

The Effect of Leadership, Job Characteristics, and Work Ability on Employee Performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera

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ABSTRACT

Basically, a few things need to be taken into account to improve the performance of an organization's employees. These are leadership, job characteristics, and work-ability. PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera, is one of the companies engaged in oil palm plantations and has many employees with various characteristics. A leader must be able to control himself in any situation, control and control his employees, and provide direction and motivation so that employees can work optimally to obtain optimal results. The purpose of this study was to analyze the influence of leadership, job characteristics, and work-ability on the performance of employees of PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera. The data collected in this study were primary and secondary data, which were collected through data collection instruments such as questionnaires, interviews, and documentation studies. The population in this study consisted of 45 respondents. This study uses quantitative data with a multiple linear regression method. The test results show that partial leadership positively and significantly affects employee performance. Job characteristics have a positive and significant effect on employee performance. Work-ability has a positive and significant effect on employee performance. Meanwhile, simultaneously, the leadership, job characteristics, and work-ability variables have a positive and significant effect on company performance.

Keywords: Employee Performance, Leadership, Job Characteristics, Work-ability

INTRODUCTION

In an organization or agency, both government and private, human resources are the central force that drives the dynamics in an organization. Human resources are a determining factor in achieving organizational goals effectively and efficiently. The empowerment of human resources is an important and strategic tool to improve, update, and enhance good performance. Simamora (2012) explains that performance is an activity related to the elements involved in producing an output. Usman (2011) describes the performance as an effort made from the work a person or group of people achieve in an organization under their respective authorities and responsibilities to achieve the goals of the organization concerned legally, without violating the law, and according to morals and ethics. Performance (work performance) results from the quality and quantity of work achieved by the employees in carrying out their functions under the responsibilities given.

PT Tosa Sakti Sejahtera, a private palm oil firm based in Langkat Regency, North Sumatera, demands good employee performance so that the company may function efficiently, maximize profits, and satisfy all workers. The findings of the pre-survey show that staff performance at PT Tosa Sakti Sejahtera is less than ideal, which impacts the company's objectives.

Employee performance will improve if the leadership and workers have a favorable relationship. Leadership styles may be regarded as the foundation of leadership because they are methods that someone appreciates and utilizes as a medium for carrying out their leadership (Noor, 2013).

Leaders are responsible for directing their subordinates. As a result, the leader must be able to set a positive example for subordinates to follow in order for them to be able to carry out their tasks and contribute to the attainment of organizational objectives. Suppose the leader fails to adopt the right leadership style during implementation. In that case, this will influence employee interaction, may generate a gap between leaders and subordinates, and will eventually limit the accomplishment of employee performance levels. Suherman (2018) found that leadership style had a considerable impact on employee performance in his study. Meanwhile, Putri's (2017) study finds that a transformative leadership style has no meaningful influence on employee performance.

Job characteristics are another aspect that influences employee performance. Job characteristics are external elements that may affect employee performance. According to Munandar (2011), job characteristics are those aspects of a job that may produce three psychological states in an employee: experiencing the significance of work, accepting responsibility for work outcomes, and knowledge of work results.

The more workers with a strong desire to improve by having job skills, a high feeling of responsibility, and a range of acceptable tasks and workloads, the more positive employee behavior will be provided, which may influence increasing performance. According to Johari and Yahya (2009), job characteristics majorly impact employee performance. On the other hand, Kassem and Sarhan (2013) found that job characteristics do not significantly affect how well employees do their jobs.

Work ability is the next factor that may be utilized to assess employee performance. It is defined as an ability or skill by Wojowasito (2010), who describes ability as someone who has the skills or ability to carry out anything that is realized via their actions to improve job productivity. Employee work ability refers to workers' proficiency in doing their duties. Employees who are given a chance to develop and use their abilities will impact the company's growth. Furthermore, if it has the correct qualities, it can assist workers today and in the future.

Intense competition will motivate companies to enhance their workers' talents so that their goods can compete in the market. Furthermore, firms must understand and address the requirements of each employee in order for them to function efficiently. It is thought that employee performance would increase by meeting this demand as part of an attempt to push workers to be more active and engaged at work. According to Ardiana et al. (2014), work ability positively and significantly influences employee performance. Tanuwijaya and Soenhadji (2009) discovered that work ability did not influence employee performance.

