



Does Leadership Impact on Performance of Agriculture and Food Service?

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Abstract

This study aims to determine the effect of leadership, self-efficacy, and motivation on the performance of Wonogiri District Agriculture and Food Service employees. This study uses a quantitative approach. The object of this research is the performance of the Wonogiri District Agriculture and Food Service. Observation unit used 25 Agricultural Extension Centers. Determination of the sample using the cluster sampling method. The number of samples used was 218 samples. The method used is the survey method with questionnaires and interviews. The research design was descriptive, and the type of research used was explanatory research. Data analysis methods used include descriptive statistical analysis and parametric statistical analysis. The analysis technique uses Structural Equation Modeling (SEM). The results of the study showed leadership, self-efficacy and motivation had a positive effect on the performance of the Wonogiri District Agriculture and Food Service.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan, self efficacy dan motivasi terhadap kinerja pegawai Dinas Pertanian dan Pangan Kabupaten Wonogiri. Penelitian ini menggunakan pendekatan kuantitatif. Objek penelitian ini adalah kinerja Dinas Pertanian dan Pangan Kabupaten Wonogiri. Unit observasi yang digunakan 25 Balai Penyuluhan Pertanian. Penentuan sampel menggunakan metode *cluster sampling*. Jumlah sampel yang digunakan sebanyak 218 sampel. Metode yang digunakan metode survey dengan kuisioner dan wawancara. Desain penelitiannya deskriptif dan tipe penelitian yang digunakan explanatory research. Metode analisis data yang digunakan meliputi analisis statistik deskriptif dan analisis statistik parametrik. Teknik analisis menggunakan *Structural Equation Modeling* (SEM). Hasil dari penelitian menunjukkan kepemimpinan, self efficacy dan motivasi berpengaruh positif terhadap kinerja Dinas Pertanian dan Pangan Kabupaten Wonogiri.

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INTRODUCTION

The challenges of the food security system in the current era of globalization include that agriculture in Indonesia is dominated by small businesses carried out by 26 million heads of farm families who make up 51% of Indonesia's population, have narrow land, have small capital, and have low productivity (Ministry Agriculture, 2010).

With such a situation, the Agriculture and Food Service, which is a department that handles agricultural issues in Indonesia, has an easy task to improve the development of agriculture itself. In this regard, one important thing that must be considered in carrying out the main functions is the achievement of good performance, by the standards of work desired by the organization.

The Office of Agriculture and Food of Wonogiri Regency is one of the Agriculture and Food Services which experiences ups and downs in organizational performance problems.

Based on figure 1, it can be seen that the Agriculture and Food Service of Wonogiri Regency, in the last eleven years which has a fluctuating production (performance). One of the problems with the performance of the Wonogiri Regency Agriculture and Food Ser-

vice is the lack of optimal performance of employees. One of the reasons for the lack of performance of employees is due to the change of leadership. With the change of leadership, the work program will change and will create a new workload as well so that it affects the motivation of employees to work on their responsibilities. Most of the employees in the Agriculture and Food Service of Wonogiri Regency are a little doubtful about their self-efficacy that they can complete their tasks correctly.

Performance appraisal is the work of employees in the scope of their responsibilities (Zainal, Ramly, Mutis & Arafah, 2014). Performance appraisal is a system that is conducted periodically to review and evaluate individual performance (Kasmir, 2016). According to Scullen, Mount, & Goff, (2000) performance acts as an essential concept in an organization. In reality, employee performance is always reported as a significant indicator of organizational performance, although it has been conceptualized (Organ, 1997).

According to Bernardin and Russell (2003) to measure employee performance can be used several dimensions of work, including (1) Quantity (quantity). (2) Quality.

