



Effect of Reward, Leadership, Ability and Experience on Employee Performance

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Submission Info

Received Date, 04, April, 2022
Accepted Date, 15, April, 2022
Available online Date, 01, May, 2022

Keyword

Reward;
Leadership;
Ability;
Experience;
Employee Performance

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Abstract

This study aims to examine the effect of elements such as reward, leadership, ability, and experience on employee performance at the Gowa Regency Department of Fisheries, Marine Affairs, and Livestock. This study employs a descriptive and inferential analysis known as multiple regression analysis. The population studied in this study is the Department of Marine Fisheries and Livestock in Gowa Regency; it totals 49 people when all characteristics are included. Sampling with a saturated sampling technique encompasses the entire population. The findings indicated that reward, leadership, ability, and experience substantially affected employee performance at the Gowa Regency Department of Fisheries, Marine Affairs, and Livestock. To a certain extent, the variables of reward, leadership, capability, and experience substantially impact staff performance at the Gowa Regency Department of Fisheries, Marine Affairs, and Livestock. The experience variable has the most significant effect on employee performance, indicating that regardless of how well an employee's ability requirements are met without adequate experience, the employee will not perform optimally, and irrespective of how well leadership and rewards are implemented without the support of capable and experienced employees, the employee will not perform well.



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Introduction

Globalization is a phenomenon where countries in the world directly or indirectly expect an interaction between people that is much more effective and efficient than in previous times. Like two sides of a coin, the phenomenon of globalization promises a much better environment and atmosphere of social life. On the other hand, chaos is also potential if these changes are not managed properly (Lungguk, 2015). In this format, the government in a country is asked to be more responsive to various

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requests from its people, especially those whose daily activities have a high dependence on the government bureaucracy. Suppose a government was known for its plodding, wasteful, and highly functional bureaucracy in the past. In that case, today's society needs a government performance that is fast, inexpensive, and process-oriented to provide significant and competitive support for those it serves (individuals, the business community, society, and other stakeholders). Of course, changing the paradigm is not an easy thing, but on the other hand, change is a must (Abdul Syani, 2008; Hardiyansyah, 2018).

The Department of Fisheries, Maritime Affairs, and Livestock of Gowa Regency, as one of the government agencies that deal directly with the community, must be able to respond to the demands of this globalization era, especially in preparing employees and all human resources in the office. This is important considering that it is necessary to have active and productive human resources in organizational management. Busy and adequate human resources carry out a job based on the tasks assigned to them, but they must also try to increase or develop their potential (Nawawi, 1997; Panjaitan, 2017). Human development as a vital resource emphasizes humans as development actors who have the will to utilize, develop and master science and technology. For this reason, the potential, initiative, and creative power of every human being need to be developed within limits that do not harm the interests of humanity itself (Suharto, 2021). To maximize the potential of Indonesia's human resources, especially for employees within the Department of Fisheries, Maritime Affairs, and Animal Husbandry of Gowa Regency, it is necessary to reevaluate the performance of employees in the Department constantly. Performance appraisal and its results depend significantly on how human resources are viewed and needed in the organization.

Performance refers to an employee's achievement of a given task. Performance is a function of motivation and the ability to complete a task or job. One must have a certain degree of willingness and willingness; one's willingness and skills are effective enough to do something without a clear understanding of what will be done and how to do it (Ghozali, 2017; Juma & Moronge, 2015). A study on performance shows several characteristics of high-performance employees: (1) achievement oriented. Employees with high performance have a strong desire to build a dream about what they want for themselves, (2) Self-confidence. Employees with high performance have a positive mental attitude that directs them to act with high confidence (3) Self-control. Employees with high performance have a very high sense of self-discipline, (4) Competence. High-performing employees have developed specific abilities or achievement competencies in their chosen area, (5) Persistence. Employees with high performance have work tools supported by a psychological atmosphere and work hard continuously to achieve goals (Susyatmoko, 2016).