The problem with this research is that employee performance tends to decline. Ineffective communication between leaders and workers led to a lack of understanding of employees at work and a lack of awareness of leaders inspiring employee performance to increase employees' work-related skills to optimize employee work outcomes.

This research asks the following questions based on the situation outlined above:

1. Does leadership have an effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera?
2. Do job characteristics have an effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera?

3. Does work ability have an effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera?
4. Do leadership, work characteristics, and work ability have a simultaneous effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera?

This study aimed to determine the factors that affect employee performance. The objectives are as follows:

1. Analyzing the effect of leadership on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.
2. Analyzing the effect of job characteristics on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.
3. Analyzing the effect of work ability on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.
4. Analyzing the effect of leadership, characteristics, and work ability on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.

The findings of this investigation are intended to assist the firm. This study is anticipated to give recommendations and methods for implementing the notion of human resource behavior in order to enhance employee performance. It is supposed to serve as a resource, particularly regarding leadership, job characteristics, and employee work abilities.

LITERATURE REVIEW

Employee performance

Kasmir (2016) argues that performance results from work and work behavior achieved by completing the tasks and responsibilities within a certain period. Mathis and Jackson in Masram (2017) explain that performance is what employees do or do not do. Performance management is everything done to improve the performance of the company or organization

and the performance of each employee and workgroup.

Mangkunegara in Masram (2017) argues that employee performance results from work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. Therefore, it can be concluded that human resources performance is work performance or work results of both quality and quantity achieved by employees for a certain period.

Bintoro (2017) argues that performance appraisal is a process that allows organizations to know, evaluate, measure, and assess the performance of their members precisely and accurately. Sihombing (2015) argues that performance appraisal functions motivation and ability. Performance is a real behavior displayed by everyone as employees produce work performance under their role in the company. Susilowati, Retnowulan, & Widiyanti (2018) suggest that performance appraisal is an activity that absolutely must be done to determine each employee's achievements. Kasmir (2017) says that a performance appraisal system regularly reviews and rates an individual's performance.

Evita, Muizu, & Atmojo (2017) argue that performance appraisal evaluates how well employees do their jobs compared to standards and then communicates that information to employees. Setiobudi (2017) argues that performance appraisal is a formal system used to assess an employee's work performance at certain periods.

Per Rani & Mayasari (2015), performance appraisal evaluates how well employees perform their jobs compared to a set of standards and then communicates that information to employees. Chusminah & Haryati (2019), performance appraisal is to produce accurate information about the behavior and performance of organizational members. Rivai and Sagala (2013) suggest company goals in performance appraisal; training and development needs, improving job performance, and providing fair employment opportunities.

Sutrisno (2010) mentions that the factors that influence employee achievement or performance are knowledge, attitudes, abilities, experience, and role perceptions. Masram (2017) found that four things affect how well employees do their job: effectiveness and efficiency, authority, discipline, and initiative.

The performance also has dimensions that can support employee performance in achieving company and organizational goals. Dimensions, in this case, strongly influence the object to be studied. When used properly, it can accelerate the achievement of organizational goals. According to John Miner in Fahmi (2017), to achieve or assess performance, some dimensions become benchmarks: quality, quantity, use of time in work, and cooperation.

Leadership

According to Stogdill in Sutikno (2014), leadership as a management concept may be defined in various ways depending on the beginning point of thought. According to Amirullah (2015), those with the authority to assign tasks can convince or influence others via excellent interaction patterns to reach set objectives. According to Yamin and Maisah (2010), leadership is an influencing technique that a person uses to manage his group members to accomplish organizational objectives. Leadership is a kind of strategy or leadership theory carried out by persons often referred to as leaders. A leader is someone whose followers are directed to undertake parts of his job to achieve objectives. Leadership is the capacity to persuade and motivate people to accomplish common objectives. Organizational leadership aims to persuade those it leads to behave in ways anticipated or directed by those who lead them. Thoha (2010) defined leadership as an innovator, communicator, motivator, and controller.

According to H. Joseph Reitz in Rahayu et al. (2017), in carrying out leadership activities, several factors influence leadership style: Personality is the

experience and expectations of the leader. This includes values, background, and experience, which will affect the choice of leadership style. Superiors' expectations and behavior toward their subordinates or employees "Characteristics" are the expectations and behaviors of subordinates that influence the leader on what form of leadership style is used. The need for tasks is that every subordinate's task will also affect a leader's leadership style. The organizational climate and policies can influence the expectations and behavior of subordinates. Co-workers' expectations and behavior can influence a leader's style.