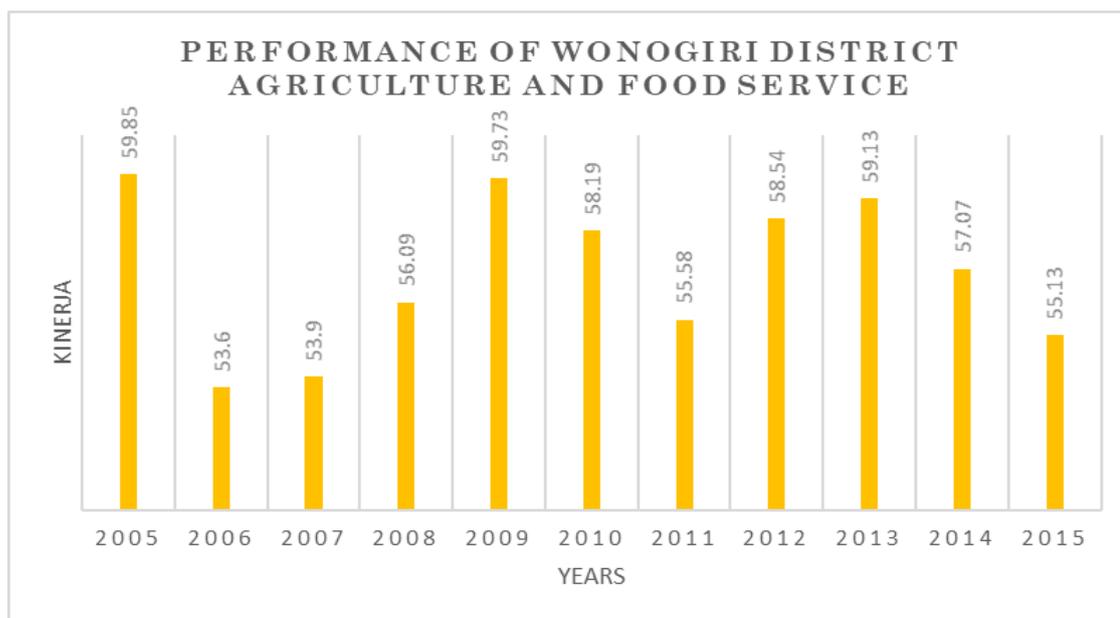


Figure 1. Performance of Wonogiri District Agriculture and Food Service

(3) Timeliness (timeliness) (4) Cost-effectiveness. (5) Interpersonal impact. From the description above can be synthesized performance is the behavior, incidental, measurable and multifaceted that each display as an achievement produced within the scope of his responsibilities.

Motivation is to create stimuli, incentives and work environments that allow people to do their best to achieve organizational goals. The essence of motivation itself is giving what people most want in their work (Mullins, 2010). Motivation is a strength in a person that will influence the direction, intensity, and perseverance of the person's behavior voluntarily (Shane & Glinow, 2010).

The psychological process underlying motivation is content theory and process theory. There are four approaches to motivational content theory: 1) Maslow's Hierarchy of Needs is divided into four bonding needs, namely psychological needs, security and safety, togetherness, social and love, self-esteem, and self-actualization, 2) ERG Alderfer Theory, this theory is divided into three main parts, namely: existence, relationship needs, and growth needs, 3) Herzberg's Two Factor Theory, extrinsic factor theory and intrinsic factor theory, 4) McClelland's theory, three needs are studied, namely: the need for achievement, the need for affiliation and the need for power. While the motivational process theory has three approaches, namely: 1) Expectation Theory, this theory is well-known with four concepts of the Vroom approach (First and second level results, Instrumentality, Valence and Expectation), 2) Theory of justice and 3) Setting goals.

From the description above, it can be synthesized that motivation is a psychological process that causes stimulation, direction, and persistence that affects the direction, intensity, and strength of a person that allows people to do their best to achieve their vision or purpose. Leadership is the ability to inspire trust and support among the people needed to achieve organizational goals (Wagen, 2007). Leadership is defined as a process in which

an individual influences a group of individuals to achieve the same goal (Kreitner & Kinicki, 2014).

That direction can affect employee interpretation of events, organizing their work activities, their commitment to the primary goal, their relationship with other employees, and their access to the corporation and support from other work units (Colquitt, LePine & Wasson, 2015).

In the past two decades, the concept of transactional leadership and transformational leadership developed and received the attention of many academics and practitioners (Locander et al., 2002). Transformational leaders change followers' awareness of the problem by helping them view old problems in a new way, and they can excite, arouse, and inspire followers to spend extra efforts to reach the group's goals (Robbins & Judge, 2013).

Humphreys (2002) explains the ability of transformational leaders to change subordinate value systems to achieve goals obtained by developing one factor or all factors that are transformational leadership dimensions, namely: ideal influence (idealized influence), inspiration (inspirational motivation), intellectual development (intellectual stimulation) and personal attention (individualized consideration). Transactional leadership style focuses more on the relationship of leaders and subordinates without any effort to create change for aides (Robbins & Judge, 2013).

