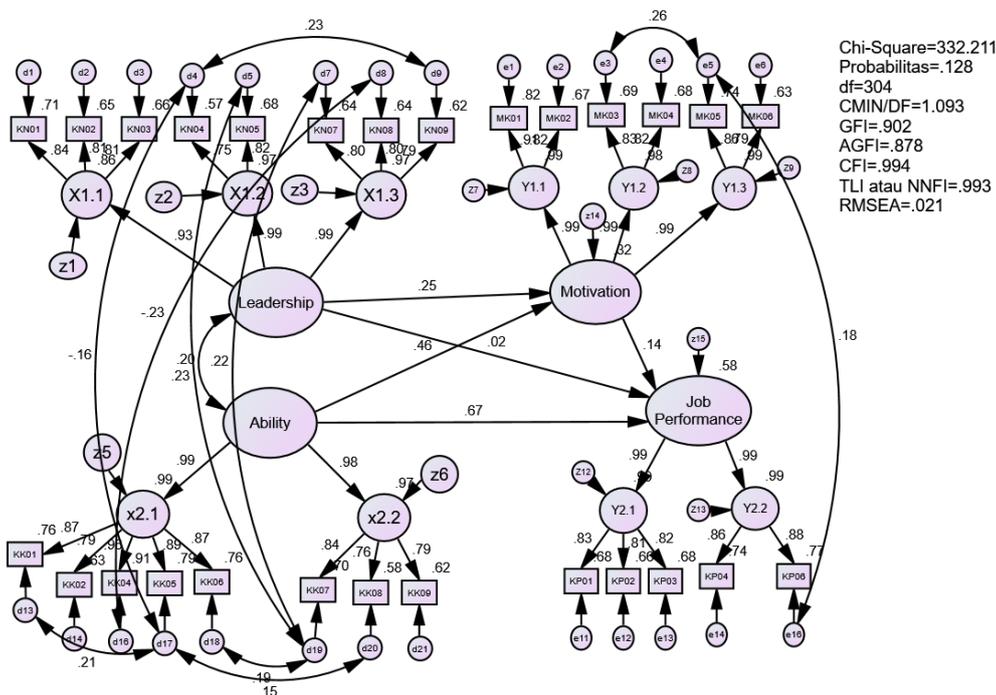


Figure 2. GOF Results Complete Structural Equation Fit Model Diagram (Standardized Estimates)

To test the significance of the Complete Structural Equation model, it is necessary to consult or compare with Table 1 (GOF Test Results for Complete Structural Equation Fit Models). From the comparison of the calculation results of the GOF value with the cut off value, all GOF values meet the specified requirements:

Table 2. GOF Test Results Complete Structural Equation Fit Model Diagram

No	Goodness Of Fit Index	Cut-Off Value	Result	Conclusion
1	χ^2 Chi-square (df=306, p = 0,05)	< 347	332,249	Fit
2	Sig. Probability	≥ 0.05	0,145	Fit
3	df	> 0	306	Fit
4	CMIN/DF	≤ 2.00	1,086	Fit
5	GFI	≥ 0.90	0,902	Fit
6	AGFI	≥ 0.95	0,879	Marginal Fit
7	CFI	≥ 0.95	0,994	Fit
8	TLI atau NNFI	≥ 0.95	0,994	Fit
9	RMSEA	≤ 0.08	0,020	Fit

Sources: Primary data processed with AMOS, 2023

The table above indicates that all the criteria for the test results have met the requirements so that the measurement of the Complete Structural Equation model is declared fit or feasible. Thus the complete structural equation model can be used to explain the influence or relationship between latent variables, dimensions and indicators as well as to test research hypotheses.

Hypothesis test

Statistical hypothesis testing was carried out on 5 hypotheses partially using the Critical Ratio (C.R.) value or also known as t count > 1.96 with a significance level of 0.05 (5%). If the calculated CR value is ≥ 1.96 , then H1 is accepted, and H0 is rejected. Partial hypothesis can also be done by testing the Significance of Probability (Sig. P). If the results of the calculation of Sig. P ≤ 0.05 , then H1 is accepted, and H0 is rejected. If the value of Sig. P has a *** sign, so the hypothesis is significant at the 0.01 level (1%).