Thoha (2010) identified leadership indicators consisting of: innovation ability, conceptual ability, ability to convey the intent and purpose of communication; leadership ability to understand, understand and take the essence of the conversation; leadership ability to encourage employees to work according to responsibility; leadership ability to contribute to the success of the achievement of organizational goals; the leadership's ability to carry out supervision and the leadership's ability to use resources. The leadership style in the organization plays a very important role in influencing employee performance. How leaders establish relationships with employees, how they reward employees who excel, and how they develop and empower their subordinates all have a significant impact on the performance of human resources (Wibowo, 2013).

Gibson in Tintin S (2010) explains that leadership is a style that uses influence and does not impose to motivate individuals to achieve goals. Performance is a function of the ability of workers to accept work goals, the level of achievement of goals, and the interaction between goals and the abilities of workers (Dewi, SP, 2012). The company's employees' performance influences the achievement of company goals. Therefore, the company needs human resources that have the potential and quality, both in terms of leaders and employees, in the pattern of tasks, responsibilities, and efficiency under

regulations and supervision, which are the determinants of achieving company goals. A job is a group of positions that are somewhat similar in terms of the elements of the job.

Job Characteristics

The nature of the task, which encompasses the extent of responsibilities and many activities performed by personnel, is characterized as a job characteristic (Porter, 2015). such as the sorts of tasks, responsibilities, and degrees of satisfaction derived from the job itself (Stoner and Freeman in Sumarsono, 2014).

According to Jatmiko (2011), job characteristics reveal how many choices employees make at work and how many tasks they must perform. Organizational productivity and employee job satisfaction depend on job characteristics. Both of these things are important to the success and survival of the organization.

In an era of more competition, well-designed employment will be able to attract and retain employees while also motivating them to generate high-quality goods and services. Simamora (2014) mentions job characteristics as a means of job enrichment. Robbins and Judge (2015) describe an approach to job design that demonstrates how occupations are characterized in five basic dimensions: skill variety, task identity, task meaning, autonomy, and feedback. All jobs must be distinguishable from one another. Job characteristics are differences between distinct types of work that occur in all jobs in their implementation. Employees' unwillingness to enhance work discipline is one symptom of poor job motivation.

According to Farida (2017), every job includes the following considerations: Autonomy refers to a job in which the employee is given the freedom to plan and accomplish tasks responsibly. Job variations are changes in tasks that might induce boredom, resulting in work and job failure. Task identification is an employee activity that involves them in task planning and

execution by evaluating work processes and their degree of job engagement. Feedback is the degree of satisfaction that workers experience after completing tasks, regardless of whether they get feedback in the form of work-related information. Feedback may come from various sources, including work, supervisors, and colleagues. According to Panudju (2010), job characteristics are a method of job enrichment divided into five dimensions: skill diversity, task identity, task importance, autonomy, and feedback.

Developing job characteristics benefit the organization's performance since strong employee characteristics suggest that employees can find positions that align with organizational objectives and that employee loyalty to the company is extremely high. Thomson (2012) defines job characteristics as a group of individuals who do certain duties and tasks for each person or group to accomplish specific objectives. These are internal conditions in an organization. Employees will attain excellent performance if they demonstrate good job characteristics.

Workability

The significance of ability stems from the fact that ability is what causes, distributes, and supports employee performance so that they are eager to work hard and enthusiastically to achieve optimum outcomes. Since managers delegate tasks to their employees, their ability becomes more vital. To provide each employee the ability, the manager must first understand the person's motivations and desired abilities. Individuals prefer to work to fulfill their conscious and unconscious needs, whether material or non-material, physical or spiritual. The abilities are required to do activities that involve stamina, dexterity, strength, and other similar skills.

Thoha (2013) defines ability as "knowledge or skills earned via education, training, or experience." Work ability is a characteristic shared by employees who excel in their employment in their chosen area (Blanchard & Hersey, 2013). Employee ability is

determined by potential, while intellectual ability is determined by intelligence. On the other hand, physical abilities are knowledge-based skills (Assauri, 2013). Aptitude is the capability of a person to perform multiple responsibilities in a profession.

Furthermore, it is stated that an individual's capacity stems from their educational background and experience and their recognition of their responsibilities (Timpe, 2013). A person's ability is what he needs to do the tasks or work given to him (Wijono, 2012). It is determined that a person's capacity is represented by the information and skills he has, which are supported by his physical and psychological state. As a result, having knowledge and abilities is not enough to carry out a job; it must also be accompanied by a strong capacity to carry out the task.

