



# Influence of Leadership, Work Motivation, And Ability Work on Organizational Performance at Kendari Radio Frequency Spectrum Monitor Workshop Office

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## ABSTRACT

*This research aims to determine, test and analyze: (1) The influence of leadership, work motivation and work ability on organizational performance at Loka Monitor Spektrum Frequency Radio. (2) The influence of leadership on organizational performance at Loka Monitor Spektrum Frequency Radio. (3) The influence of work motivation on organizational performance at Loka Monitor Spektrum Frequency Radio. (4) The influence of work ability on organizational performance at Loka Monitor Spektrum Frequency Radio. The sample in this research were 39 employees at Loka Monitor Spektrum Frequency Radio. Data collection uses questionnaires. Data analysis uses multiple linear regression analysis. The research results show that: (1) Leadership, work motivation and work ability have a positive and significant effect on organizational performance at Loka Monitor Spektrum Frequency Radio. (2) Leadership has a positive and significant effect on organizational performance at Loka Monitor Spektrum Frequency Radio. (3) Work motivation has a positive and significant effect on organizational performance at Loka Monitor Spektrum Frequency Radio. (4) Work ability has a positive and significant effect on organizational performance Loka Monitor Spektrum Frequency Radio.*

**Keywords:** *Employability, Leadership, Organizational Performance, Work Motivation.*

## I. INTRODUCTION

Human resource management is a strategic and coherent approach to the management of people working in organizations and their relationships within them. The concept revolves around optimizing the performance of employees to achieve organizational goals through various functions and practices designed to manage people effectively. Human resource management covers a wide range of activities from human resource planning, recruitment, selection, training, development, performance appraisal, to compensation and benefits management.

For the Kendari Radio Frequency Spectrum Monitor Office, which plays an important role in the management and monitoring of the radio frequency spectrum, the implementation of effective human resource management is crucial. The work environment in this office requires a human resource management approach that can support advanced technology, ensure regulatory compliance, and improve overall organizational performance.

In relation to organizational performance measures, Dwiyanto (1995) in Karim and Irawan (2017) highlighted three indicator concepts in measuring the performance of public service organizations: responsiveness, responsibility, and accountability. In addition to these three indicators, Dwiyanto also added two other indicators, namely productivity and service quality.

The first factor that affects organizational performance is leadership. Gary Yukl (2015) defines it as the process of influencing others so that they understand and agree on what needs to be done and how the task can be carried out effectively, as well as the process of assisting and encouraging individual and collective efforts in achieving goals. Leadership is an important trait of leaders in the organization of good human resources. Leaders and their leadership have strategic functions that determine human resource performance. Leaders who carry out their leadership effectively, can move people/personnel towards the goals aspired to, will become role models and role models. Conversely, leaders who exist only as figures and do not have influence and leadership abilities, will result in the performance of human resources being slow, because they do not have the capabilities and skills to produce good performance. At the Kendari Radio Frequency Spectrum Monitor Workshop Office, effective

leadership is needed to guide the team in dealing with technical and regulatory challenges of the frequency spectrum, drive innovation, and ensure compliance with industry standards.

The second factor that affects organizational performance is work motivation. Pamela and Oloko (2015) argued that work motivation is an important key to the success of an organization in maintaining the continuity of work activities. Work motivation involves providing the right direction, resources, and rewards to employees so that they feel inspired and interested in working in accordance with organizational expectations. Herzberg (1966), in his book "The Motivation to Work", states that there are two types of factors that influence a person's motivation, namely hygiene factors (extrinsic) and motivator factors (intrinsic).

The third factor that affects organizational performance is work ability. Robbins (2012) explains that work ability is an individual's ability to perform various tasks in a particular job. Work ability refers to a condition in which a worker effectively and successfully uses his potential in accordance with the established field of work. According to Blanchard and Hersey (2013) employee capabilities involve intellectual potential and intelligence, as well as physical skills such as knowledge and skills. At the Kendari Radio Frequency Spectrum Monitor Workshop Office, the development of individual employability through continuous training and development is necessary to ensure that employees have the necessary expertise to effectively manage the radio frequency spectrum.

The results of preliminary observations made at the Kendari Radio Frequency Spectrum Monitor Workshop Office show that the performance of the organization has good value but can still be improved, especially on matters relating to leadership, work motivation, and work ability. The leadership applied at the Kendari Radio Frequency Spectrum Monitor Workshop Office is generally good, but can still be improved more optimally, especially in terms of communication between superiors and subordinates, communication between employees, and increased development of leadership abilities possessed by each employee. This is needed because the current work system is a team-based work system, so that leadership skills are not only focused on office leaders, but all employees who are given the responsibility to lead a work team in the Kendari Radio Frequency Spectrum Monitor Workshop Office organization.

As with leadership, in terms of employee work motivation at the Kendari Radio Frequency Spectrum Monitor Workshop Office has shown good value with regard to organizational performance. However, work motivation can still be improved optimally, especially in terms of giving appreciation to employees for their work achievements and adjusting the workload given to employees. The current working environment can also still be improved such as in terms of the quality of co-operation and interaction between employees, giving awards for employee achievements, and so on.

