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THE ROLE OF LEADERSHIP QUALITY IN IMPROVING EMPLOYEE PERFORMANCE THROUGH EMPLOYEE EMPOWERMENT AND A FAIR PERFORMANCE APPRAISAL SYSTEM

(Study at the Office of BPSI Tanaman Serealia dan Balai Besar Veteriner Maros)

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Abstract

This research aims to analyze employee performance at the BPSI Cereal Plant Office and the Maros Veterinary Research Center by examining the relationship between leadership quality, employee empowerment, and a fair performance appraisal system. The study was conducted at the BPSI Cereal Plant Office and the Maros Veterinary Research Center over approximately two months (May - June 2024). The research employed a quantitative survey design, collecting data through questionnaires from 156 employees selected using simple random sampling and the Slovin formula. Primary data was obtained from questionnaires, while secondary data was sourced from various supporting references. Data analysis was conducted descriptively and inferentially using path analysis. The results showed that a fair performance appraisal system contributed the most to improving employee performance compared to leadership quality and employee empowerment. Leadership quality alone was not strong enough to directly influence employee performance but became more effective when supported by employee empowerment and a fair performance appraisal system. Strategies focusing on employee empowerment and the implementation of a fair performance appraisal system proved crucial for enhancing employee performance through leadership quality at the BPSI Cereal Plant Office and the Maros Veterinary Research Center. This study suggests that organizations should strengthen employee empowerment and the performance appraisal system to achieve optimal performance.

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Keyword :

employee performance, leadership quality, employee empowerment, fair performance appraisal

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1 Introduction

Human resource management (HRM), plays a very important role in the success of an organization. Management is responsible for planning, organizing, leading, and controlling the organization's resources, including HR. HR management has a strategic role in achieving organizational goals, because HR is the main asset that forms the core of competitive advantage.

Employee performance is the main foundation of an agency's success. Every action taken, every decision made, and every service provided by the agency is highly dependent on the quality of its employees' performance. Good performance includes not only productivity and efficiency in carrying out tasks, but also aspects such as creativity, innovation, collaboration, and customer service. High-performing employees not only enhance the reputation of the agency in the eyes of the public, but also contribute significantly to the achievement of organizational goals and drive long-term growth and progress. Therefore, it is important for agencies to empower,

support, and develop employee performance through various strategies, including recognition for achievement, training and skills development, and creating a supportive and motivating work environment.

Employee performance should be a primary focus for any agency that aims to achieve sustainable success and growth. In an ever-evolving and competitive world, agencies need to ensure that every individual working in them has the skills and motivation needed to make a maximum contribution. By prioritizing employee performance, agencies can ensure that their human resources are used effectively and efficiently to achieve organizational goals. In addition, paying attention to employee performance also creates a healthy and productive work environment, where every team member feels valued, supported, and motivated to give their best. Thus, employee performance is not only the responsibility of the individual, but also the key to the success of the entire agency in realizing its vision and mission.

BPSI for Cereal Crops and the Veterinary Center are two technical implementing units under the auspices of the Ministry of Agriculture. Both institutions have an important role in determining the success of the implementation of tasks in the field. The performance of the employees there greatly determines the extent to which the goals and programs of the Ministry of Agriculture can be realized. From monitoring and controlling diseases in cereal crops to monitoring and protecting animal health, the roles of both are vital in maintaining the balance and sustainability of the national agricultural sector. With good performance from its employees, it is hoped that various programs designed by the Ministry of Agriculture can run smoothly and have a positive impact on Indonesian agriculture as a whole.

At the Veterinary Center, there was a marked downward trend in performance in 2022. Although the service Quality Performance Index (IKM) performance target remained the same as the previous year, which was 3.45 points from 2021 to 2023, the achievement in 2022 actually decreased to 3 points. However, it should be noted that although the target set was lower than the previous year, the realization achieved was higher compared to the higher targets in previous years. This shows that despite the decrease in the target, efforts to achieve it were still carried out effectively, even exceeding expectations in several aspects. However, an in-depth evaluation is needed to understand the causes of the decline in performance in 2022 so that appropriate corrective steps can be taken to improve the performance of the unit again.