In the current era of global competition, the role of a leader is very dominant to bridge the chronic problems faced by the organization. According to Henry Mintzberg (2008), the role of leaders can be described as follows: a) interpersonal, b) informational, and c) decision makers.

Self-efficacy is the belief that someone has the abilities needed to carry out the behaviors needed for task success (Colquitt, LePine & Wesson, 2015). Whereas according to Griffin and Moorhead (2014) self-efficacy is a related but somewhat different personality characteristic. The effectiveness of a person is a person's beliefs about his

ability to do a task. Self-efficacy (also known as the social cognitive theory or social learning theory) refers to the individual's knowledge that he or she is capable of doing a task (Robbins & Judge, 2013). Self-efficacy, which is defined as the belief that a person can appear adequately in certain situations (James et al., 2012).

Bandura (1997) divides the dimensions of self-efficacy into three dimensions, namely: (1) the dimensions or magnitude refers to the level of difficulty of the task that the individual believes will be able to overcome them ma'am activity or in the voice of a specific function, and (3) the dimension of stress is related to the power of one's self-efficacy when dealing with the demands of a task or a problem.

From the description above, it can be synthesized that self-efficacy is an individual's belief in dealing with and solving problems faced in various situations and can determine actions in completing specific tasks and problems so that the individual can overcome obstacles and achieve expected goals.

Leaders are the key to implementing strategy change. Role of the leader in arranging the direction of the company, communicating the direction of the company to employees and motivating employees and conducting long-term reviews (Zainal et al., 2014).

Motivation will be enhanced by leadership that determines direction, encourages and stimulates achievement and provides support to employees in their efforts to achieve goals and improve their performance in general (Armstrong, 2009). A leader must also be able to motivate and inspire employees. Energize employees to overcome political, bureaucratic, and critical resources to change by satisfying fundamental human needs, but often not fulfilled. So that a leader must meet those needs (Griffin & Moorhead, 2014).

Previous research by Shao, Feng, & Wang (2017) on employees at the Beidahuang Group in China, Susanto & Aisiyah (2010) at the Land Office in Kebumen District, Sinollah (2014) CV. Duta Bangsa Pasuruan,

Wang & Gagne (2013) in China and Canada, Sagnak (2016) for elementary school employees in the City of Nidge Turkey, Brahmasari and Suprayetno (2008) at PT. Pei Hai International Wiratama Indonesia, Elqadri, Priyono, Suci, & Chandra, (2015) at PT Kurnia Jaya Various Industries, Alghazo & Al-Anazi (2015) in Eastern Province of Saudi Arabia, Ahmad, Abbas, Latif, & Rasheed, (2014) in the Punjab, Sougui, Bon, Mahamat, & Hassan Telecommunications Sectors (2016) in the Malaysian Telecommunications Sector. Based on the theory and previous research, the first hypothesis (H1) is leadership influences motivation.

People with high self-efficacy believe that they can work well on specific tasks, while people with low levels of self-efficacy tend to doubt their ability to perform specific tasks (Griffin & Moorhead, 2013). Someone who has high self-efficacy can respond negatively with increased effort and motivation, while someone with low self-efficacy tends to reduce their efforts after receiving negative feedback (Robbins & Judge, 2013).

One of the most important motivational factors is self-efficacy, which is defined as the belief that someone has the abilities needed to carry out the behaviors needed for successful assignments — self-efficacy as a kind of self-confidence or specific task version of self-esteem. Employees who feel more efficacious (i.e., confident) for a particular task tend to feel a higher level of expectation and therefore are more likely to make an effort to provide a high level of energy (Colquit, LePine & Wesson, 2015).

Previous research was related to self-efficacy and motivation conducted by Hanun (2013) on the heads of Bekasi Regency, Bagus & Surya (2016) Madrasahs for employees and Noviawati (2016) in the finance division employees and human resource division of PT. Coca-Cola Distribution Indonesia, Surabaya. Based on the theory and previous research, the second hypothesis (H2) is self-efficacy that influences motivation.