According to Wiludjeng (2014), the real talents required to assist someone in carrying out work or activity to get maximum outcomes are as follows: The capacity to employ procedures, tools, and techniques to complete a job is referred to as "technical abilities." Human abilities involve the capacity to interact with, comprehend, and encourage others in order for them to perform successfully at work. Examples of conceptual skills are intelligence, language talents, and the capacity to see an organization as a coherent whole. Design competence is the ability to solve problems in ways that are good for the company.

Handoko (2013) states that a person's work ability is determined by education, training, and work experience. Sedarmayanti (2016) divides work ability into two dimensions: intellectual capacity and physical ability. Moreover, Sedarmayanti (2016) classifies indicators of work ability into education, numeracy skills, work ability, and working duration. According to Mangkunegara in Masram (2017), the elements influencing performance include ability and motivation. The capacity to work is defined as the desire to perform something. This covers workers'

technical knowledge and ability with the jobs assigned. It is concluded that the employee's work abilities will determine organizational performance outcomes. The more the employees' capacity to complete their tasks, the better the employees' performance.

The influence of leadership on employee performance

Leadership is about persuading others or followers to want to achieve the objectives that the leader wishes. Leadership has a significant and positive influence on performance, which means that the better the leader, the stronger the employee. This investigation will corroborate the results of prior studies such as Ghafoor et al. (2011) and Pradeep and Prabhu (2012). (2011). They demonstrate that leadership has a significant impact on staff performance.

Employee performance and the degree of achievement in completing work tasks will improve if supported by a leader who serves as a role model for each employee. Employees in this company, for example, prefer leadership that is always concerned with job satisfaction and democratic leadership or strong leadership (maturity). The leader is firm in applying work discipline but still provides freedom of opinion and accepts opinions and input to make important decisions for the company's progress.

The effect of job characteristics on employee performance

The nature of the task, which includes responsibilities, diverse duties, and the amount of satisfaction derived from the work itself, are job characteristics. According to Handoko (2012), job characteristics are an organization in which a job exists that is compiled from job design, namely the selection of individual activities or groups of workers in an organization. The purpose is to organize job assignments in such a way that they fulfill organizational, technological, and behavioral requirements. The features of work in an organization will have an impact on

performance. Work characteristics are distinguished like work, more specifically, arranged to start from the design of the job and then based on the needs and abilities of employees to complete the task at hand so that employees will be more focused on the characteristics assigned while carrying out the work. The employee's performance will also be positive if the job characteristics are positive. Previous studies discovered that job characteristics might enhance staff performance (Presilia & Regina, 2011). This suggests that the better the job characteristics, the higher the employee's performance.

The influence of work ability on employee performance

Work ability is one of the most critical aspects influencing an employee's performance in doing a job. This is since the ability is the potential that exists inside a person to achieve something, enabling someone to be capable of completing the task or not. Romansyah and Arindra Adhana (2013) discovered a link between work ability and work discipline regarding employee performance. A Qualified ability to execute all tasks within the employee's scope.

The influence of leadership, job characteristics, and work ability on employee performance

The leader's function is more significant for the firm's success when employees' job characteristics and abilities must also be changed so that all company goals may run smoothly. Performance is the quality and amount of work done by employees following the responsibilities given to them by the organization, as well as the adjustment of work results to the expected organizational work results through employee performance standards. Soesetyo Soetadji found in 2011 that employees were chosen as candidates for leadership, and leaders were chosen more strictly and objectively when there were agreed-upon recruitment and selection procedures and more strict and objective employee

recruitment and selection of leaders. Thus, the firm must be extra cautious in any situation that might jeopardize its success.

The hypothesis in this study as follows:

H₁: Leadership has a positive and significant effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.

H₂: Job characteristics have a positive and significant effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.

H₃: Work ability has a positive and significant effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.

H₄: Leadership, job characteristics, and work ability simultaneously have a positive and significant effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.

RESEARCH METHODS

This type of research is causal research with a quantitative approach, which aims to test theories, build facts, show relationships between variables, provide statistical descriptions, and draw and predict the results to know the influence between one variable and another (Sugiyono, 2010). This study analyzes the influence of leadership, job characteristics, and work ability on employee performance.