Leadership is defined as the process of influencing and facilitating between leaders and followers towards common goals. Previous studies have highlighted the role of leadership in enabling organizations to sustain day-to-day operations and achieve superior performance such as Rajagopalan and Spreitzer (1997) highlighting the role of leaders in formulating and implementing strategies that strengthen organizations. Findings from recent studies reveal that leadership is critical in a variety of different contexts, in which leaders dynamically integrate existing resources and transform their organizations to achieve higher performance and adapt to the environment.

In existing organizations, both public and private, with competitive, dynamic and increasingly stringent work demands, leadership quality is a crucial factor in driving employee performance and achieving organizational success (Maenhout et al., 2021). Effective leadership can motivate, inspire, and empower employees to contribute maximally to achieving common goals. Quality leaders are able to create a clear and focused vision and mission, thus providing measurable and defined goals for employees. This provides a sense of direction and motivation for employees to work diligently and measurably. Effective leaders are able to build a positive and conducive work culture. A positive work culture can increase work enthusiasm, collaboration, and

communication between employees. This will certainly have an impact on increasing productivity and efficiency in completing work (Hai & Park, 2024).

A quality leader is able to develop the potential and skills of employees. A good leader will provide continuous training, guidance, and development for his employees. This will improve the quality and performance of employees in carrying out their duties and responsibilities. An effective leader is able to provide awards and recognition for employee achievements. These awards and recognition will increase employee motivation and enthusiasm to continue working and achieving. A quality leader is able to build good relationships with his employees. A good relationship between leaders and employees will increase trust, respect, and openness in communication. This will create a comfortable and conducive work environment, so that employees can work optimally (Noor et al., 2023; Sihal et al., 2023).

The role of leadership in organizational success has been debated in many studies (Bass, 2006). Empirical examples around the world have shown that some organizations stand out from the rest, win the competition, and grow while others decline in the same environment (Yukl, 2014). Among others, effective leadership is considered as one of the key factors contributing to the healthy growth and success of an organization (Bass, 2006). There are various opinions regarding the characteristics of successful leaders. Leadership characteristics that are effective in one type of organization and situation may not be appropriate for another organization. Therefore, several studies have been conducted in the field of leadership, to explore the relationship between leadership qualities and performance.

Based on the research results related to leadership quality and employee performance achievement above, a research gap was found that needs to be considered further. Significant results from several studies indicate that leadership traits and behaviors that increase employee engagement, treat employees equally, support and recognize employee actions, focus on employee strengths, and facilitate the use of employee strengths, positively contribute to improved employee performance (Bakker & Woerkom, 2018; Barak et al., 2021; Mansoor, 2021; Noor et al., 2023; Roberson & Perry, 2021; Wood et al., 2011; Xiaotao et al., 2018). However, insignificant findings indicate that behavior that lacks a sense of belonging towards subordinates can result in levels of aggression, which in turn decreases their performance (Baumeister et al., 2002; Twenge, 2007; Twenge et al., 2003). This suggests the importance of paying attention to the dynamics of interactions between leaders and subordinates, as well as the implications of these behaviors for subordinate motivation and performance. Therefore, further research is needed to better understand the important factors that influence these dynamics and how they affect the achievement of optimal performance.

In this study, further research was conducted to explore and examine the relationship between these factors by involving new variables of employee empowerment and fair performance appraisal system as additional variables. Employee empowerment has several advantages that can have a positive impact on performance. First, employee empowerment provides opportunities for employees to take initiative and responsibility in their work, which in turn can increase their motivation. Second, by empowering employees, organizations can utilize their expertise and knowledge more effectively, thereby increasing creativity and innovation in the work environment. Third, employee empowerment can increase a sense of ownership and identification with organizational goals, because team members feel that they have a significant role in achieving success. In addition, a fair performance appraisal system also has certain advantages, a fair appraisal system provides clear and objective feedback to employees about their performance, so that it can help in identifying strengths. A fair appraisal system, employees will that the assessment is based on consistent and relevant criteria, without bias or discrimination, thereby increasing trust and fairness in the organization. A fair appraisal system can provide incentives that are in accordance with good performance, stimulating employee motivation and commitment to achieve

better results. Therefore, integrating employee empowerment and a fair performance appraisal system in this study is expected to provide a more comprehensive understanding of the factors that influence employee performance and how the interaction between these variables can form a productive work environment and build a sustainable organization.