Theoretically, three variables affect work behavior and individual performance: individual, organizational, and psychological. The individual variables consist of variables of ability and skill, personal background, and demographics. According to (Gibson, 1987; Fabianus et al., 2019), the ability and skill variables are the main factors that influence work behavior and individual performance. Meanwhile, demographic variables have an indirect effect. The psychological variables consist of variables of perception, attitude, personality, learning, and motivation. This variable is heavily influenced by family, social level, previous work experience, and demographic variables. The group of organizational variables consists of resources, leadership, rewards, structure, and job design. According to (Kopelman, 1986; Bara & Suryati, 2014), the reward variable will affect the motivation variable, directly affecting individual performance. Improving individual performance in the organization requires managers to take an indirect

approach, creating motivation through an organizational atmosphere that encourages employees to be more productive. This atmosphere is created by managing organizational factors by setting the reward system, structure, job design, and maintenance of communication through leadership practices that encourage mutual trust.

After enacting PP No.41/2007, they resulted in a merger between the Department of Fisheries and Marine Affairs with the District Livestock Service Office. Gowa, it turns out that there are still employees of the Department of Fisheries, Maritime Affairs, and Livestock in Gowa Regency who have not shown maximum performance in their daily activities. At the same time, the essence of PP No. 41/2007, which requires a proportional and comprehensive streamlining of the government organizational structure, is that government performance is fast, inexpensive, and process-oriented to provide significant and competitive support for those it serves (individuals, business communities, communities). And other stakeholders). Based on the opinion (Gibson, 1987; Coenraad, 2016), three factors influence performance: 1) Individual factors: abilities, skills, family background, work experience, social level, and one's demographics. 2) Psychological factors: perceptions, roles, attitudes, personality, motivation, and job satisfaction 3) Organizational factors: organizational structure, job design, leadership, and reward system; the authors assume that this situation is influenced by organizational factors, namely leadership and awards that have not been fully supported and individual factors, namely the lack of ability and work experience of employees at the district Fisheries, Marine and Livestock Service Office. Several facts corroborate this, including (1) there are still employees who do not carry out their proper functions; they come to the office and fill their working time by reading newspapers or talking with their colleagues until working hours end (2) there is still a lack of competent officials. Mastering the primary duties and functions so that the preparation of the work program is not as expected (3) there are still complaints about the slowness of staffing services provided by the employees of the Gowa Regency Fisheries, Marine and Livestock Service.

The description indicates the demand for the workability of employees from the Fisheries, Maritime, and Livestock Service of Gowa Regency civil servants to be able to carry out and carry out their primary duties and functions (Tupoksi) properly. Detect the level of ability of civil servants, of course, cannot be separated from the level of education, both formal and non-formal, that has been taken and experience and skills because experience and skills are elements that play an essential role in assessing the ability of the apparatus to work with the assumption that the more experience and skills, especially regarding procedures and the ins and outs of work, will provide performance output for the organization. To realize its existence as a civil servant, the apparatus must have broad capabilities and skills in mastering the main tasks and functions (Laan, 2014). Therefore, civil servants from the Department of Fisheries, Maritime Affairs, and Livestock in Gowa Regency are actors in their organization and development in their area. To formulate an optimal performance output besides being strongly influenced by the apparatus's ability, other factors are also very decisive both from within the PNS itself, namely performance and from the work environment. The workability of a civil servant who will support his organization's performance is assumed to be more constructive if supported by the encouragement of reward, leadership, ability, and work experience (Widodo, 2020).

To achieve this, preliminary observations show that the performance of the employees of the Department of Fisheries, Marine Affairs, and Livestock in Gowa Regency is influenced by many factors, including HR capacity, rewards, leadership, and employee age. The actual condition of the human

resources capacity is not based on the level of education possessed, low employee motivation, organizational leadership that is currently being carried out is not yet effective, and the working environment is not yet conducive. The problem now is to what extent the improvement in HR performance can be achieved and how are the existing organizational strategies in anticipating changes in competitive conditions are relevant to be applied to improve HR performance to achieve high employee productivity so that a level of efficiency and effectiveness of services can be achieved, towards society. These problems are exciting to be studied in more depth. An alternative use for human resource development can be found, especially in the Department of Fisheries, Marine Affairs, and Livestock, Gowa Regency. This prompted the author to research this problem within the Department of Fisheries, Marine Affairs and Livestock, Gowa Regency.