Employee-centered leader behavior is more likely to produce effective group performance than work-centered leader behavior (Griffin & Moorhead, 2014). Job performance is lower among employees who work for supervisors with low levels of task leadership (McShane & Glinow, 2010). Leadership is the behavior of a leader in managing, managing and governing his subordinates to do a task and responsibility that is given. A leader who is pleasant, nurturing, educating and guiding will certainly make employees happy with what his boss ordered. It certainly will be able to improve the performance of its employees (Kasmir, 2016).

Previous research related to leadership and motivation was carried out by the Rasool HF & Arfeen IU (2015) in the Pakistan Health Sector, Cavazotte, Moreno, & Bernardo (2013) in Brazilian employees, Ida Ayu Brahmasari & Agus Suprayetno, (2008), Widodo (2006), Putra & Indrawati (2015), Sougui, Bon, Mohamed, & Hassan (2016) in Telecommunication Engineering Company, Tampubolon (2007) in Organizations that have implemented SNI 9-9001-2001 explained that leadership influences performance. Based on the theory and previous research, the third hypothesis (H3) is that leadership influences performance.

Self-efficacy becomes more involved in their tasks and then, in turn, improves performance, which increases further efficacy. Changes in self-efficacy over time are associated with changes in creative performance (Robbins & Judge, 2013). Belief in their ability to perform tasks effectively results in their confidence and are better able to focus on performance (Griffin & Moorhead, 2014).

Motivation and Performance A large-scale research study found that individuals who have high self-efficacy tend to perform at a higher level. Also supporting this conclusion is the study of Bandura and Locke, who found that when combined with goal setting, individuals with high self-efficacy tended to show higher levels of motivation and performance (Ivancevich et

al., 2006). Individuals with high self-efficacy can respond to the identification of problem areas in ways that are more aggressive, corrective but sometimes independent of employees who are low in self-efficacy (James et al., 2012).

Previous research related to self-efficacy and performance was carried out by Engko (2008) in the Student Magister of Science at Gajah Mada University, Kristiyanti (2015) at the Surakarta Accounting Office, Vancouver & Kendall, (2006) at Midwestern University, Cherian & Jacob (2013), conducted by Lai & Chen (2012) about the relationship between self efficacy, effort, performance, satisfaction and entry and exit of employees in Taipei, Taiwan, Raharjo and Nafisah (2006) in the Department of Religion Semarang. Based on the above theories and previous research, the fourth hypothesis (H4) is Self-efficacy influences employee performance.

Performance is a function of ability, motivation and opportunity to participate in an organizational goal. Therefore, human resource practices have an impact on individual performance if they encourage freedom of effort, develop skills and provide opportunities to appear (Armstrong, 2014).

Motivation leaders and Situational Favorableness Fiedler and his colleagues conducted many studies to examine the relationship between leader motivation, situational favorness, and group performance. Finally, for a situation of intermediate alignments, the theory shows that someone-oriented leaders will tend to achieve high group performance (Griffin & Moorhead, 2014).

Work motivation is an encouragement for someone to do his job. If the employee has a strong drive from within, then the employee will be aroused to do something useful. In the end, a good drive from within a person will produce good performance (Kasmir, 2016).

Previous research related to motivation and performance was carried out by Doghan & Albar (2015) in private schools in Saudi Arabia, Murti & Srimulyani (2013)

in Madiun City PDAMs, Dhermawan, Sudibya, & Utama (2012) in the Provincial Public Works Office Bali, Bhatti & Haider (2014) at Karachi Water & Sewerage Board & Indus University, Ackah (2014) in Ghana manufacturing companies, Ayer, Pangemanan, & Rori (2016) at Supiori District Agriculture Office staff, Siregar & Saridewi (2010) at agricultural extension agent in Subang Regency, West Java. Based on the theory and previous research, the fifth hypothesis (H5) is motivation influencing performance.

Based on the theoretical framework and previous studies, a conceptual framework can be developed that can describe the relationships between variables. Self-efficacy and leadership as independent variables, performance as dependent variables and motivation as media variables. So that you get the idea of thinking as figure 2.

METHOD

This study uses a quantitative approach. The object of this research is the performance of the Wonogiri District Agriculture and Food Service. Observation unit used 25 Agricultural Extension Centers. Determination of the sample using the cluster sampling method. The method used is the survey method with questionnaires and interviews. The research design was

descriptive, and the type of research used was explanatory research.