Furthermore, in terms of work ability, it was found that there is potential for optimal development of organizational performance at the level of education, training and competency development owned by employees, especially those related to the field of work that is the responsibility of existing employees. Increasing work ability will greatly help employees in understanding the work provided and will also make it easier for leaders to coordinate and place employees in the appropriate fields.

Based on phenomena and empirical studies, it is necessary to conduct research on organizational performance at the Radio Frequency Spectrum Monitor Workshop Office in Kendari, Southeast Sulawesi Province, which is influenced by leadership, work motivation and work ability. The research was conducted by seeing that in general the facts found related to the influence of leadership, work motivation and work ability on organizational performance are good but there are still opportunities to be improved, and to prove that the theory of leadership variables, work motivation and work ability affect organizational performance also applies to the Kendari Radio Frequency Spectrum Monitor Workshop Office.

## II. LITERATURE REVIEW

Based on the results of previous studies relevant to this research, which can be taken as the main reference material and comparison as follows: Lomyati & Tridayati, (2023), Analysis of the Effect of Compensation and Motivation on Organizational Performance through Employee Performance (Study of Companies in SIER Industrial Area "Surabaya"). The results showed that there is a significant influence between compensation and employee performance, as well as motivation and employee performance. In addition, there is a significant influence between compensation and organizational performance, as well as motivation and organizational performance. Compensation and motivation are important factors in improving employee performance and organizational performance.

Onoriode & Samuel, (2023) *Do Leadership Structure and Team Trust Drive Organizational Performance? Empirical approach*. The results of the analyses show that the performance of manufacturing companies is highly dependent on teamwork. In other words, acceptable and planned team building has a direct relationship with firm performance. The implication of this study is that team trust and leadership structure are key factors in driving organizational performance. Upper-level management is advised to create teams where team members can build trust in each other by communicating openly, avoiding activities based solely on self-interest, and providing mutual assistance to teammates for better results in the manufacturing industry. Thus, this study provides added value for manufacturing companies in improving their performance by paying attention to team trust and leadership structure.

### III. RESEARCH METHODS

This research was conducted at the Office of Radio Frequency Spectrum Monitor Kendari, Southeast Sulawesi Province. The object of this research is Leadership, Work Motivation, Work Ability and Organizational Performance. The population in this study were all employees at the Kendari Radio Frequency Spectrum Monitor Workshop Office, Southeast Sulawesi Province.

The total number of employees at the Kendari Radio Frequency Spectrum Monitor Workshop Office of Southeast Sulawesi Province is 41 employees. This study uses the census method in determining the number of samples where the number of samples is the same as the population, namely 41 employees at the Radio Frequency Spectrum Monitor Workshop Office in Kendari, Southeast Sulawesi Province. All populations were used as respondents because of the small population. By looking at the scope of research conducted on the internal aspects of the Kendari Radio Frequency Spectrum Monitor Workshop Office, the criteria for respondents in this study were all employees who worked at the Kendari Radio Frequency Spectrum Monitor Workshop Office with a minimum service period of 1 year.

In this study, two types of data were used, namely qualitative data, namely data in the form of respondents' perceptions of leadership, work motivation, work ability and organizational performance. And quantitative data, namely data in the form of numbers such as respondents' age, length of service, and gender.

In this study, two types of variables were used, namely independent variables (free), and dependent variables (bound). Independent Variable (free) Sugiyono (2022) explains, this variable is a variable that is the cause of change and the existence of the dependent variable. The independent variables in this study are leadership variables, work motivation and work ability. Dependent Variable (bound) Sugiyono (2022) explains that the dependent variable is influenced and caused by the independent variable. The dependent variable in this study is organizational performance. And this study using 3 (three) data collection methods used like observations, questionnaires, and documentations.

Data related to independent and dependent variables were measured using a Likert scale. Sugiyono (2022) this scale can be applied as a measurement of opinions, attitudes and views of people or groups of people regarding social events. From this scale, the variables will be converted into indicator variables, after which the indicators are formed into consensus for making instrument items in the form of questions and statements.

Testing the validity, the instrument is tested by calculating the correlation coefficient between the item score and the total score at the 95% significance level or  $\alpha = 0.05$ . The instrument is said to be valid if the correlation significance value  $\alpha \leq$  than 95% or  $\alpha = 0.05$ . (Santoso, 2020). The validity test is useful for knowing whether there are statements or questions on the questionnaire that must be removed or replaced because they are considered irrelevant. The validity test is often used to measure the accuracy of an item in a questionnaire, whether the item is correct in measuring what you want to measure (Sugiyono 2017). The requirement for the validity of an item is if  $r_{count} > r_{table}$  at a significant level ( $\alpha = 0.05$ ) then the instrument is considered valid and if  $r_{count} \leq r_{table}$  then the instrument is considered invalid.