Theoretical Framework and Hypotheses

The definition or concept of performance (performance) is very diverse. The non-uniform understanding of performance is due to each expert's different background and relevance who proposes and wants to reveal the true meaning of the performance. In other words, the emergence of diversity in terms of performance depends on the context in which the performance is stated. According to (Simatupang, 1994; Basyit et al., 2020), performance is the result and function of a particular job or activity. To achieve a predetermined goal by the organization, a person (employee) must work in a group or a specific work system. The plan to be realized causes all employees (individuals) in a group to be expected to show a good performance and make a maximum contribution to the achievement of organizational goals effectively and efficiently.

Humans work not only to earn a living, even though it is also much more critical, but as a vehicle for self-actualization to elevate their dignity. Work to satisfy the need for "self-esteem," among others, by obtaining recognition and reward from superiors, peers, and even subordinates. Rewards bridge organizational goals and employee aspirations and expectations that can improve performance and job satisfaction if (1) they feel there is fairness in terms of award assessment, (2) the awards they receive are related to their performance, and (3) they are related to individual performance (Suprianto, 2016). Employee input includes everything that employees expect to be given to the organization, such as education, intelligence, experience, training, skills, seniority, and the amount of effort used.

Leadership reflects the assumption that leadership involves a process of social influence that someone on others intentionally carries out according to activities and relationships within a group or organization, so leadership is needed to bridge this (Danışman et al., 2015; Hafid, 2018). The meaning of leadership includes leadership, responsibility, communication, and discipline in completing main tasks. As stated by (Abidin, 2000; Siagian et al., 2019), leadership is the behavior of an individual who leads the activities of a group to achieve organizational goals. Leadership is based on leadership, responsibility, communication, and discipline.

Employees' abilities are the forces in producing good organizational performance because employee activities in carrying out primary tasks and functions are a process that requires vision and broad insight related to the capabilities of the employees themselves (Nguyen et al., 2020; Sinuhaji, 2019). The ability of employees to carry out their primary duties and responsibilities generally include three areas of ability needed to carry out a job (1) technical skills, the ability to use knowledge, technical methods, and

equipment needed to carry out specific tasks obtained from experience, education, and training (2) social /human skills) the ability to work with other people, which includes an understanding of motivation and the application of effective leadership (3) conceptual skills, the ability to understand organizational complexities, and adaptability to the field of motion of each work unit into the overall operational area of the organization (Julianto, 2018).

Age is directly related to human physical abilities. The age of the workforce measures the Labor Force Participation Rate (TPAK) approach. One's work potential and motivation initially increase according to age, then decrease before retirement or old age (Simanjuntak, 1998; Pamungkas et al., 2017). There are several possibilities because things happen; for example, there is usually an increase at a young age, so the wages he hopes to receive have influenced his behavior. Age is closely related to human work experience, which is essentially a summary of the understanding of what a person experiences in his work so that what is experienced is his. Champ et al., (2020) say that experience is the basis for organizing information into concepts. So, work experience accumulates the time/length of an employee/employee in carrying out his duties. What has been experienced in carrying out these tasks will be helpful for him in carrying out his responsibilities in the future.

- H₁:** Rewards have a positive effect on employee performance.
- H₂:** Leadership has a positive effect on employee performance.
- H₃:** The ability of employees has a positive effect on employee performance.
- H₄:** Work experience has a positive effect on employee performance.

Research Method

This is a form of quantitative study that uses a survey approach. The population in this study consisted of 49 employees of the Gowa Regency's Department of Fisheries, Maritime Affairs, and Livestock, which included structural officers, organic staff, and non-organic staff. The sample members are determined using a saturation sampling technique, in which all members of the population are sampled. This study will utilize primary data acquired through the distribution of questionnaires to all respondents. Each statement will contain four response alternatives, each of which will be assigned a weighted score: (Very Good = 4, Good = 3, Less Good = 2, Not Good = 1). After collecting all data, it was examined using descriptive and inferential analysis. The dependent variable Performance is described using descriptive analysis, whereas the independent variables include employee rewards, leadership, talents, and work experience. While inferential analysis is used to evaluate the premise that rewards, leadership, abilities, and job experience affect Performance.