Data analysis methods used in this study include descriptive statistical analysis and parametric statistical analysis. To determine the significance value is done by comparing the value of r count with r table with the degree of freedom (df) = n-1. If r count is greater than r table and positive value then the data or statement or indicator is declared valid (Ghozali, 2016; Sekaran & Bogie, 2010).

This study uses reliability testing with one shot or measurement once. A construct or variable is said to be reliable if the value of Cronbach Alpha (α) > 0.7 (Ghozali, 2016). Testing the hypothesis in this study using Structural Equation Modeling (SEM). This study has a confidence level of 95% with a tolerance value of 5%.

The results of the conclusions in this study refer to the value of - p. If the p-value is greater than the error tolerance of 5%, the analysis results accept the null hypothesis or reject the alternative hypothesis; the results are not significant.

RESULTS AND DISCUSSION

Testing the validity of the data in this study using IBM SPSS 21 with Pearson correlation as a correction. This validity test is

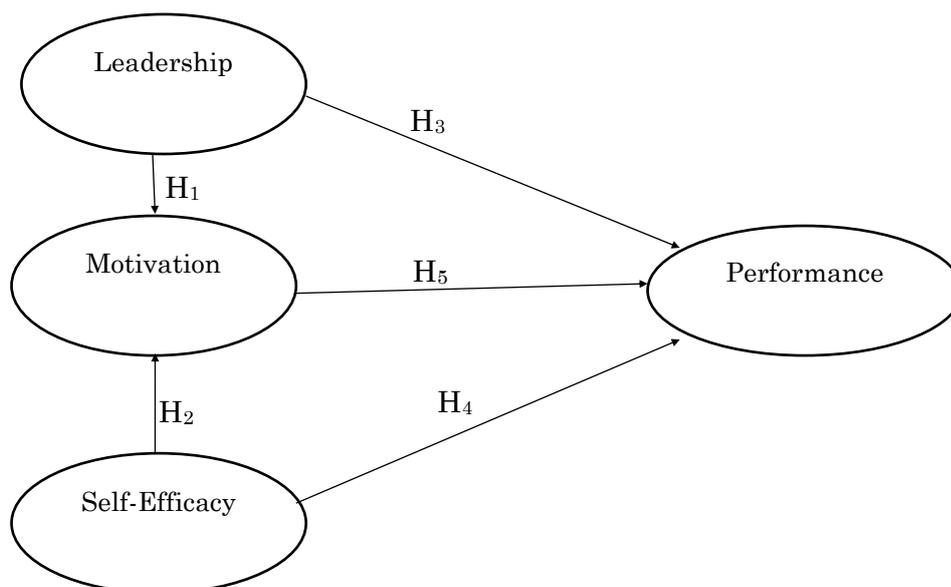


Figure 2. Research Thinking Framework

carried out with the aim to find out whether the item is valid or not in the questionnaire. From the validity test, to determine valid items in the questionnaire invalid by comparing the value of r count (Pearson) with r ta-

ble. If r count (Pearson) is higher than r table and is positive, then the item is valid and can be used for research and if r count (Pearson)

Table 1. Data Reliability Test Results

| No | Variable | Cronbach Alpha (α) | Reliability |
|----|---------------|--------------------|-------------|
| 1. | Self Efficacy | ,972 | Reliable |
| 2. | Leadership | ,966 | Reliable |
| 3. | Motivation | ,958 | Reliable |
| 4. | Performance | ,958 | Reliable |

Table 2. Results of Model Match Size

| Criteria | Cut of Value | Results | Conclusion |
|------------------------------|---|-----------------------|--------------|
| Chi-Square (X ²) | Small value P ≤ 0.05 | 6311,994 P = 0,000 | Poor fit |
| P | | | |
| GFI | GFI ≥ 0,90 0,8 ≤ GFI < 0,9 GFI ≤ 0,08 | 0,572 | Poor fit |
| RMSEA | RMSEA ≤ 0,08 0, 08 ≤ RMSEA < 0, 10 RMSEA ≥ 0,10 | 0,088 | Good fit |
| TLI | TLI ≥ 0,90 0,80 ≤ TLI < 0,90 TLI ≤ 0,80 | 0,847 | Marginal fit |
| IFI | TLI ≥ 0,90 0,80 ≤ TLI < 0,90 TLI ≤ 0,80 | 0,856 | Marginal fit |
| AGFI | AGFI ≥ 0,90 0,80 ≤ AGFI < 0,90 AGFI ≤ 0,80 | 0,534 | Poor fit |
| CFI | CFI ≥ 0,90 0,80 ≤ CFI < 0,90 CFI ≤ 0,80 | 0,855 | Marginal fit |
| CMIN/DF | CMIN/CF ≤ 5 | 2,687 | Good fit |
| PGFI | PGFI ≥ 0,50 | 0,515 | Good fit |

is smaller than r table then items that cannot be used in research (Ghozali, 2016).