Population and Sample

The population is a generalization area consisting of objects and subjects with certain qualities and characteristics (Sugiyono, 2012). The researcher determines the population being studied and then concludes. The population in this study were all permanent employees at PT Tosa Sakti Sejahtera in Langkat Regency, North Sumatera, totaling 45 respondents. The authors employ saturated sampling, which includes as many as 45 respondents from the entire population. This study collected both primary and secondary data. The questionnaire is designed based on the

Likert model scale, which contains several questions about the object to be revealed.

Variable Operations

Leadership (X1) is a process that influences what a person does in managing his or her group members towards achieving organizational goals. Job characteristics (X2) are defined as the nature of the task,

which includes the amount of responsibility and the various tasks carried out by employees. Work-ability (X3) is a person's ability or potential to learn how to do different tasks on the job or evaluate how they do things. Employee performance (Y) results from the quality and quantity of work employees do in carrying out their duties per the responsibilities given.

RESULTS

Characteristics of Respondents

Table 1: Characteristics of Respondents

No.	Gender	Number of people)	Percentage
1.	Woman	20	55.6
2.	Man	25	44.4
Total		45	100
No.	Age (Years)		
1.	21-30	9	20
2.	31-40	23	51.1
3.	41-50	10	22
4.	> 50	3	6.7%
Total		45	100
No.	Position		
1.	Supervisor	9	20
2.	Secretary	15	33.3
3.	Administration	21	46.7
Total		45	100
No.	Years of service		
1.	0-5 Years	13	28.9
2.	6-10 Years	24	53.3
3.	> 10 Years	8	17.8
Total		45	100

Classic assumption test

Normality test

The normality test in this study used the Kolmogorov-Smirnov (KS) non-parametric test. In the Kolmogorov-Smirnov (KS) test, the data is normally distributed if the probability value is greater than 0.05. However, if the probability value is less than 0.05, then the data is not normally distributed. The results of the normality test are as follows:

Table 2: Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		45
Normal Parameters, b	mean	0.0000000
	Std. Deviation	0.30629975
Most Extreme Differences	Absolute	0.093
	Positive	0.093
	negative	-0.062
Test Statistics		0.621
asymp. Sig. (2-tailed)		.835

Table 2 displays the statistical findings of the Kolmogorov-Smirnov test, which indicate a value of 0.621, which is larger than 0.05, indicating that all data is normally distributed.

Multicollinearity Test

Table 3: Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.193	.456		.423	.675		
Leadership (X1)	.303	.092	.331	3.292	.002	.931	1.074
Job Characteristics (X2)	.278	.090	.315	3.083	.004	.903	1.108
Work-ability (X3)	.397	.083	.483	4.808	.000	.935	1.069

a. Dependent Variable: Employee Performance (Y)

Table 3 displays the results of the multicollinearity test for all independent variables, none of which has a tolerance value greater than 0.10. indicating that there is no correlation between independent

variables with values greater than 95%, and the Variance Inflation Factor (VIF) value demonstrates the same thing, namely that there is no independent variable with a VIF value less than 10.

Heteroscedasticity Test

Table 4: Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.344	.279		1.232	.225
Leadership (X1)	.002	.056	.005	.033	.973
Job Characteristics (X2)	.045	.055	.131	.820	.417
Work-ability (X3)	-.076	.051	-.236	-1.504	.140

a. Dependent Variable: abs_res

Table 4 shows a value greater than 0.05, and this indicates that there is no heteroscedasticity.

Multiple Linear Regression Analysis Method

Table 5: Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.193	.456		.423	.675		
Leadership (X1)	.303	.092	.331	3.292	.002	.931	1.074
Job Characteristics (X2)	.278	.090	.315	3.083	.004	.903	1.108
Work-ability (X3)	.397	.083	.483	4.808	.000	.935	1.069

a. Dependent Variable: Employee Performance (Y)

Table 5 describes the results of multiple linear regression tests contained in the regression coefficient column. The following results can be obtained from a multiple linear regression equation:

$$Y = 0.193 + 0.303X1 + 0.278X2 + 0.397X3 + e$$

The constant value is 0.193. If leadership, job characteristics, and work ability do not affect the dependent variable of employee performance, then the value of the dependent variable of employee performance is 0.193. The leadership variable has a positive regression coefficient value of 0.303. This suggests that when leadership rises by one unit, employee performance tends to increase by 0.303. The

job characteristics variable has a positive regression coefficient of 0.278. This suggests that when job characteristics rise by one unit, employee performance tends to increase by 0.278. The working ability variable has a positive regression coefficient of 0.397. This suggests that as an employee's ability to work rises by one unit, their performance tends to increase by 0.397.