Table 1. Variable Operationalization

Variable	Code	Indicator	Reference
Employee Performance (Y)	Y1.1	Ability to complete office tasks well	(Ghozali, 2017; Panambunan et al., 2017; Salma, 2016)
	Y1.2	Ability to provide services quickly and accurately	
	Y1.3	Always provide good service quality	
	Y1.4	Ability to complete tasks according to plan/target	

	Y1.5	Speed in getting the job done	
	Y1.6	Work according to specified work procedures	
	Y1.7	Cooperation in completing work	
	Y1.8	Decision making in solving problems within a certain time	
Reward (X1)	X2.1	Incentive policy	(Mursyidin, 2017; Siagian et al., 2019; Widhiastana et al., 2017)
	X2.2	Compensation	
	X2.3	Compensation can improve work performance	
	X2.4	Compensation in the form of incentives and operational allowances	
	X2.5	Praise and punishment can improve employee performance	
	X2.6	Promotion opportunities for outstanding staff	
Leadership (X2)	X3.1	The influence of leadership on performance	(Siagian et al., 2019; Syahputra et al., 2020; Yusuf, 2018)
	X3.2	Leaders maintain a pleasant work atmosphere	
	X3.3	Leaders encourage organizational capacity building	
	X3.4	Leaders discuss problems at work	
	X3.5	Leaders increase work enthusiasm	
	X3.6	Leaders sympathize with employees	
	X3.7	Leaders pay attention and respect employees	
	X3.8	Strong leadership in decision making	
Employee Ability (X3)	X4.1	Ability to carry out tasks and master the work	(Coenraad, 2016; Ghozali, 2017; Pamungkas et al., 2017; Sinuhaji, 2019)
	X4.2	Open attitude, if you get a warning that is not pleasing to the leadership	
	X4.3	Ability to solve difficult work	
	X4.4	Able to complete workload	
	X4.5	Able to solve work problems well	
	X4.6	Able to think to complete various tasks	
	X4.7	Ability to do very difficult tasks	
	X4.8	Ability to receive and process information	
	X4.9	Good communication skills	
	X4.10	Ability to complete work effectively and efficiently	
	X4.11	Have the knowledge and skills to be able to carry out the job as well as possible	
	X4.12	Always pay attention to duties and responsibilities	
Work Experience (X4)	X5.1	Work experience before civil servant	(Panambunan et al., 2017; Salma, 2016)
	X5.2	Work experience that supports productivity	
	X5.3	Employees are physically mature	
	X5.4	Experience supports work productivity	
	X5.5	Psychologically mature employee age	

Source: Data processed 2021

Data Analysis and Discussion

Data Analysis

Descriptive analysis aims to determine respondents' responses to each indicator of the variables used in this study so that the condition of each of these variables, in general, can be known. Based on the results of the analysis, in the distribution of respondents' answers on the employee performance variable

at the research location, the largest category was in a suitable category, as many as 22 people or 44.90 percent, and the lowest in the outstanding category by four people or 8.16 percent. In the assessment of Gowa Regency Fisheries, Maritime Affairs, and Livestock Services employees towards the award policy running so far, most respondents feel that 22 respondents or 44.90 percent are a good enough appreciation to support employee performance in carrying out their main tasks and functions. The distribution of respondents' answers on the leadership variable for the most significant category was in the excellent category as many as 33 people or 67.35 percent, and the lowest was in the wrong category by two people or 4.08 percent. And the distribution of respondents' answers on the variable age of employees at the research location, the largest category was in the supportive category, with as many as 24 people or 48.98 percent, and the lowest was in the very supportive category of 1 person or 2.04 percent.

Next, multiple regression analysis is used to predict the relationship between the dependent variable (dependent) on employee performance using the independent variables (independent) rewards, leadership, abilities, and employee work experience. The value of the correlation coefficient of 0.970 is categorized as a relationship with a strong association level because it is above the median value of 0.5 and is very close to number 1. The direction of a positive relationship indicates an association that is directly proportional, meaning that an increase influences the increase in employee performance in rewards, leadership, employee skills, and work experience.