Based on the results of data processing items, the items used have r count value (Pearson) greater than r table so that these items can be used in this study. Furthermore, the reliability test in this study uses IBM SPSS 21 with Cronbach Alpha (α) as a correction. Reliability test is used to find out which items are used consistently or stable from time to time. Test data reliability is done by one shot (one-time measurement). Data reliability test results can be seen in table 1.

A variable is said to have a reliable high level if the value of the Cronbach Alpha coefficient (α) > 0.70 (Ghozali, 2016). The variables used in this study were stated to be consistent or stable because each variable studied had a Cronbach Alpha (α) value higher than 0.07. Furthermore, the results of the overall suitability of the model can be seen in table 2.

Based on table 2, three GOF measures indicate a good fit, three GOF sizes that are marginal fit, and three measures that show a poor fit. Therefore it can be concluded that the overall suitability of the model in this study is a good fit.

Based on these results it can be concluded that the measurement model generally fulfills the compatibility

requirements and it is decided to continue in the step of interpreting the results of the estimate. The following is a picture of the estimated model path diagram based on IBM AMOS 21.

Furthermore, the analysis of the structural model is the relationship between parameters that show the effect of latent variables on other latent variables. The following is a table of regression weights and results of structural model studies. Based on table 3, the hypotheses obtained as stated in table 4.

Hypothesis testing will be accepted if regression weights <0.05. In the analysis of the measurement model in the study shows that all variables have met the criteria for validity and reliability of data. In testing the structural model analysis, all hypotheses support the proposed hypothesis.

In table 4, the P-value obtained in testing the effect of leadership on employee work motivation is 0.007, the P value obtained is <0.05 so that the data obtained is significant. While the estimated coefficient value obtained in this relationship is 0.056 which is positive. This indicates a relationship that occurs in leadership variables and employee work motivation variables are positive and leadership

Table 3 Regression Weights

| | | | Estimate | S.E. | C.R. | P |
|-------------|------|---------------|----------|-------|-------|-------|
| Motivation | <--- | Leadership | 0.056 | 0.021 | 2.663 | 0.008 |
| Motivation | <--- | Self-Efficacy | 0.252 | 0.051 | 4.957 | *** |
| Performance | <--- | Leadership | 0.203 | 0.033 | 6.177 | *** |
| Performance | <--- | Self-Efficacy | 0.438 | 0.074 | 5.889 | *** |
| Performance | <--- | Motivation | 0.621 | 0.229 | 2.709 | 0.007 |

Table 4 Results of Structural Model Analysis

| Hipotesis | Path | P | Results |
|-----------|--------------------------------------|-------|----------|
| H1 | Leadership → Work Motivation | 0,008 | Accepted |
| H2 | Self Efficacy → Work Motivation | 0,000 | Accepted |
| H3 | Leadership → Employee Performance | 0,000 | Accepted |
| H4 | Self Efficacy → Employee Performance | 0,000 | Accepted |
| H5 | Motivation → Employee Performance | 0,007 | Accepted |

influences employee motivation as much as 0.056

The results of this study are that leadership has a positive effect on employee motivation. This is by Armstrong's theory (2009) that motivation will be enhanced by leadership that determines direction, encourages and stimulates achievement and provides support to employees in their efforts to achieve goals and improve their performance in general.

