

THE EFFECT OF EMPLOYEE EMPOWERMENT, ORGANIZATIONAL CULTURE, COMPENSATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE IN PT. PERKEBUNAN NUSANTARA III

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Abstract

Study This aim to know the influence empowerment of employees, culture organization, compensation, and the environment Work to performance employee executor at PT. Perkebunan Nusantara III. This study uses a quantitative descriptive method. This research was conducted at PTPN III. The population in this study was 17,368 employees implementing oil palm plantations P III. TPNTThe number of samples in this study were 174 samples from 20 plantations of PTPN III entities. The independent variables in this study consisted of employee empowerment (X 1), organizational culture (X 2), compensation (X 3), and work environment (X 4), while the dependent variable was employee performance (Y). Determination of the sample was carried out by purposive random sampling. Data analysis was performed using multiple linear regression analysis. The study results show that employee empowerment positively and significantly affects employee performance. Organizational culture has a positive and significant effect on employee performance. Compensation has a positive and significant effect on employee performance. The work environment has a positive and significant effect on employee performance. Simultaneously employee empowerment, organizational culture, compensation, and work environment significantly affect the performance of implementing employees at PT. Perkebunan Nusantara III.

Keywords: Empowerment, Organizational Culture, Compensation, Work Environment, Performance.

1. Introduction

The world's need for derivative products from oil palm plantations is urgently needed; Indonesia is the world's top two producer of palm oil commodities, one of which is PT. Plantation Archipelago III, which is located under PT. Plantation Archipelago Holding. Perkebunan Nusantara Holding was able to record a positive performance, far exceeding the previous two years; this was triggered by the increase in world commodity prices, which was also welcomed by the increase in employee performance at the entity PT. Perkebunan Nusantara III. on performance production of Garden Fresh Fruit Bunches PTPN IV and III are companies with contributors to the performance of the largest holding in the sector commodity coconut palm. PT. Perkebunan Nusantara III itself, i.e., are in order second, i.e., 2.95 Million Tons after PTPN IV of 3.1 Million Tons.

In 2021 FFB production, PTPN III is the company with the highest FFB productivity, namely 24.73 tons/ha, while in 2020 productivity is 24.00 tons/ha, an increase of 1.73 tons/ha, P V is 24.02 tons/ TPNha Ha and 23 tons/ha at PTPN IV. An interesting phenomenon in the current year is that in the same year PT. Perkebunan Nusantara carried

out organizational restructuring and efficiency in terms of workforce, which can be seen in the table below.

Table 1. Total Workforce from 2018-2022 PTPN III

Year	Employee		Amount
	Karpim	Carpel	
2018	792	20,644	21,436
2019	765	20,644	20,744
2020	761	18,969	19,730
2021	716	18,001	18,717
2022	732	17,368	18,100

Source: PTPN III HR

Amount power Work Good employee leaders and employees executor Keep reducing in line with the Holding program for restructuring organization and efficiency. In 2018, the total number of PTPN III employees was 21,436; in 2022, the total number of PTPN III employees was 18,100. There is a declining amount of power Work, a total of 3,336 employees for five years last. Decline amount power Work this, no impact terrible for a company, it is proven in table 2 that the productivity of PTPN III is the highest compared to dominant companies contributor profit for Holdings.

Table 2. Production/labor Work

Year	Producti (000,000)	Amount Employee	Production/employees
2020	2,672,931	19,730	135,47
2021	2,958,148	18,717	158.04

Source: Processed

The table above shows that in 2020, every PTPN III employee contributed 135.47 (million kg) of production, and in 2021, every PTPN III employee donated 158.04 million Kg of FFB Production. Table This showing exists indication of suspected performance employees at PT. Perkebunan Nusantara III increased due to applying empowerment Employees (Empowerment Employee Variable) with ok. PT. Plantation Nusantara III (Persero) has occurred several times in the motto applied by the company in the last five years. Namely, there was a change in 2016 to be Honest, Sincere, and Sincere; in 2018, it changed to SIPro (Synergy, Integrity, and Professional), and now it has changed to AKHLAK.