2 Research Method

Research design refers to the plan or strategy used to collect data in a study. The research design used is a survey, and this research is included in quantitative research to examine individual or group behavior. In general, survey research uses questionnaires as a data collection tool. Survey research is research that takes samples from a population and uses questionnaires as the main data collection tool. The survey research method is to collect data from respondents through the use of questionnaires, interviews, or other data collection instruments. Surveys are used to collect information about opinions, attitudes, behaviors, or other characteristics of the target population. The type of research used in this study is quantitative research, where the data obtained from the research sample is then analyzed according to the statistical method used and then interpreted. The location of this research was the BPSI Cereal Crops Office and the Maros Veterinary Center. The research period was approximately 2 months (May - June 2024). Population refers to all individuals or objects studied in a particular study or analysis. In this case, the research population was all employees of the BPSI Cereal Crops Office and the Maros Veterinary Center, totaling 256 employees.

3 Result and Discussion

Validity test in this study uses product moment correlation technique. Pearson Product Moment validity test is used to measure the extent to which a measuring instrument can measure what should be measured. This is a statistical method commonly used in quantitative research to test the construct validity of research instruments. The comparative value in measuring this validity is the calculated r value with the r table.

Table 2. Instrument test results (*validitas test*)

Variabel	Pernyataan	r hitung	r tabel	Kesimpulan
Kualitas kepemimpinan (X)	X.1	0.913	0,30	Valid
	X.2	0.838		
	X.3	0.915		
	X.4	0.895		
Pemberdayaan pegawai (Y1)	Y1.1	0.730		
	Y1.2	0.675		
	Y1.3	0.713		
	Y1.4	0.713		
Sistem penilaian kinerja yang adil (Y2)	Y2.1	0.858		
	Y2.2	0.806		
	Y2.3	0.919		
	Y2.4	0.806		

Kinerja (Z)	Z.1	0.844		
	Z.2	0.841		
	Z.3	0.844		
	Z.4	0.878		
	Z.5	0.896		

Source: Questionnaire data processing, 2024

Based on the table above, it shows that the validity value of the questionnaire test results from 4 research variables, namely leadership quality, employee empowerment, fair performance appraisal system and performance through data processing where the indicators are said to be valid if the calculated r value $>$ r table, and it is proven that all variables with indicators that support the variables are declared valid with a calculated r value $>$ r table, meaning that all indicators can be continued for the next test.

This reliability test also shows the description of various indicators in the variables studied, where in this test it shows that there is consistency shown in a number of indicators with statements in the questionnaire as submitted and each time it is used it will not cause changes either in different places or times. The alpha coefficient is used in this reliability test that the variables are reliable if the resulting alpha value is above 0.6 (Ghozali, 2011).

Table 3. Instrument test results (*reliability test*)

Variabel	Cronbach Alpha	Cut –of-point
Kualitas kepemimpinan (X)	0.839	0.60
Pemberdayaan pegawai (Y1)	0.844	
Sistem penilaian kinerja yang adil (Y2)	0.850	
Kinerja (Z)	0.832	

Source: Questionnaire data processing, 2024

Based on the table above, it can be seen that the Cronbach's Alpha value of all variables tested, namely leadership quality, employee empowerment, fair performance appraisal system and performance, obtained a Cronbach alpha value $>$ 0.60. Thus, it can be concluded that all variables in this study passed the reliability test and were declared reliable. This shows that the variables in this study have good reliability values

The influence of leadership quality on employee empowerment of BPSI Cereal Crops and Maros Veterinary Center

The findings of this study indicate that leadership quality can increase employee empowerment at BPSI Tanaman Sereal and Balai Besar Veteriner Maros. The better the leadership quality, the higher the level of employee empowerment in the agency. This finding is relevant to previous studies (Draj & Saed, 2023; Gurning & Irvan, 2022; Hasmiah, 2017) which show that employee empowerment can be influenced by leadership.

Employee empowerment in the office is one of the key factors that determine the effectiveness and productivity of an organization. This empowerment is greatly influenced by the quality of leadership in the workplace. Effective leaders are able to provide support, direction, and motivation to their employees, so that they feel valued and empowered in carrying out their duties. Quality leadership creates a positive work environment, where

employees feel heard, have the opportunity to grow, and participate in decision-making. This not only increases employee satisfaction and commitment, but also encourages innovation and better performance.