Partial Test

Table 6: t-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.193	0.456		0.423	0.675
Leadership (X1)	0.303	0.092	0.331	3.292	0.002
Job Characteristics (X2)	0.278	0.090	0.315	3.083	0.004
Work-ability (X3)	0.397	0.083	0.483	4.808	0.000

a. Dependent Variable: Employee Performance

Table 6 shows the t-count value of leadership from the t-table, namely $3.292 > 1.679$ and sig alpha, which is $0.002 < 0.005$, meaning that leadership has a positive and significant effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera. The t-count value of the job characteristics is higher than the t-table at $3,083 > 1,679$, and sig alpha is $0.004 < 0.005$, meaning that the job characteristics have a positive and significant effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera. The t-count value of the work-ability is higher than the t-table is $4,808 > 1,679$, and sig alpha is $0.000 < 0.005$, meaning that work-ability has a positive and significant effect on employees' performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.

F-test (simultaneously)

The F significance test shows whether all the independent variables referred to in the model have a combined effect on the dependent variable. The results of the f test can be seen in the table as follows:

Table 7: F-Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,547	3	2.182	21,676	0.000b
	Residual	4.128	41	0.101		
	Total	10,675	44			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Employability, Job Characteristics, Leadership						

Table 7 shows that this equation model has a significant level of 0.000 which is smaller than the alpha of 0.05. The results show that F-count is higher than F-table, which is $21,676 > 3.22$, during sig. Alpha $0.000 < 0.05$, indicating that simultaneously leadership (X1), job characteristics (X2), and work ability (X3) have a positive and significant effect on employees' performance (Y) at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera.

Coefficient of Determination (R2)

Table 8: Coefficient of Determination Results (R2) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.783a	0.613	0.585	0.31731

Predictors: (Constant), Employability, Job Characteristics, Leadership

Table 8 shows the number of R Square of 0.613 or 61.3%. This shows that leadership (X1), job characteristics (X2), and work ability (X3) on employees' performance (Y) at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera are 61.3%. The remaining 38.7% is explained or influenced by other variables not examined in this research.

DISCUSSION

The influence of leadership on employee performance

Leadership has a positive and significant influence on workers' performance variable (Y) at PT Tosa Sakti Sejahtera in Langkat Regency, North Sumatera. This implies that if leadership supports it, employee performance will improve. Company leaders must foster employee collaboration. Employees need instruction to finish work if there is a mistake. A company's employee performance may be improved if the leadership and workers have a positive relationship. A leadership style is vital in guiding human resources to meet an organization's goals. Leadership styles may be regarded as the foundation of leadership because they are methods that someone likes and uses as a vehicle for carrying out their leadership (Noor, 2013).

The findings of this study corroborate recent research by Ilham Safar (2018), which found that leadership has a positive and important influence on employee performance. Similarly, Andarias Kuddy (2017) asserts that leadership has a significant impact on the performance of personnel of the Papua Province Agriculture and Food Security Service. A previous study by Djoko Setyo Widodo (2014) found that leadership has a positive and important influence on the performance of

manufacturing sector workers in West Java. Likewise, a study by Liridon Veliu et al. (2017) found that leadership impacts employee performance in Kosovo private enterprises.

The effect of job characteristics on employee performance

Employee performance in PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera, is positively and significantly influenced by job characteristics. Job characteristics are external elements that may affect employee performance. The situation in the organization is that there are still some workers who have not been able to complete the duties assigned to them, and there is a lack of creativity. This occurs because the leadership-employee connection has not been formed as healthy; hence, workers seldom share their ideas about the work environment. This condition is defined by Munandar (2011), who believes that job characteristics are those aspects of a job that may give rise to three psychological states in an employee, including experiencing the meaning of work.

The findings of this study are consistent with prior research by Anik Yulianti (2020), which found that characteristics influence teacher performance at Diponegoro Vocational School in Sidoarjo. Nur Harti Hamza (2018) previously found that job characteristics positively and significantly influenced employee performance at PT Mahakam Sawit Plantation Site Tanjung Harapan in Tenggara. Sugianto et al. (2018) found that characteristics significantly impacted the performance of cooperative workers in Solo, Central Java. A previous study by Sandra Kiffin and John Cordery (2010) showed that characteristics significantly affected employee preferences in teamwork. In a 2018 study by Eko Parlindungan et al., it was found that individual characteristics had a positive but not statistically significant effect on how well employees did their jobs.