The coefficient of determination is obtained by squaring the correlation coefficient (R^2), describing how much the contribution of all independent variables to the independent variables. Because it is the square of the correlation coefficient, this quantity is always positive and has a value between a minimum of 0 and a maximum of 1. From the calculation results, a coefficient of 0.935 is obtained when converted into a percentage; the number is 93.50 percent, meaning that it is 93.50 percent together with independent variables. Can explain the variation of the dependent variable. The amount of 93.50 percent can be said to have a significant value because it is already above 50 percent, and other factors that can explain the variation up and down the dependent variable by 6.10 percent and the variables of appreciation, leadership, employee abilities, and work experience.

The analysis of variance in the F test obtained an F value of 173.151 with a significance value of 0.00, less than 0.05. This means that it is increasingly evident that employee performance can be predicted through the variables of reward, leadership, ability, and work experience. The resulting regression equation is as follows.

$$Y = 7,811 + 0,303 X_1 + 0,326 X_2 + 0,264 X_3 + 0,126 X_4$$

Table 2. Regression Coefficient and t Test

Variable	Regression Coefficient	t-count	Significance	Info
Reward	0,303	2,706	0,010	Significant
Leadership	0,326	3,272	0,002	Significant
Ability	0,264	3,367	0,002	Significant
Work Experience	0,126	3,774	0,000	Significant

From the regression coefficient t-test results, there is a significant influence between awards, leadership, employee abilities, and work experience on the employee performance variable, by ability, leadership, and lastly, appreciation.

Discussion

The results of testing the first hypothesis (H1) show that the reward variable has a positive and significant effect on employee performance. Based on the results of an interview with the Secretary of the Department of Fisheries, Maritime Affairs and Livestock of Gowa Regency that the award policy is always endeavored to eliminate negative things that cause dissatisfaction, among others, realized by providing incentives before Eid, incentives for urgent work, fostering cooperation between employees, guide so as not to suspect each other, fulfill work facilities and infrastructure as well as inherent supervision which is carried out transparently to avoid negative assumptions. The Head of the Gowa Regency Fisheries, Maritime and Livestock Service Office appreciates and recognizes the work performance of his subordinates by proposing that the employee concerned be promoted to a higher level. Several names of employees of the Department of Fisheries, Maritime Affairs, and Livestock in Gowa Regency who have excelled have been promoted to higher positions in other agencies or agencies with higher echelon levels. (Kopelman, 1986; Bara & Suryati, 2014) state that the reward variable will affect the motivation variable, directly affecting individual performance. Improving individual performance in the organization requires managers to take an indirect approach, creating motivation through an organizational atmosphere that encourages employees to be more productive. This atmosphere is created by managing organizational factors by setting the reward system, structure, job design, and maintenance of communication through leadership practices that encourage mutual trust.

The results of this study are in line with what was stated by (Siagian et al., 2019) that the award variable has a significant effect on employee performance. The form of financial and non-financial rewards has a significant effect on performance. A salary system is a form of proper reward for an achievement; another form of reward is that the leader gives them more responsibility for the work and the opportunity to get promotions and improve their status. Likewise, the research results (Wulansari, 2017) state that simultaneously, the award variable has a significant effect, and partially the variable that has the most considerable influence on employee performance is the award variable. It is known that the higher the value of employee abilities, performance opportunities, clarity of rules, and rewards, the higher the resulting employee performance. This research can be input for companies to pay more attention to the factors that shape employee performance because everything must have reciprocity. Employees who have worked for the company naturally also pay attention to the welfare of their employees so that the relationship between employees and the company is well established. So that it can be beneficial for both parties, employees, and companies. These factors must be developed in the process of organizing the organization in the future so that it can grow the performance of each employee to be able to be creative and have the latest innovations in organizational development. From some of the opinions and understandings that have been explained, it can be concluded that the award factor is significant and is an essential element in an organization because awards can improve performance which will affect the achievement of the desired goals. As a government organization, the Department of Fisheries, Maritime Affairs, and Livestock of Gowa Regency must have various resources to carry out various tasks and functions to realize its goals. This aligns with the notion that the organization is a combination of people, objects, equipment, workspace, and everything related to it, which are gathered in an orderly and practical relationship to achieve the desired goals.