Table 3. Complete Structural Equation Fit Model Regression Weights

			Estimate	S.E.	C.R.	P
Motivation	←	Leadership	,304	,082	3,715	***
Motivation	←	Ability	,563	,087	6,448	***
Job Performance	←	Motivation	,183	,084	2,189	,029
Job Performance	←	Leadership	,032	,087	,366	,714
Job Performance	←	Ability	1,035	,126	8,203	***

Sources: Primary data processed with AMOS, 2023

Diagrammatically, the results of hypothesis testing from Table 2 Regression Weights Model Fit Complete Structural Equation can be seen in the figure below:

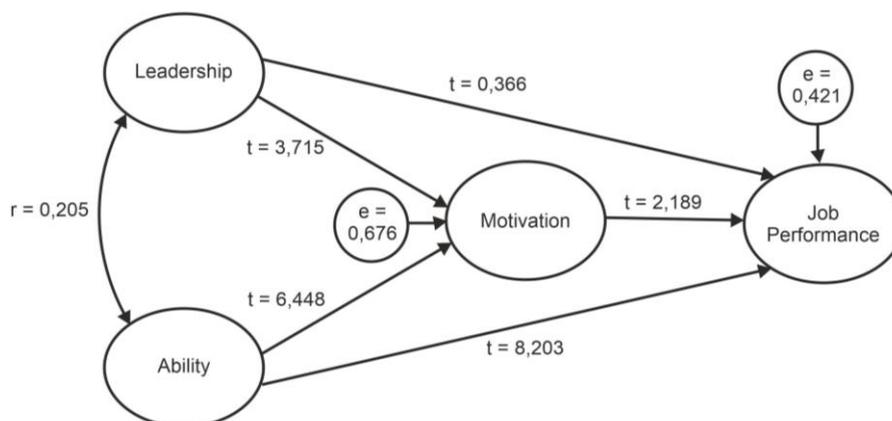


Figure 3. Hypothesis Testing with CR (t count) and Sig. P Complete Structural Equation Fit Model

In testing the first hypothesis, it was found that the value of C.R. of $3.71 > 1.96$ or P^{***} value $(0.01) \leq 0.05$. it can be concluded that there is a positive and significant influence of leadership on the work motivation of employees in the South Sumatra Provincial Education Office. In testing the second hypothesis, the C.R. of $6.448 > 1.96$ or the value of P^{***} $(0.01) \leq 0.05$, it can be concluded that there is a positive and significant effect of work ability on employee motivation in the South Sumatra Provincial Education Office South Sumatra Provincial Education Office. The third hypothesis, it is known that the value of C.R. of $0.366 \leq 1.96$ or a P value of $0.714 \geq 0.05$, it can be concluded that there is no influence of leadership on employee performance in the South Sumatra Provincial Education Office. In the fourth hypothesis, the C.R. of $8.203 \geq 1.96$ or P^{***} $(0.01) \leq 0.05$, it can be concluded that there is a positive and significant effect of work ability on employee performance in the South Sumatra Provincial Education Office. And in the fifth hypothesis, it is known that the value of C.R. of $2.189 \geq 1.96$ or a P value of $0.029 \leq 0.05$, it can be concluded that there is a positive and significant influence of work motivation on employee performance in the South Sumatra Provincial Education Office.

Analysis of Direct and Indirect Effects

To determine the magnitude of the influence of one variable on other variables in the SEM model, both directly and indirectly, it can be seen from the Standardized Direct Effect and Standardized Indirect Effect. This analysis is useful for determining strategies more specifically in order to improve employee performance within the South Sumatra Province Education Office. The standard direct effect regression coefficient is listed in table 3. The indirect effect coefficient is useful to find out whether mediating variables play an effective role in the structure of the SEM model. By comparing the magnitude of the coefficient of indirect and direct influence, it will be known whether the mediating or intervening variables play the role expected. The results of calculations with AMOS 20.00 regarding the indirect effect can be seen in Table 4.