Table 3.1 Instrument Validity Test Results at the  $\alpha = 0.05$  Level

Indicator Item	Value r	Value $r_{table}$	Status	Indicator Items	r-value	$r_{table}$ Value	Status
X <sub>1.1.1</sub>	0,312	0,316	Invalid	X <sub>2.2.10</sub>	0,666	0,316	Valid
X <sub>1.1.2</sub>	0,556	0,316	Valid	X <sub>2.2.11</sub>	0,717	0,316	Valid
X <sub>1.1.3</sub>	0,770	0,316	Valid	X <sub>2.2.12</sub>	0,669	0,316	Valid
X <sub>1.2.1</sub>	0,628	0,316	Valid	X <sub>2.2.13</sub>	0,509	0,316	Valid
X <sub>1.2.2</sub>	0,645	0,316	Valid	X <sub>2.2.14</sub>	0,550	0,316	Valid
X <sub>1.2.3</sub>	0,610	0,316	Valid	X <sub>2.2.15</sub>	0,407	0,316	Valid
X <sub>1.3.1</sub>	0,655	0,316	Valid	X <sub>3.1.1</sub>	0,778	0,316	Valid
X <sub>1.3.2</sub>	0,706	0,316	Valid	X <sub>3.1.2</sub>	0,763	0,316	Valid
X <sub>1.3.3</sub>	0,644	0,316	Valid	X <sub>3.1.3</sub>	0,768	0,316	Valid
X <sub>2.1.1</sub>	0,493	0,316	Valid	X <sub>3.2.1</sub>	0,719	0,316	Valid
X <sub>2.1.2</sub>	0,354	0,316	Valid	X <sub>3.2.2</sub>	0,814	0,316	Valid
X <sub>2.1.3</sub>	0,524	0,316	Valid	X <sub>3.2.3</sub>	0,873	0,316	Valid
X <sub>2.1.4</sub>	0,588	0,316	Valid	X <sub>3.3.1</sub>	0,624	0,316	Valid
X <sub>2.1.5</sub>	0,603	0,316	Valid	X <sub>3.3.2</sub>	0,637	0,316	Valid
X <sub>2.1.6</sub>	0,638	0,316	Valid	X <sub>3.3.3</sub>	0,808	0,316	Valid
X <sub>2.1.7</sub>	0,733	0,316	Valid	X <sub>3.4.1</sub>	0,643	0,316	Valid
X <sub>2.1.8</sub>	0,574	0,316	Valid	X <sub>3.4.2</sub>	0,633	0,316	Valid
X <sub>2.1.9</sub>	0,464	0,316	Valid	X <sub>3.4.3</sub>	0,702	0,316	Valid
X <sub>2.1.10</sub>	0,882	0,316	Valid	Y <sub>1.1.1</sub>	0,603	0,316	Valid
X <sub>2.1.11</sub>	0,550	0,316	Valid	Y <sub>1.1.2</sub>	0,461	0,316	Valid
X <sub>2.1.12</sub>	0,283	0,316	Invalid	Y <sub>1.1.3</sub>	0,723	0,316	Valid
X <sub>2.1.13</sub>	0,586	0,316	Valid	Y <sub>1.2.1</sub>	0,533	0,316	Valid
X <sub>2.1.14</sub>	0,671	0,316	Valid	Y <sub>1.2.2</sub>	0,689	0,316	Valid
X <sub>2.1.15</sub>	0,518	0,316	Valid	Y <sub>1.2.3</sub>	0,562	0,316	Valid
X <sub>2.2.1</sub>	0,396	0,316	Valid	Y <sub>1.3.1</sub>	0,553	0,316	Valid
X <sub>2.2.2</sub>	0,372	0,316	Valid	Y <sub>1.3.2</sub>	0,679	0,316	Valid
X <sub>2.2.3</sub>	0,489	0,316	Valid	Y <sub>1.3.3</sub>	0,461	0,316	Valid
X <sub>2.2.4</sub>	0,446	0,316	Valid	Y <sub>1.4.1</sub>	0,609	0,316	Valid
X <sub>2.2.5</sub>	0,836	0,316	Valid	Y <sub>1.4.2</sub>	0,647	0,316	Valid
X <sub>2.2.6</sub>	0,634	0,316	Valid	Y <sub>1.4.3</sub>	0,509	0,316	Valid

Indicator Item	Value r	Value r <sub>table</sub>	Status	Indicator Items	r-value	r <sup>r</sup> -table Value	Status
X <sub>2.2.7</sub>	0,807	0,316	Valid	Y <sub>1.5.1</sub>	0,571	0,316	Valid
X <sub>2.2.8</sub>	0,724	0,316	Valid	Y <sub>1.5.2</sub>	0,700	0,316	Valid
X <sub>2.2.9</sub>	0,899	0,316	Valid	Y <sub>1.5.3</sub>	0,412	0,316	Valid

Sumber : Primary data processed Year 2024

Based on table 1.2. it shows that there are two statements from the indicator items that measure each variable that produce a validity coefficient of less than 0.316 (r count ≤ r table) and other statements from the indicator items that measure each variable produce a validity coefficient of more than 0.316 (r count > r table). Thus, statements that produce invalid values will be eliminated and then valid statements will become data collection instruments used in this study.