The results of testing the second hypothesis (H2) indicate that the leadership variable has a positive and significant effect on employee performance. Leadership plays a crucial role in employee performance based on respondents' appreciation. This variable is in the excellent category and based on regression

analysis; this variable provides the highest significant contribution to improving employee performance at the research location. Leadership increases engagement and recognition and provides a sense of direction. Leadership can clarify roles and goals, provide a sense of purpose, and increase group morale. According to (Astuti & Iverizkinawati, 2019), leadership is a variable that must be considered because it influences job satisfaction. As the ability to influence others to act, leadership has a significant role in organizational life. Thus, the success of a leader turns out to depend on the leader's behavior. Therefore, leadership that uses respectful behavior builds cooperation, encourages morale, and helps subordinates achieve goals, will be able to influence the performance of subordinates. This is in line with research (Asralidin & Iba, 2021) which shows that the variables of Leadership, Motivation, and Organizational Culture affect Employee Job Satisfaction. The most significant variable of employee job satisfaction is the leadership variable. Leadership that is open and encourages participation and the courage of subordinates to express their opinions and complaints. This condition will be created by utilizing two-way communication, formal or informal, vertical, or horizontal, so there is mutual understanding and appreciation of the policies taken. In addition, subordinates feel recognized and treated well in this way, encouraging them to participate actively and do their work with enthusiasm.

The human relations model views that subordinates always want to be valuable and essential and are known as meaningful individuals and that desire is more important than money. For this reason, it is essential to praise individuals, listen to their subordinates' complaints and suggestions, and allow their subordinates to exercise self-control and self-direction in routine matters, so that they become comfortable and motivated, and willing to cooperate voluntarily. Based on observations, it is known that the application of this model is by giving praise and listening to complaints and suggestions from subordinates. The view of human relations strongly influences the implementation of the organizational integration function of a leader, a new school after classical management that views humans as creatures who constantly strive to be valuable and essential parties and want to be accepted and recognized in groups or organizations. That money is not more critical than desires. On. Therefore, the main task of a leader is to create good relations and try to make his subordinates feel essential, try to listen to all his complaints, and permit them within certain limits to exercise control and self-direction. Based on the interviews and observations, the Head of the Department of Fisheries, Maritime Affairs, and Livestock in Gowa Regency has tried to make this happen, where complaints are submitted at weekly or monthly meetings as an evaluation of the implementation of tasks for one month.

The results of testing the third hypothesis (H3) show that the variable of employee ability has a positive and significant effect on employee performance. The descriptive analysis shows that the workability variable is categorized as good; the contribution of work ability to performance based on multiple regression analysis provides a significant contribution. One of the factors that also influence the effort to improve the ability of the apparatus to work is to provide opportunities for employees in self-development as a form of effort to improve abilities in the field of science and skills. HR development fosters mutual trust between superiors and subordinates, especially in assigning tasks and jobs to employees. Trust in specific tasks and jobs will encourage someone to be able to develop themselves because he will try to do the job correctly so that he can give maximum results.

According to (Prawirosentono, 1999; Indriani, 2021), an employee's performance will be good if the employee has high expertise, is willing to work, has decent rewards/wages, and has to hope for the future. Theoretically, three groups of variables affect work behavior and individual performance: individual variables, organizational variables, and psychological variables. According to (Gibson, 1987; Cahyono, 2019), the individual variables consist of variables of ability and skill, personal background, and demographics. Ability and skill variables are the main factors that influence work behavior and individual performance. Meanwhile, demographic variables have an indirect effect. This is in line with research conducted (Sinuhaji, 2019), which shows that the ability variable has a significant and positive effect on the performance of HR Outsourcing. These results mean that increasing the capacity of outsourcing

human resources, especially in terms of the technical dimensions of non-formal education/training, will affect their performance. The hypothesis about the influence of ability on performance has proven to be a systematic training and development program that provides motivation and opportunities for everyone to improve skills and reach positions of greater responsibility. Increasing one's knowledge and skills places the person concerned with more value in front of others.