Leaders at the Wonogiri Regency Agriculture and Food Service encourage the ability of employees to progress, listen to employee complaints and instill visions to employees. This can make employee performance improve thanks to the support of the leader. With good leadership, it will increase motivation to employees. This is in line with research conducted by Susanto & Aisyah (2010) to employees at the Kebumen District Office, Sagnak (2016) in teachers in the Nigde city center in Turkey, Brahmasari and Suprayetno (2008) at PT. Pei Hai International Wiratama Indonesia, Elqadri, Priyono, Suci, & Chandra, (2015) at PT Kurnia Jaya Various Industries, Alghazo & Al-Anazi (2015) in Eastern Province of Saudi Arabia, Ahmad, Abbas, Latif, & Rasheed, (2014) in the Punjab, Sougui, Bon, Mahamat, & Hassan Telecommunications Sectors (2016) in the Malaysian Telecommunications Sector. So that it can be concluded that leadership has a positive effect on the motivation of employees in the Agriculture and Food Service of Wonogiri Regency.

In table 4 the P value is obtained in testing the effect of self-efficacy on employee work motivation is 0,000. The P value can be <0.05 so that it supports the statement that self-efficacy influences employee motivation while the estimated coefficient value obtained in this relationship is 0.252 which is positively marked so that the relationship between the variables of self-efficacy and the variable work The motivation of employees is positive and self-efficacy has an effect on motivation of 0.252.

The results of this study are self-efficacy has a positive effect on employee motivation. This is by the theory presented by Colquit, LePine & Wesson (2015) that

employees who have a high level of self-efficacy for a task will increase high expectations will tend to make more effort to improve their performance.

Employees at the Wonogiri District Agriculture and Food Service understand and understand the task procedures given to them so that they never experience difficulties and do not need overtime in completing their tasks. When given group assignments, other coworkers can also work well together. By understanding and understanding work procedures and good coworkers, the work motivation of employees will increase.

Based on the discussion of the hypothesis above, it can be concluded that self-efficacy has a positive effect on employee motivation. This is in line with research conducted by Novianti (2016) on employee performance through motivation at PT. Coca-Cola Distribution Indonesia, Hanun (2013) at the Bekasi City Islamic Elementary School, Noviawati (2016) in the division finance staff and human resource division of PT. Coca-Cola Distribution Indonesia, Surabaya. So that it can be concluded that self-efficacy influences the motivation of employees in the Agriculture and Food Service of Wonogiri Regency.

In table 4 the P value obtained in testing the influence of leadership on employee performance is 0,000. P value obtained is <0.05 so that the data obtained significantly in this study supports the statement that leadership influences employee performance. While the estimated coefficient value obtained in this relationship is 0.203 which is positive so that the relationship between leadership variables and employee performance variables is positive and leadership influences employee performance by 0.203. The results of this study are that leadership has a positive effect on employee performance. Good leadership will improve the performance of employees. Likewise, when the leadership is terrible/wrong, the performance of the employee will decrease. This is in line with the theory put forward by Kasmir (2016) that pleasant leadership, protecting, educating and guiding

will certainly make employees happy with the orders of their superiors so that they can improve employee performance.

As explained in the first hypothesis, leaders encourage the ability of employees to want to, listen to complaints that employees feel and instill a vision to employees. So that employees are responsible for the tasks given by the leader, rarely absent or not entered and can coordinate with colleagues so that the performance of the employee is right.

Based on the previous description, it can be concluded that good leadership will have a positive effect on employee performance. This is in line with research conducted by Cavazotte, Moreno, & Bernardo (2013) on employees in Brazil, Wiyatmini and Luqman (2008) in Depok City Health Office, Slamet Ruyadi (2011) in Manufacturing Companies in East Java, Putra & Indrawati (2015) in CV Motor Agung I, Tabanan Regency, Tampubolon, (2007) in Organizations that have implemented SNI 19-9001-2001, Rasool HF, Arfeen IU (2015) in the Health sector of Pakistan, Sougui, Bon, Mohamed, & Hassan (2016) at the Telecommunications Engineering Company. So that it can be concluded that leadership influences the performance of employees in the Agriculture and Food Service of Wonogiri Regency.

In table 4 the P value obtained in testing the effect of self-efficacy on employee performance is 0,000 P value obtained <0.05 so that the data obtained significantly in this study supports the statement that self-efficacy affects employee performance while the estimated coefficient value obtained in this relationship is 0.438 which is positive, so that the relationship between the variables of self-efficacy and employee performance variables is positive and self-efficacy has an influence on employee performance of 0.438.