This study also uses the Research Instrument Reliability Test, Classical Assumption Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, and Autocorrelation test in testing the validity of the data that has been found by researchers as well as the accuracy and accuracy of the data used in this study.

#### IV. RESULT AND DISSCUSSION

##### 4.1 Results

##### 4.1.1 Description of Research Variables

Descriptive research variables aim to describe variables based on respondents' perceptions so that information can be obtained about the condition of the variable in which the assessment condition is. The statistical formula used is:

$$C = (X_n - X_1) / k$$

Notes:

c = Approximate (Class Size)

k = Number of Classes

X<sub>n</sub> = Largest Observation Value

X<sub>1</sub> = Smallest Observation Value

Source: Supranto (2011: 64)

After the magnitude of the class interval is known, the average scale range (mean) of the respondents' perceptions is made with the criteria as in the following table:

**Tabel 4.1 Descriptive Criteria of Research Variables**

(Mean)	Respondents' Perception Category			
	Leadership	Work Motivation	Work Capability	Organizational Performance
1,00-1,79	Very bad	Very bad	Very bad	Very bad
1,80-2,59	Not good	Not good	Not good	Not good
2,60-3,39	Fairly Good	Fairly Good	Fairly Good	Fairly Good
3,40-4,19	Good	Good	Good	Good
4,20-5,00	Very Good	Very Good	Very Good	Very Good

Source : Supranto (2011:64) Adapted By The Author

Table 4.1. shows the categorical meaning in interpreting the results of this study based on the respondents' answer scores. An overview of the respondent's response data from the research results regarding the four latent variables studied using the average value of the respondent's statement score can be described as follows:

##### 4.1.2 Leadership Variables

Based on the research results obtained through questionnaires, the objective conditions for leadership variables are measured by 5 indicators, namely visionary, democratic, and communicative. Respondents' responses to the leadership variable indicators can be seen in Table 4.2.

**Tabel 4.2 Distribution of Respondents' Answers to Leadership Variables**

Item	Frequency of Respondents' Answers / Statements										Rata-rata
	Frequency (F)					Presentation (%)					
	SS	S	RR	TS	STS	SS	S	R	TS	STS	
X1.1.2	11	24	4	0	0	28,2	61,5	10,3	0,0	0,0	4,18
X1.1.3	11	18	5	5	0	28,2	46,2	12,8	12,8	0,0	3,90
<b>Average Score of Visionary Indicators</b>											<b>4,04</b>
X1.2.1	8	18	11	0	2	20,5	46,2	28,2	0,0	5,1	3,77
X1.2.2	13	21	5	0	0	33,3	53,8	12,8	0,0	0,0	4,21
X1.2.3	13	24	2	0	0	33,3	61,5	5,1	0,0	0,0	4,28
<b>Average Score of Democratic Indicator</b>											<b>4,09</b>
X1.3.1	10	22	7	0	0	25,6	56,4	17,9	0,0	0,0	4,08
X1.3.2	8	26	2	3	0	20,5	66,7	5,1	7,7	0,0	4,00
X1.3.3	10	27	2	0	0	25,6	69,2	5,1	0,0	0,0	4,21
<b>Average Score of Communicative Indicator</b>											<b>4,09</b>
<b>Average Leadership Variable Score</b>											<b>4,07</b>

**Source: Primary Data Processed Year 2024**

Based on the data presented in table 4.2 that for the leadership variable perceived by respondents is in the good category as indicated by the average value of the assessment score for the leadership variable of 4.07. This shows that respondents feel that the leadership at the Kendari Radio Frequency Spectrum Monitor Workshop Office is good. However, from each indicator set there are still some employees who give answers that are doubtful, disagree, and strongly disagree.

Generally, leaders at the Kendari Radio Frequency Spectrum Monitoring Centre were rated positively by respondents. However, it is important for leaders to continue to hone and develop their leadership competencies through training, mentoring, and learning from leadership best practices. This will help leaders in facing future challenges and changes.

**4.1.3 Work Motivation Variables**

Based on the research results obtained through questionnaires, the objective conditions for work motivation variables intended in this study are measured by 2 (two) indicators, namely intrinsic and extrinsic aspects. The responses to the work motivation variable indicators can be seen in Table 5.7. the following. The responses to the work motivation variable indicators can be seen in Table 5. below. The responses to the work motivation variable indicators can be seen in Table 1. below. The responses to the work motivation variable indicators can be seen in Table 1 below. The responses to the work motivation variable indicators can be seen in Table 4.3 below.