Based on the results of interviews and observations, it is known that most of the employees are educated S-1 graduates and class III.a, where this group occupies a strategic position because they generally serve directly. The corporate image of the Department of Fisheries, Maritime Affairs, and Animal Husbandry will be highly dependent on subordinates as the spearhead of the service which is given the job and is related to their level of job satisfaction and achievement. Another thing that needs to be considered is providing and equipping facilities for carrying out the work. Facilities are not just working equipment; that is the organization's responsibility to procure. Facilities that are the most critical organizational responsibility include efforts to minimize obstacles that interfere with the smooth running of work. In addition, the availability of qualified employees depends on the ability to make selections at the time of recruitment. Efforts to improve the service quality of the apparatus in the Department of Fisheries, Maritime Affairs, and Animal Husbandry must begin by improving and developing the skills of these strategic groups. By the national policy on human resource development, development is directed to the professional path.

The results of testing the fourth hypothesis (H4) show that the experience variable has a positive and significant effect on employee performance. Descriptive analysis shows that the employee experience variable is categorized as supportive; the contribution of the experience variable to performance based on multiple regression analysis partially provides a significant contribution where each addition of one unit will affect the increase in employee performance. The performance of the Department of Fisheries, Maritime Affairs, and Livestock employees in Gowa Regency has a significant positive relationship with experience, reflecting work experience. In this case, experience reflects work experience is the time interval as an employee. This proves that in addition to academic achievement, work experience will also determine the ability or achievement in carrying out tasks in the field. Simamora (2004) says that, in essence, a person's ability is influenced by intrinsic factors, which are brought from birth and environmental factors (education and environmental experience).

This fact reveals that employees of the Department of Fisheries, Maritime Affairs, and Livestock in Gowa Regency who have adequate experience and a relatively long working period will have a high level of ability/performance. This is very reasonable because while on duty, there will naturally be a learning process. The results of this study are in line with research (Panambunan et al., 2017; Salma, 2016) which found that the work experience variable had a significant effect on employee performance. Therefore, it is not an exaggeration that, in the end, the phrase "experience is the best teacher." Based on an extended working period, an employee gets the opportunity to make management activities effective by making notes on their progress so that they can make program adjustments that they need in their next job. Furthermore, efforts to build a work ethic or work culture that prioritizes high-quality service to stakeholders are a must currently. All fields are required to provide excellent service. Moreover, civil service services include public services that determine the smooth running of development which is always controlled by and for the public interest. Therefore, an employee must be responsible for implementing his duties to the public. Based on the analysis results, it can be said that, in general, the performance of the apparatus at the Department of Fisheries, Maritime Affairs, and Livestock in Gowa Regency has been running well to the expectations and demands of the organization. The performance shown thus will directly affect the people who are the object of the implementation of civil services because the poor performance produced will affect the implementation of tasks and work, which will lead to the results of the organization's work being not optimal.

Conclusions

Based on the research and discussion results described, it can be concluded that simultaneously the variables of appreciation, leadership, ability, and experience have a significant effect on employee performance at the Department of Fisheries, Marine Affairs and Livestock, Gowa Regency. Partially, appreciation, leadership, ability, and experience significantly influence employee performance at the Department of Fisheries, Marine Affairs, and Livestock, Gowa Regency. The variable that has the most significant effect on employee performance at the Department of Fisheries, Maritime Affairs and Livestock of Gowa Regency is the experience variable; this indicates that no matter how well the requirements of an employee's ability are met without adequate experience, it will not show the maximum performance and no matter how good the leadership and rewards are applied. Without being supported by capable and experienced employees will not produce a good performance.

Based on the research results and the conclusions that have been put forward, several suggestions are proposed to improve employee performance at the Department of Fisheries, Marine Affairs, and Livestock Kab. Gowa, namely first, a leader should be able to maintain a pleasant working atmosphere, encourage organizational capacity building, discuss problems in the workplace, increase work enthusiasm, sympathize with employees, pay attention to and respect employees and be firm in decision making. Second, the form of appreciation is not always financial. An elementary award, namely sincere praise for an achievement, will significantly affect employee performance. Third, employees' abilities should constantly be improved by increasing their knowledge and skills through training or providing opportunities to take education to a higher level and providing varied tasks and authority to enrich work experience. Fourth, because the variables of appreciation, leadership, ability, and experience of employees at the Department of Fisheries, Maritime Affairs, and Animal Husbandry of Gowa Regency are in good categories, which indicates employee performance has gone well according to the expectations and demands of the organization, the next researcher is expected to be able to carry out further research with a more comprehensive study. Area and examines other variables that conceptually affect employee performance.

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