Since September 2020, PTPN III has implemented the cultural value "AKHLAK" as an organizational culture that was instilled by the Minister of BUMN of the Republic of Indonesia in every existing BUMN company, while the meaning of "AKHLAK" is trustworthy, namely holding fast to belief, competent, continuing to learn and develop oneself, harmonious, namely caring and always appreciating differences, loyal, namely prioritizing the interests of the nation and state, adaptive, namely constantly innovating collaborative, continuing to build cooperation.

Organizational culture must be applied to all employees so that it becomes their daily work behavior so that organizational culture can become a habit for oneself and benefit all parties. considering the company's organizational culture. But it is not easy to create a new habit, it needs encouragement and effort so that this culture can be realized properly and can have an impact on improving employee performance especially since there have been several cultural changes in the last 4 years. To produce optimal employee performance is not easy because performance can be created if the variables that influence

it include work motivation, compensation and work environment can be properly accommodated and accepted by all employees in an organization/company. Organizational performance depends on individual performance or in other words individual performance will contribute to organizational performance, meaning that the behavior of organizational members both individually and in groups gives strength to organizational performance because motivation will affect organizational performance.

2. Theoretical Background

Empowerment Employee

Empowerment employee including form motivation for employees because empowerment can help increase participation of employees in a manner more effective (Tampi, 2022). Empowerment teaches an employee to make decisions and accept insufficient answers to results done (Micali, 2022). Empowerment is critical to creating vital, motivated employees so that they work with excellent and enthusiastic vision (Alshemmari, 2023)[3]. Empowerment means giving a chance to people for use since they when to work and use knowledge, experience, and motivation To produce good performance (Micali, 2022). Empowerment gives employees the capacity and authority To take action in the framework to finish problem organization (Hakro, 2022). Research results previously show that the empowerment of employees is influential and significant to performance employees (Tampi, 2022)(Ariesta, 2023)(Al-kharabsheh, 2023).

Organizational culture

A company's organizational culture consists of its members' shared values, leadership style, vision, mission, and norms of trust and understanding (Pattiruhu, 2020). This culture later serves as a blueprint for each organization's component, guiding their attitudes and behavior (Tzeng, 2002). Building a thriving organizational culture requires planning that can be used as one of the pillars of organizational competitiveness. One of the ideas that is important for the success of an organization in achieving its goals is organizational culture (Saeed, 2022). An organizational culture encouraging collaboration and cooperation will increase efficiency and productivity (Wirdawati, 2021). Employees will be more likely to collaborate and share knowledge and ideas to advance the organization (Suryoto, 2022). Research results previously show that cultural organization is influential and significant to performance (F. R. A. L. S. S. Y. L. Nasib, 2023)(Nongkeng, 2021)(Saragih, 2022).

Compensation

The role of compensation in human resource management is significant (Nurmayunita, 2022). It consists of questions about salary, other relevant issues, and benefits because remuneration is one of the most complicated aspects of the employment relationship. [16] . Many businesses still need help understanding the compensation structure (Purnomo, 2020). The organization's core principles are strengthened through the compensation system, which also facilitates attaining organizational goals (Sitopu, 2021). The organization's efforts to maintain its personnel resources are reflected in the compensation plan itself (R. Putra, 2021). Because it is so crucial for employees and employers, compensation can be used as a motivating factor to motivate individuals to work to the best of their ability (Handiman, 2020). This is so that employees' perceptions of their social position can be influenced by compensation (S. A. A. R. Putra, 2020). The level of income greatly influences the standard of living. Compensation is an essential component

of staffing for business entrepreneurs (Tian, 2021). Research results previously show that compensation is influential and significant to the performance of employees (Pebri, 2020)(Saban, 2020)(Pratama, 2021).

Work environment

Management is very concerned about the company's workplace environment (Amelia, 2018). Even though the actual work environment of a company does not carry out the production process, it directly affects the workers who do it (S. C. S. A. Y. Nasib, 2019). The setting in which employees carry out their daily tasks is known as a workplace (N. Martin, 2018). A positive work atmosphere gives employees a sense of security and allows them to do their best (Y. S. D. M. F. R. A. L. Nasib, 2023). If an employee enjoys his workplace, he will feel comfortable there and do his job to make the most of his time there (A. F. Nasib, 2020). On the other hand, poor working conditions will result in low productivity (Ballian, 2020). Research results previously show that environmental work is influential and significant to the performance of employees of (E. A. M. D. B. F. A. A. Hou, 2022)(Fadli, 2022)(A. F. R. S. B. Martin, 2022).