The results of this study are self-efficacy has a positive effect on employee performance. When employees have high self-efficacy, they will perform well. Likewise, when the employee's self-efficacy is low, the performance of the employee will be low. This is by the theory put forward by Ivancevich et al. (2006) individuals with high self-efficacy

tend to show higher levels of motivation and performance.

Employees at the Wonogiri Regency Agriculture and Food Service understand and understand the work procedures given by superiors. So that the performance of the employee will increase. This is in line with the research conducted by Liana, Rijanti, & Herdiyanto (2016) Public Middle School teachers in Bojong Subdistrict, Pekalongan Regency and research conducted by Lai & Chen (2012) about the relationship between self efficacy, effort, performance, satisfaction and outgoing the entry of employees in Taipei, Taiwan, Raharjo and Nafisah (2006) in the Department of Religion of Semarang, Vancouver, Thompson, Tischner, & Putka, (2002), Vancouver, Thompson, & Williams (2001) at the Midwestern University, Cherian & Jacob (2013), Kristiyanti (2015) at the Surakarta Accounting Office and Yogyakarta, Engko (2008) in the Gajah Mada University Master of Science student. So that it can be concluded that self-efficacy affects the performance of employees in the Agriculture and Food Service of Wonogiri Regency.

In table 4 the P value obtained in testing the effect of employee work motivation on employee performance is 0.007. The P value obtained is <0.05 so that the data obtained is significant in this study supporting the question that employee motivation affects employee performance. While the estimated coefficient value obtained is 0.621 which is positive, so the relationship between employee work motivation variables and employee performance variables is positive, and motivation influences employee performance as much as 0.621.

The results of this study are work motivation has a positive effect on employee performance. Employees who have high motivation then the performance achieved will be high. Similarly, when the motivation of employees is low, the performance will be low. This is by the theory put forward by Kasmir (2016) in a person who has high

motivation in him will produce high performance (right).

Employees in the Agriculture and Food Service of Wonogiri Regency can coordinate with colleagues and get support from superiors to complete tasks well. With tasks that are completed well and on time, the performance of the employee will increase. Support from coworkers and superiors is an external motivation that can improve employee performance. This is in line with research conducted by Doghan & Albar (2015) in Saudi Arabia, research by Murti & Srimulyani (2013) in PDAM Kota Madiun employees, Dhermawan, Sudibya, & Utama (2012) at the Public Workers Office in the Province of Bali, Zaitinnor (2015) in the Office of Agriculture for Food Crops and Horticulture of Hulu Sungai Tengah Regency, Nani & Ratna (2010) agricultural extension agents in Subang Regency, West Java Province. So it was concluded that work motivation had a positive effect on the performance of the Wonogiri District Agriculture and Food Service.

CONCLUSIONS

Based on the results of the research, discussion, and analysis that has been carried out in the previous chapter, the researcher can draw conclusions from the research on the influence of leadership, self efficacy and motivation on Wonogiri District Agriculture and Food Service employees as follows: First, Leadership has a positive effect on work motivation employees at the Wonogiri District Agriculture and Food Service; Second, self-efficacy has a positive effect on employee motivation in Wonogiri District Agriculture and Food Service; Third, leadership has a positive influence on the performance of employees in the Agriculture and Food Service of Wonogiri Regency; Fourth, self-efficacy has a positive effect on the performance of Wonogiri, and Fifth Agriculture and Food Service Offices, work motivation has a positive effect on the performance of employees in the Agriculture and Food Service of Wonogiri Regency.

With the results of the conclusions obtained by researchers showing that it has

the influence of leadership, self-efficacy, and motivation on the performance of employees in the Agriculture and Food Service of Wonogiri Regency, then organizational performance is influenced by leadership, self-efficacy, and motivation. These aspects need to be considered by the Agriculture and Food Service of Wonogiri Regency to be able to improve employee performance.

Also, managers should pay attention, input, protect their employees and give awards to outstanding employees, creating a comfortable atmosphere at work, providing training. So that employees can increase motivation to work better which will ultimately improve the performance of the employee itself. Management also needs to hold activities that can enhance employee knowledge and experience. So that employees can master a situation that will improve performance.

This study still has limitations from various aspects, as well as differences in the subject of research. Further research is recommended to examine other factors related to performance such as workload, stress, self-esteem, interpersonal communication. The addition of the number of respondents must also be done with the aim of generalizing the results of the study to be better.

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