Table 4. Direct Effect of Standard Regression Weights

	Ability	Leadership	Mtivation	Job Performance
Motivation	.463	.250	.000	.000
Job Performance	.671	.021	.144	.000

Sources: Primary data processed with AMOS, 2023

Table 4. Indirect Effects (Standardized Indirect Effects)

	Ability	Leadership	Motivation	Job Performance
Motivation	.000	.000	.000	.000
Job Performance	.067	.036	.000	.000

Sources: Primary data processed with AMOS, 2023

Based on Table 3, the direct effect of work ability is 0.463, while leadership is 0.250 on work motivation. From these findings, it can be concluded that in the sub-structure, to increase work motivation it is suggested to prioritize work ability over leadership. This is because the work ability variable has a greater influence coefficient (0.463) than leadership (0.250). The direct effect on the structural equation, namely the influence of leadership, work ability and work motivation on employee performance can be seen that work ability has a direct influence on employee performance which is the most dominant compared to leadership and work motivation. In terms of ranking, the direct effect of work ability on employee performance is 0.671, work motivation is 0.144 and leadership is 0.021. Based on the results of the calculation of the indirect effect, Table 4 shows that work ability has a more dominant indirect effect of 0.067 on performance compared to leadership which is only 0.036. From the findings above it can also be concluded that the coefficient of the direct effect of work ability on performance is 0.671 which is more dominant than the indirect effect of work ability on performance through work motivation of 0.067. These findings indicate that work motivation is not a mediating or intervening variable of work ability. The coefficient of indirect influence of leadership on performance through work motivation is 0.036 which is more dominant than the direct effect of leadership on performance of 0.021. These findings indicate that work motivation is a mediating or intervening variable of leadership.

5. Conclusion

Based on the results of hypothesis testing and analysis and discussion of the results of this study, it can be concluded that (1) there is a positive and significant influence of leadership on the work motivation of employees in the South Sumatra Province Education Office. In conclusion, so that employee motivation increases, it must be appreciated by providing sufficient salary, therefore the leadership at the South Sumatra Provincial Education Office must provide information to employees clearly and accurately, (2) there is a positive and significant influence on work ability on motivation employee work in the South Sumatra Provincial Education Office. In conclusion, so that employee motivation increases, it must be appreciated by providing sufficient salary, therefore employees at the South Sumatra Province Education Office must have good reasoning about the organization, both inductive and inductive reasoning, (3) There is no influence of leadership on employee performance at South Sumatra Province Education Office. In conclusion, to improve the performance of employees of the South Sumatra Provincial Education Office does not have to go through increased leadership, (4) there is a positive and significant influence of work ability on the performance of employees in the South Sumatra Provincial Education Office. In conclusion, so that the performance of high-ranking employees of the South Sumatra Province Education Office must have good inductive and deductive reasoning, so that work productivity increases, (5) There is a positive and significant influence of work motivation on the performance of employees in the South Sumatra Provincial Education Office. In conclusion, for the performance of high-ranking employees, the management of the South Sumatra Province Education Office must provide sufficient salaries to their employees, so that their work productivity increases.

The following are some practical suggestions that can be taken into consideration by policy makers at the South Sumatra Provincial Education Office in order to increase the work

motivation and performance of their employees. Suggestions are also intended for further research for practitioners and academics who are interested in exploring research relevant to this research topic. Suggestions for Organization: (1) To improve the performance of employees at the South Sumatra Province Education Office, policy makers need to apply leadership, work ability and work motivation partially or jointly, but it would be better if the working abilities of the employees were increased first so that work motivation will increase and the implication of employee performance will also increase. (2) Ability can also directly influence employee performance positively and significantly. Therefore, it is recommended that policy makers at the South Sumatra Provincial Education Office always improve the work abilities of their employees. Suggestions for Further Research: (1) The researcher hopes that this research can be continued on populations of human resources in other industrial sectors, for example employees and employees outside the government bureaucracy, (2) This study uses four variables, namely leadership, work ability, work motivation and employee performance. In future studies, it is hoped that researchers will be able to examine other factors that can influence work motivation and employee performance.

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