The findings of this study show that the relationship between leadership quality variables and employee empowerment is very effective, especially when leadership quality implements role models. When leaders demonstrate behavior that can be exemplified by team members, this creates a more open, inclusive, and inspiring environment. Leaders who act as role models are able to build trust and respect from employees, which then encourages them to work harder and more efficiently. In addition, employee empowerment is strengthened when employees have access to adequate resources in the workplace. Good access to equipment, materials, and other necessary resources allows employees to complete their tasks more effectively and efficiently. With leaders who function as role models, employees not only feel motivated but also get the support they need to achieve optimal performance. Therefore, the combination of leadership that acts as an example and employee empowerment through better access to resources is a very effective strategy in improving the overall performance and productivity of the organization.

The influence of leadership quality on the fair performance appraisal system of BPSI Cereal Crops and the Center for Veterinary Medicine

The findings of this study indicate that leadership quality can improve a fair performance appraisal system at BPSI Crops Cerealia and Balai Besar Veteriner. This indicates that the higher the quality of leadership, the fairer the performance appraisal system that can be applied in the agency. This finding is relevant to previous studies (Anindhita et al., 2016; Devi, 2019; Susanto et al., 2021) which show that the performance appraisal system can be influenced by leadership quality.

Performance appraisal in an agency is highly dependent on the strength or quality of the existing leadership. Effective leadership is able to direct and motivate employees to achieve organizational goals optimally. Competent leaders not only provide clear direction, but also create a positive and supportive work environment, so that employees feel appreciated and motivated to give their best performance. In addition, strong leadership is able to overcome challenges and conflicts that may arise, and is able to make strategic decisions that bring progress to the organization. Therefore, the quality of leadership is a key factor in determining the effectiveness of performance appraisal in an agency.

Research findings that identify a strong link between role model leadership and fair performance appraisal systems strengthen the interpersonal side of the workplace. Leaders who set a good example for their team members not only inspire but also set consistent and credible standards of behavior. In this sense, role models influence not only how employees evaluate their leaders, but also how employees interact with each other in the work environment. Implementing a fair performance appraisal system further strengthens this interpersonal side by ensuring that all employees are assessed based on objective and equal criteria. This reduces the potential for conflict and dissatisfaction among teams, as everyone has an equal opportunity to be seen and recognized for their contributions. When leaders provide constructive and fair feedback based on actual performance, it not only increases individual motivation but also fosters effective collaboration and teamwork. Thus, role model leadership and the implementation of a fair performance appraisal system complement each other to build a supportive work environment where positive interpersonal interactions

become an integral part of the organization's culture. This not only increases productivity but also fosters a sense of fairness and satisfaction among employees, creating a solid foundation for long-term growth and success for the organization.

By implementing these principles, organizations can build a strong foundation for a fair and transparent work culture. Leaders who act as role models not only exemplify the desired behavior but also ensure that the performance appraisal system supports the growth and development of individuals and the entire team. Thus, the integration of leadership qualities that apply role models and the principles of fair performance appraisals according to objective criteria will result in a positive and productive work environment for the entire organization.

The influence of leadership quality on the performance of BPSI Cereal Crops and Maros Veterinary Center employees

Based on the research results, it was found that leadership quality can improve employee performance at BPSI Tanaman Serealia and Balai Besar Veteriner. The better the quality of leadership in the agency, the higher the employee performance that can be achieved. This finding is relevant to previous studies (Bakker & Woerkom, 2018; Barak et al., 2021; Mansoor, 2021; Noor et al., 2023; Roberson & Perry, 2021; Wood et al., 2011; Xiaotao et al., 2018) which show that the performance appraisal system can be influenced by leadership.

Employee performance is highly dependent on the quality of leadership implemented in an agency. Effective leadership is able to provide clear direction, create a conducive work environment, and motivate employees to achieve organizational goals. Good leaders do not only focus on achieving results, but also on developing employee potential and improving their welfare. When employees feel appreciated and supported, they tend to perform better and contribute positively to the success of the agency. Conversely, weak leadership can cause confusion, lower work morale, and ultimately reduce overall productivity.