**Table 4.3 Distribution of Respondents' Answers to Work Motivation Variables**

Item	Frequency of Respondents' Answers / Statements										Meant
	Frequency (F)					Presentation (%)					
	SS	S	RR	TS	STS	SS	S	R	TS	STS	
X2.1.1	22	16	0	1	0	56,4	41,0	0,0	2,6	0,0	4,51
X2.1.2	10	27	0	2	0	25,6	69,2	0,0	5,1	0,0	4,15
X2.1.3	15	24	0	0	0	38,5	61,5	0,0	0,0	0,0	4,38
X2.1.4	11	20	6	2	0	28,2	51,3	15,4	5,1	0,0	4,03
X2.1.5	5	22	10	2	0	12,8	56,4	25,6	5,1	0,0	3,77
X2.1.6	8	18	8	5	0	20,5	46,2	20,5	12,8	0,0	3,74
X2.1.7	5	30	4	0	0	12,8	76,9	10,3	0,0	0,0	4,03
X2.1.8	17	22	0	0	0	43,6	56,4	0,0	0,0	0,0	4,44
X2.1.9	21	17	1	0	0	53,8	43,6	2,6	0,0	0,0	4,51
X2.1.10	9	28	2	0	0	23,1	71,8	5,1	0,0	0,0	4,18
X2.1.11	6	31	2	0	0	15,4	79,5	5,1	0,0	0,0	4,10
X2.1.13	10	23	4	2	0	25,6	59,0	10,3	5,1	0,0	4,05
X2.1.14	8	26	3	2	0	20,5	66,7	7,7	5,1	0,0	4,03
X2.1.15	9	27	2	1	0	23,1	69,2	5,1	2,6	0,0	4,13
<b>Average Intrinsic Indicator Score</b>											<b>4,15</b>
X2.2.1	9	26	4	0	0	23,1	66,7	10,3	0,0	0,0	4,13
X2.2.2	8	28	0	3	0	20,5	71,8	0,0	7,7	0,0	4,05
X2.2.3	11	26	1	1	0	28,5	66,7	2,6	2,6	0,0	4,21
X2.2.4	11	23	5	0	0	28,2	59,0	12,8	0,0	0,0	4,15
X2.2.5	6	30	3	0	0	15,4	76,9	7,7	0,0	0,0	4,08
X2.2.6	18	21	0	0	0	46,2	53,8	0,0	0,0	0,0	4,46
X2.2.7	9	26	4	0	0	23,1	66,7	10,3	0,0	0,0	4,13
X2.2.8	9	29	1	0	0	23,1	74,4	2,6	0,0	0,0	4,21
X2.2.9	8	31	0	0	0	20,5	79,5	0,0	0,0	0,0	4,21
X2.2.10	13	26	0	0	0	33,3	66,7	0,0	0,0	0,0	4,33
X2.2.11	16	23	0	0	0	41,0	59,0	0,0	0,0	0,0	4,41
X2.2.12	12	23	3	1	0	30,8	59,0	7,7	2,6	0,0	4,18
X2.2.13	6	28	5	0	0	15,4	71,8	12,8	0,0	0,0	4,03
X2.2.14	10	27	1	1	0	25,6	69,2	2,6	2,6	0,0	4,18
X2.2.15	13	25	1	0	0	33,3	64,1	2,6	0,0	0,0	4,31
<b>Average Extrinsic Indicator Score</b>											<b>4,20</b>
<b>Average Work Motivation Variable Score</b>											<b>4,17</b>

Source: Primary Data Processed in 2024

Based on the data in table 4.3 above, it can be seen that the work motivation variable at the Kendari Radio Frequency Spectrum Monitor Workshop Office is in the good category as indicated by the average assessment score of 4.17. This shows that overall, the work motivation of employees at the Kendari Radio Frequency Spectrum Monitor Workshop Office has good work motivation in carrying out their respective duties and functions. However, from each indicator set there are still some employees who give undecided answers, and disagree.

The factor that causes respondents to choose answers that are doubtful and disagree is that there are still employees at the Kendari Radio Frequency Spectrum Monitor Workshop Office who give low perceptions of work motivation indicators both intrinsically and extrinsically including aspects of the compensation system, working conditions, and relationships between employees.

By paying attention to and improving both intrinsic and extrinsic aspects, organisations are expected to be more optimal in motivating employees, which in turn can encourage an increase in overall organizational performance.



### 4.1.4 Employability Variable

Based on the research results obtained through questionnaires, the objective conditions for the work ability variable intended in this study are measured by 4 (four) indicators, namely training, work ability, education, and length of service. The responses to the work motivation variable indicators can be seen in Table 4.4 below:

**Table 4.4 Distribution of Respondents' Answers to Work Ability Variables**

Item	Frequency of Respondents' Answers / Statements										Rata-rata
	Frequency (F)					Persentation (%)					
	SS	S	RR	TS	STS	SS	S	R	TS	STS	
X3.1.1	14	25	0	0	0	35,9	64,1	0,0	0,0	0,0	4,36
X3.1.2	13	24	0	2	0	33,3	61,5	0,0	5,1	0,0	4,23
X3.1.3	11	27	1	0	0	28,2	69,2	2,6	0,0	0,0	4,26
Average Training Indicator Score											4,28
X3.2.1	14	25	0	0	0	35,9	64,1	0,0	0,0	0,0	4,36
X3.2.2	10	29	0	0	0	25,6	74,4	0,0	0,0	0,0	4,26
X3.2.3	14	23	2	0	0	35,9	59,0	5,1	0,0	0,0	4,31
Average Work Ability Indicator Score											4,31
X3.3.1	7	29	3	0	0	17,9	74,4	7,7	0,0	0,0	4,10
X3.3.2	9	26	1	3	0	23,1	66,7	2,6	7,7	0,0	4,05
X3.3.3	15	24	0	0	0	38,5	61,5	0,0	0,0	0,0	4,38
Average Education Indicator Score											4,18
X3.4.1	8	31	0	0	0	20,5	79,5	0,0	0,0	0,0	4,21
X3.4.2	21	18	0	0	0	53,8	46,2	0,0	0,0	0,0	4,54
X3.4.3	16	23	0	0	0	41,0	59,0	0,0	0,0	0,0	4,41
Average Job Tenure Indicator Score											4,38
Average Work Ability Variable Score											4,29

Based on data analysis on work ability variables, there are several things that can still be developed to further improve the work ability of employees at the Kendari Radio Frequency Spectrum Monitor Workshop Office, including:

First, in the education indicator, the average score obtained is relatively lower than other indicators, namely 4.18. This indicates that there is still room for improvement in terms of employees' formal education level. Efforts that can be made are to encourage employees to continue their education to a higher level through various incentives or scholarship programmes. In addition, organising training and competency development related to the field of work can also be an alternative to improve employee work skills.

Secondly, although the training and employability indicators have shown high scores, it is necessary to evaluate them regularly to ensure the effectiveness of the training programme provided and to ensure that the level of employability of employees is well maintained. This can be done through feedback from employees, direct observation, and adjusting the training programme according to the needs and development of the organisation.

Third, the tenure indicator shows the highest average score, but organisations need to ensure that employee work experience can be continuously developed through job rotation, project assignments, or other programs that can enrich employee work experience. This can encourage continuous improvement in work ability. By paying attention to these aspects, it is hoped that organisations can continue to improve the overall employability of employees and support the achievement of optimal organizational performance.

### 4.1.5 Organizational Performance Variable

Based on the research results obtained through questionnaires, the objective conditions for the organizational performance variables intended in this study are measured by 9 (nine) indicators, namely: responsiveness, responsibility, accountability, productivity and service quality. The responses of respondents to the indicators of employee performance variables can be seen in Table 4.5. The following.

**Table 4.5 Distribution of Respondents' Answers to Organizational Performance Variables**

Item	Frequency of Respondents' Answers / Statements										Mean
	Frequency (F)					Presentation (%)					
	SS	S	RR	TS	STS	SS	S	R	TS	STS	
Y1.1.1	13	23	1	2	0	33,3	59,0	2,6	5,1	0,0	4,21
Y1.1.2	6	33	0	0	0	15,4	84,6	0,0	0,0	0,0	4,15
Y1.1.3	8	31	0	0	0	20,5	79,5	0,0	0,0	0,0	4,21
Average Responsiveness Indicator Score											4,19
Y1.2.1	10	28	1	0	0	25,6	71,8	2,6	0,0	0,0	4,23
Y1.2.2	8	29	2	0	0	20,5	74,4	5,1	0,0	0,0	4,15
Y1.2.3	11	28	0	0	0	28,2	71,8	0,0	0,0	0,0	4,28
Average Responsibility Indicator Score											4,22
Y1.3.1	7	27	3	2	0	17,9	69,2	7,7	5,1	0,0	3,95
Y1.3.2	4	33	2	0	0	10,3	84,6	5,1	0,0	0,0	4,05
Y1.3.3	14	22	3	0	0	35,9	56,4	7,7	0,0	0,0	4,28
Average Accountability Indicator Score											4,09
Y1.4.1	8	23	6	2	0	20,5	59,0	15,4	5,1	0,0	3,95
Y1.4.2	7	29	3	0	0	17,9	74,4	7,7	0,0	0,0	4,10
Y1.4.3	13	26	0	0	0	33,3	66,7	0,0	0,0	0,0	4,33
Average Score of Productivity Indicators											4,13

Item	Frequency of Respondents' Answers / Statements										Mean
	Frequency (F)					Presentation (%)					
	SS	S	RR	TS	STS	SS	S	R	TS	STS	
Y1.5.1	15	23	1	0	0	38,5	59,0	2,6	0,0	0,0	4,36
Y1.5.2	6	29	4	0	0	15,4	74,4	10,3	0,0	0,0	4,05
Y1.5.3	14	25	0	0	0	35,9	64,1	0,0	0,0	0,0	4,36
Average Service Quality Indicator Score											4,26
Average Organizational Performance Variable Score											4,18

Overall, the organizational performance variable has a fairly high average score of 4.18. This indicates that organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office is generally in the good category. Some indicators that obtained high average scores were Responsiveness (4.22), Quality of Service (4.26), and some Responsiveness (4.19). This indicates that the organisation is able to provide responsive, responsible and quality services to stakeholders. Although the overall performance of the organisation is good, there are some indicators that still need to be improved, such as Accountability (4.09) and Productivity (4.13). This shows that the organisation still needs to improve the accountability and transparency of its performance and optimise productivity in achieving organizational goals.