The influence of work ability on employee performance

Employee performance in PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera, is positively and significantly influenced by work ability. Employee work ability refers to workers' proficiency in doing their duties. Employees who are given a chance to develop and use their abilities will impact the company's performance. The workers' ability to execute the task has not been modified. Some workers are assigned tasks outside their job description without being given direction on how to do them. This results in poor work output and even frequent mistakes. Wojowasito (2010) states that ability is the skill to do anything, which he does through his actions to make his job more productive.

This study's findings are consistent with previous research by Ersya Prawira Budi, Selfi Budi Helpiastuti, and Hari Wahyudi (2021), which found that work ability had a significant effect on employee performance in the State Civil Apparatus at the Department of Horticultural Crops and Plantations Kab. Situbondo. Soesetyo Soetadji (2011) conducted a previous study that found that leadership, cognitive abilities, and characteristics significantly influenced employee performance at Balai Besar POM Yogyakarta. A previous study by Vilzati Juned et al. (2021) found that work abilities improved the performance of Bappeda Aceh Jaya personnel. Ester Manik and Iwan Sidharta (2017) found that ability significantly influences the performance of public agency employees in Bandung, Indonesia. Alan Hidayat and Hotlan Siagian (2017) found that employees' ability did not affect how well they did their job at CV Sinar Agung.

The influence of leadership, job characteristics, and work ability on employee performance

Simultaneously, leadership, job characteristics, and work ability significantly affect employees' performance at PT Tosa Sakti Sejahtera in Langkat

Regency, North Sumatera. Performance is the result of work in quality and quantity achieved by an employee in carrying out his functions under his responsibilities. Based on the description, it must show good work results to improve employee performance to achieve an organizational goal. Simamora (2012) posits that performance is an activity related to the elements involved in producing an output.

CONCLUSION & SUGGESTIONS

The following findings were reached as a consequence of the research: the statistical results of the F-test show that simultaneous leadership, job characteristics, and work skills all positively and significantly affect employee performance at PT Tosa Sakti Sejahtera in Langkat Regency, North Sumatera. The statistical results of the t-test show that partial leadership has a positive and significant effect on staff performance at PT Tosa Sakti Sejahtera in Langkat Regency, North Sumatera. The statistical results of the t-test indicate that partial job characteristics have a positive and significant influence on employee performance at PT Tosa Sakti Sejahtera in Langkat Regency, North Sumatera. The statistical results of the t-test findings indicate that partial work ability has a positive and significant influence on employee performance at PT Tosa Sakti Sejahtera in Langkat Regency, North Sumatera. According to the coefficient of determination (R^2), leadership, job characteristics, and work ability explain 61.8 percent of employee performance. The other 38.2 percent can be explained by factors not included in this study.

Suggestion

One must be willing to adapt one's leadership style based on the outcomes. Leadership at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera, has to be addressed since it affects staff performance. However, it should be noted that in the implementation carried out by company leaders, the age of workers,

particularly those over 50, must be evaluated. Leaders must be able to develop effective communication with personnel at all levels. Leaders must be able to motivate their staff to perform their best work and provide satisfactory outcomes.

Employee characteristics must be considered. This relates to workers' job abilities. Employees must constantly be proficient, build an identity, and do their jobs. They may also execute tasks, help one another as workers, and get leadership support. Employees must adhere to all corporate rules while doing their duties in order for the output generated to meet the organization's objectives. Employee performance suffers as a result.

The employee's work ability must also be considered since if the individual is not competent, the task will not be completed as intended. Employees do several jobs outside of the main tasks that have previously been determined without being given clear directions in doing the work. Suppose an error occurs or something is not following the expected results. In that case, the leader immediately becomes arrogant, and there is no improvement effort from the leadership, causing employees' work ability to be suboptimal and not develop properly. This ability significantly impacts employee performance, both intellectually and physically. Employees' intellectual abilities must be adequately developed and enhanced via training and education.

Researchers have limited time and resources, so they can only examine employee performance at PT Tosa Sakti Sejahtera, Langkat Regency, North Sumatera, using the variables of leadership, job characteristics, and work ability. Future studies should be able to continue, develop, and add independent variables such as organizational culture, work environment, and compensation, as well as intervening variables like job satisfaction and work spirit.

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