The results of the study showing that leadership quality has an effect on employee performance at BPSI Tanaman Serealia and Balai Besar Veteriner are supported by the arguments of Lussier & Hendon (2017) who emphasize that the core of quality leadership is the ability to influence others. Effective leadership is able to inspire and direct subordinates to achieve organizational goals better, including improving their performance. In addition, Sonnentag & Frese's (2002) view of performance as a result of specific work activities and individual realization stages is also relevant in this context. Good leadership quality encourages the creation of a work environment that motivates and facilitates individuals to achieve optimal results, in line with what was observed in this study at BPSI Tanaman Serealia and Balai Besar Veteriner. Thus, the positive and significant influence between leadership quality and employee performance can not only be understood conceptually but also strengthened by empirical evidence from the results of the study.

Based on the findings showing that leadership quality affects employee performance, as well as the statement that the role model indicator is the most dominant in perceiving leadership quality according to respondents, an argument can be drawn that connects the two aspects. The role model displayed by leaders, namely their ability to provide examples of behavior that is respected and followed by team members, plays a crucial role in shaping work culture and employee motivation. Leaders who act as good role models tend to inspire their subordinates to achieve high performance standards, and encourage them to behave

in accordance with organizational values. In addition, the performance-based reward approach also reflects the principles of objectivity and transparency in performance evaluation, which can motivate employees to perform better. The existence of knowledge and skills that are relevant to the industrial sector also provides employees with confidence that leaders are able to provide appropriate direction and are competent in facing complex challenges. Overall, the integration of these three indicators in effective leadership practices not only strengthens organizational performance, but also creates a positive and productive work environment for all team members.

The influence of employee empowerment on the performance of BPSI Cereal Crops and Maros Veterinary Center employees

Based on the results of the study, it shows that employee empowerment can improve employee performance at BPSI Tanaman Serealia and Balai Besar Veteriner Maros. Employee empowerment can be considered as a factor that determines the effectiveness of an organization with better employee performance. This finding is relevant to previous studies (Charli et al., 2019; Komaling et al., 2023; Tirtayasa et al., 2023) which show that employee empowerment has an effect on improving employee performance.

Employees who are more empowered will perform better because empowerment creates a supportive work environment, motivates, and increases a sense of ownership of their tasks and responsibilities. When employees feel they have control and trust from their superiors, they tend to be more committed and proactive in carrying out their tasks. Empowerment also opens up opportunities for employees to develop new skills and knowledge, which ultimately increases their competence and efficiency at work. In addition, employees who feel empowered tend to have higher levels of job satisfaction, which has a positive impact on their productivity and the quality of their work. Thus, organizations that encourage employee empowerment will see significant improvements in overall performance.

This result is supported by Mulyadi's opinion (2015) that employee empowerment as a process that provides employees with the opportunity to develop their ability to plan and control the implementation of their work plans, is relevant to support the research findings that employee empowerment affects their performance at BPSI Tanaman Serealia and Balai Besar Veteriner Maros. Through empowerment, employees are not only given authority, but also support to design and carry out their duties effectively. Meanwhile, according to Sedarmayanti (2018), performance is not something inherent in an individual such as talent or ability, but is the result of applying these talents and abilities in the context of work. This supports the finding that effective employee empowerment can result in better performance, because it allows employees to use their potential optimally in carrying out the tasks that are their responsibility. Through empowerment that allows the development of employee potential and the implementation of work plans properly, as well as understanding that performance is the result of applying individual abilities, the findings of this study indicate that investment in employee empowerment has an impact on better performance for employees at the BPSI Tanaman Serealia and Balai Besar Veteriner Maros offices.

Based on the findings of the study, performance indicators such as quality, quantity, and punctuality are the main focus in evaluating employee performance at BPSI Tanaman Serealia and Balai Besar Veteriner Maros. In the view of respondents, punctuality plays a very significant role in showing employee performance at work. This reflects the importance of the ability to complete tasks according to the set schedule, which directly impacts the

efficiency and productivity of the organization. The punctuality indicator is considered the strongest performance indicator because it reflects discipline and the ability to manage time effectively. When an employee can consistently complete tasks on time, this not only shows individual responsibility for their work, but also supports smooth operations and the achievement of overall organizational goals. Thus, focusing on the punctuality aspect in performance assessment can help organizations to improve efficiency, optimize resources, and meet expectations from both internal and external sources. Employee empowerment strategies that emphasize the development of time management skills and increasing discipline in carrying out tasks can be the key to improving work quality and productivity in the BPSI Tanaman Serealia and Balai Besar Veteriner Maros environment.