By focusing on developing aspects of accountability, productivity, and improving other aspects, it is hoped that organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office can continue to improve and achieve more optimal results in the future.

**4.1.6 Results of Analysis and Hypothesis Testing**

**4.1.6.1 Simultaneous Regression Model Testing Results**

To prove the research hypothesis proposed in this study, multiple linear regression methods were used with the following simultaneous analysis results:

**Tabel 4.6. Simultaneous Regression Model Analysis Results**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	801.073	3	267.024	278.206	.000 <sup>b</sup>
	Residual	33.593	35	.960		
	Total	834.667	38			

a. Dependent Variable: Total\_Y

b. Predictors: (Constant), Total\_X3, Total\_X1, Total\_X2

Based on the data in table 4.6, it can be explained that the significance value is 0.000 which means that the significance value is greater than  $\alpha = 0.05$ , so statistically the leadership variables, work motivation and work ability simultaneously (together) have a significant effect on organizational performance at the 95% confidence level.

**4.1.6.2 Regression Model Testing Results**

To prove the research hypothesis proposed in this study, multiple linear regression methods were used with the following partial analysis results:

**Table 4.7 Partial Regression Model Analysis Results**

		Coefficients <sup>a</sup>				
Model	B	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Std. Error	Beta			
1	(Constant)	7.522	1.986		3.787	.001
	Total_X1	.529	.064	.428	8.262	.000
	Total_X2	.077	.032	.166	2.409	.021
	Total_X3	.555	.052	.549	10.644	.000

a. Dependent Variable: Total\_Y

Based on the calculation results as in table 4.7, it can be explained as follows:

$$Y = 7,522 + 0,529 X_1 + 0,077 X_2 + 0,555 X_3$$

Where :

Y	= Organizational Performance	A	= 7,522
X <sub>1</sub>	= Leadership	β <sub>1</sub>	= 0,529
X <sub>2</sub>	= Work Motivation	β <sub>2</sub>	= 0,077
X <sub>3</sub>	= Work Ability	β <sub>3</sub>	= 0,555

Based on the regression equation, the following explanation can be stated:

1. Organizational performance is 7.522 before being influenced by leadership, work motivation and work ability.
2. The regression coefficient for the leadership variable (X1) is 0.529, indicating that there is a positive influence of leadership on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office assuming other factors (work motivation and work ability) are considered constant (Ceteris Paribus).
3. The regression coefficient for the work motivation variable (X2) is 0.077, indicating that there is a positive influence of work motivation on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office assuming other factors (leadership and work ability) are considered constant (Ceteris Paribus).

4. The regression coefficient for the work ability variable (X3) is 0.555, indicating that there is a positive influence of work ability on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office assuming other factors (leadership and work motivation) are considered constant (*Ceteris Paribus*).

#### 4.1.6.3 Hypothesis Testing F-test

The first hypothesis proposed in this study is: leadership, work motivation and work ability have a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office. Based on the simultaneous regression test results presented in the ANOVA table, it can be concluded that the regression model used in this study as a whole is significant and can be used to predict organizational performance.

The F-count value obtained is 278.206 with a significance value of 0.000 ( $p$ -value  $< 0.05$ ). This indicates that at least one of the independent variables (leadership, work motivation, and work ability) jointly has a significant effect on the dependent variable, namely organizational performance. In other words, the regression model that includes the three independent variables (leadership, work motivation, and work ability) is able to explain the variation that occurs in overall organizational performance well and is suitable for use.

The results of this F test indicate that simultaneously, the variables of leadership, work motivation, and work ability have a significant influence on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office. Thus, an increase in the three independent variables can contribute to an increase in overall organizational performance. This finding has important implications for organisations, namely the need to pay attention to and manage aspects of leadership, work motivation, and employee work ability in an integrated manner to be able to improve the expected organizational performance.

#### 4.1.6.4 Hypothesis Testing T-test

The second hypothesis proposed in this study is that leadership has a positive and significant effect on employee performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office. The leadership variable (X1) has a regression coefficient (B) of 0.529 with a calculated  $t$  value of 8.262 and a significance value (Sig.) of 0.000. The significance value that is smaller than 0.05 indicates that leadership has a positive and significant effect on organizational performance. This means that the better the leadership that is applied, the more it will improve organizational performance.

The third hypothesis proposed in this study is that work motivation has a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office. The work motivation variable (X2) has a regression coefficient (B) of 0.077 with a calculated  $t$  value of 2.409 and a significance value (Sig.) of 0.021. The significance value which is smaller than 0.05 indicates that work motivation has a positive and significant effect on organizational performance. This means that the higher the work motivation of employees, the more it will improve organizational performance.

The fourth hypothesis proposed in this study is that work ability has a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office. The work ability variable (X3) has a regression coefficient (B) of 0.555 with a calculated  $t$  value of 10.644 and a significance value (Sig.) of 0.000. The significance value which is smaller than 0.05 indicates that work ability has a positive and significant effect on organizational performance. This means that the higher the employee's work ability, the more organizational performance will improve.

Overall, the partial regression test results ( $t$ -test) show that leadership, work motivation, and work ability individually have a positive and significant effect on organizational performance. The variable that has the most dominant influence is work ability, followed by leadership and work motivation.

## 4.2 Discussion

Based on the results of data analysis in this study, the regression coefficient value is obtained which shows a positive and significant influence on leadership, work motivation, and work ability on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office. This indicates that an increase in leadership, work motivation and work ability provided will be able to affect the improvement of organizational performance.

The results of this study are in line with the opinion expressed by James Kouzes and Barry Posner, in "The Leadership Challenge" (Kouzes and Posner 2012), leadership can be described as a process that involves the ability to move others so that they are motivated to strive to achieve common aspirations.

Partial test results show that the leadership variable has a positive and significant effect on organizational performance. This is indicated by the regression coefficient value for the leadership variable (Total\_X1) of 0.529 with a significance value of 0.000 which is smaller than  $\alpha = 0.05$ . The standardized beta value of 0.428 also indicates that the leadership variable has a fairly strong influence on organizational performance.

The results of this study indicate that the better the leadership applied at the Kendari Radio Frequency Spectrum Monitor Workshop office, the better the organizational performance. Effective leadership, such as managerial ability, exemplary, and the ability to motivate subordinates, can encourage organizational members to work more productively and contribute positively to the achievement of organizational goals.

The results of this study are also in line with the opinion expressed by James Kouzes and Barry Posner, in "The Leadership Challenge" (Kouzes and Posner 2012), leadership can be described as a process that involves the ability to move others so that they are motivated to strive to achieve common aspirations.

Partial test results show that work motivation variables have a significant influence on organizational performance. This is evidenced by the regression coefficient value of the work motivation variable (Total\_X2) of



0.529 with a significance value of 0.000 which is smaller than the alpha level of 0.05. This means that the higher the work motivation of employees, the higher the organizational performance at the Kendari Radio Frequency Spectrum Monitor Office. This means that the higher the work motivation of employees, the more organizational performance will increase at the Kendari Radio Frequency Spectrum Monitor Workshop Office. The results of this study are in line with theories and concepts stating that work motivation is one of the important factors that can affect organizational performance. Employees who have high work motivation tend to work better, diligently, and responsibly so that they can make an optimal contribution to achieving organizational goals.

The results of testing the regression model partially show that the work ability variable has a regression coefficient (B) of 0.555 with a significance value of 0.000 which is smaller than  $\alpha = 0.05$ . This indicates that work ability has a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop office. In other words, the higher the work ability of employees, the more organizational performance will increase. This finding is in line with the theory that work ability is one of the important factors affecting organizational performance. Employees who have good work abilities will be able to complete tasks more effectively and efficiently, so that they can make an optimal contribution to achieving organizational goals.

According to Robbins (2012), work ability is an individual's ability to perform various tasks in a particular job. Work ability refers to a condition in which a worker effectively and successfully uses his potential in accordance with the established field of work. According to Blanchard and Hersey (2013) employee abilities involve intellectual potential and intelligence, as well as physical skills such as knowledge and skills.

The research realizes that in the implementation of this research there are limitations experienced, in addition to the limitations of time and money are:

1. This study only focuses on three independent variables, namely leadership, work motivation, and work ability, and one dependent variable, namely organizational performance. There may be other variables that can affect organizational performance, but are not included in this research model.
2. This research uses a survey method by distributing questionnaires to respondents. This method is prone to bias that may arise from the subjective perceptions and conditions of respondents when filling out the questionnaire.
3. This research is limited by time, so that it is cross section (momentary data), namely data collection only at the time of research so that data collection is needed from time to time (time series) in order to reveal the results as a whole.
4. This study took population and samples from internal parties of the Kendari Radio Frequency Spectrum Monitor Workshop Office. Furthermore, it still has the possibility of further research development by taking samples from external parties of the Kendari Radio Frequency Spectrum Monitor Workshop Office.
5. Testing the validity and reliability of variable indicators was carried out on employee respondents of the Kendari Radio Frequency Spectrum Monitor Workshop Office.

## V. CONCLUSION

Based on the research findings, problem formulation, research objectives, research hypotheses, analysis results and discussion of research results

1. Leadership, work motivation, and work ability have a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office, where an overall increase in the variables of leadership, work motivation, and work ability that are getting better will encourage increased organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office.
2. Leadership, has a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office, where the better the leadership applied will further improve organizational performance.
3. Work motivation has a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office, where the higher the work motivation of employees, the more it will improve organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office.
4. Work ability has a positive and significant effect on organizational performance at the Kendari Radio Frequency Spectrum Monitor Workshop Office, the higher the employee's work ability, the more organizational performance will increase at the Kendari Radio Frequency Spectrum Monitor Workshop Office.

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