The influence of leadership quality on performance through employee empowerment of BPSI Cereal Crops and Maros Veterinary Center

Based on the results of the study with indirect influence, it was found that leadership quality has an influence on employee performance through employee empowerment at BPSI Plant Serealia and Balai Besar Veteriner Maros. This shows that employee empowerment supported by quality leadership can improve employee performance in these institutions.

Employee empowerment is very important as an effort to strengthen the role of employees in an organization. A leader must be able to make his employees more efficient and competitive by empowering them. Research findings show that leadership quality affects employee performance through empowerment, in line with Stewart's opinion (2006) which states that employee empowerment is an effort to enable and provide opportunities for employees to plan, implement, and control work plans that are their or their group's responsibility. This involves giving responsibility and authority to employees, involvement in decision-making, and a condition of mutual trust between management and employees. Pratiwi (2012) also emphasized that employee empowerment includes sharing information, knowledge, and commitment from employees to take responsibility for their work. Thus, leaders who are able to empower their employees effectively will improve the performance and competitiveness of the organization, as evidenced by BPSI Tanaman Serealia and Balai Besar Veteriner Maros, where quality leadership can improve employee performance.

The findings of this study also show that improving employee performance at BPSI Tanaman Serealia and Balai Besar Veteriner Maros is much more effective when leaders can empower employees first. Leadership that directly expects optimal work results will be difficult to achieve if employees are not empowered. As stated by Lussier & Hendon (2017), the core of leadership is the ability to influence others. The ability to influence must be stronger in the context of employee empowerment. Effective leaders are those who are able to create an environment where employees feel valued, have authority, and are empowered to take the initiative and be responsible for their work. With empowerment, employees will feel more motivated and committed, which ultimately improves overall performance. Therefore, leadership that focuses on employee empowerment has proven to be an effective strategy in improving performance and achieving optimal results at BPSI Tanaman Serealia and Balai Besar Veteriner Maros.

The influence of leadership quality on performance through a fair performance appraisal system BPSI Cereal Crops and Maros Veterinary Center

The findings of the analysis in this study also show that improving the performance of BPSI Tanaman Serealia and Balai Besar Veteriner Maros employees is much more effective when leaders can

implement a fair performance appraisal system first. Leadership that directly expects optimal work results will be difficult to achieve if performance appraisals are not carried out fairly. According to Kreitner and Angelo (2017), leadership is a process of social influence in which a leader seeks voluntary participation from subordinates in an effort to achieve organizational goals. With a fair performance appraisal, subordinates will be more willing and willing to do their best because they feel they are getting an objective assessment of their performance or achievements. Thus, a fair performance appraisal system is not only an evaluation tool but also an important mechanism in building employee motivation and commitment to organizational goals. This is in line with the finding that good leadership quality, which implements fair performance appraisals, has a positive and significant effect on employee performance. Based on the results of the analysis and discussion in this research, it can be concluded that the facilities owned by the Tenriawaru Hospital in Bone Regency have a real influence in improving the quality of service and the image of the hospital so that it has an impact on patient satisfaction. The results of the mediation test show that service quality can mediate the influence of facilities in increasing the satisfaction felt by patients. Then in the mediation test, namely using hospital image as a mediating variable, the finding was that hospital image was a factor that could mediate the influence of facilities on patient satisfaction. Furthermore, from the results of the mediation test, which uses two intervening variables, namely service quality and hospital image, it is clear that both service quality and hospital image can mediate the influence of facilities on patient satisfaction at Tenriawaru Hospital, Bone district.

At BPSI for Cereal Crops and the Maros Veterinary Center, leadership quality plays a crucial role in determining the operationalization of employee work. Fair performance appraisal steps that are perceived by employees as objective and transparent will be the best steps to make employees more motivated to improve their performance. When employees feel that their performance evaluations are carried out fairly and based on clear standards, they will feel appreciated and motivated to give their best to the organization. A fair appraisal system not only provides constructive feedback but also helps employees understand areas that need improvement and achieve their career goals. Therefore, leadership that is able to implement fair performance appraisals will create a conducive work environment for improving employee performance. In this context, good leadership quality, which encourages fair performance evaluations, not only improves individual performance but also contributes to the achievement of overall organizational goals. The findings of this study underline the importance of the role of leadership in building a fair performance appraisal system as a foundation for achieving optimal work results at BPSI for Cereal Crops and the Maros Veterinary Center.

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