Performance

Something organization or business entity must prioritize performance. Performance can describe the extent of the goals, objectives, mission, and vision an organization company embodies in a strategic plan [35]. Employee performance is behavior naturally that everyone shows as performance work created by employees by their job in something business or organization (H. A. H. S. R. Nasib, 2022). Company efforts or organization To increase productivity is highly dependent on the performance of good employees (Syaifuddin, 2022). Every employee owns different competencies in operating obligations, so the performance of an employee in something company or agency organization is something unique thing (S. Y. F. R. A. L. D. A. Nasib, 2023). Measure performance of employees is essential for the company Because own significant benefits in increasing productivity, managing performance organization, and achieving objective business in a manner whole (Pakpahan, 2021). By measuring performance, the company can identify the strengths and weaknesses of employees [40]. Information This can use For Designing appropriate development and training programs, assisting employees For Keep increasing Skills, and optimizing contributions to the company (K. N. S. C. B. B. G. M. A. Hou, 2021). Furthermore, Measurement performance provides objective data and information for management in making decisions strategically related to the placement of employees, promotions, incentives, and improvements in salary. It helps ensure decision-based facts and fairness (I. L. Nasib, 2020).

3. Methods

Study This uses method descriptive quantitative. According to (Sugiyono, 2017) descriptive quantitative research is purposeful research To describe or describe characteristics (characteristics) of the situation or object research. Study This is implemented at PTPN III. p population in study This is employee executor garden coconut P TPNIII palm oil as many as 17,368 people. Amount sample in study This is as many as 174 samples of 20 gardens PTPN III entity. Variable free in study This consists of empowerment employees (X 1), culture organization (X 2), compensation (X 3), and the environment work (X 4), whereas variable bound is performance employee (Y). The

determination sample is done in a manner of purposive random sampling. Data analysis was performed using analysis multiple linear regression.

4. Results and Discussion

The results of multiple linear regression analysis influence employee empowerment, organizational culture, compensation, and work environment on employee performance can be seen in Table 4.

Table 3. Multiple Linear Regression Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	std. Error	Betas	t	Sig.
1	(Constant)	.116	2,361		.049	.961
	Empowerment employees	.099	.044	.132	2,253	.026
	Organizational culture	.074	.035	.140	2.114	.036
	Compensation	1.163	.134	.523	8,679	.000
	Work environment	.255	.108	.152	2,365	.019

a. Dependent Variable: Employee performance

Based on Table 4, the multiple linear regression equation is obtained as follows:

$$Y = 0.116 + 0.099 X_1 + 0.074 X_2 + 1.163 X_3 + 0.255 X_4$$

- The constant value of the results of this study shows a value of 0.116. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all the independent variables, which include employee empowerment (X 1), organizational culture (X 2), compensation (X 3), and work environment (X 4), have a value of 0 percent or do not change, then the employee's performance is equal to 0.116.
- The employee empowerment variable has an effect of 0.099, meaning that it has a positive effect according to hypothesis 1, where a 1% change in the employee empowerment variable partially affects 0.099% of the employee performance variable at PT. Perkebunan Nusantara III.
- The organizational culture variable on employee performance has an effect of 0.074, meaning that it has a positive effect according to hypothesis 2, where a 1% change in the employee empowerment variable partially affects the 0.074% employee performance variable at PT. Perkebunan Nusantara III.
- The compensation variable on employee performance has an effect of 1.163, meaning that it has a positive effect according to hypothesis 3, where a 1% change in the compensation variable partially affects 1.163% of the employee performance variable at PT. Perkebunan Nusantara III.
- The work environment variable has an effect of 0.255, meaning that it has a positive effect according to hypothesis 4, where a 1% change in the work environment variable partially affects 0.255% of the employee performance variable at PT. Perkebunan Nusantara III.

F test

The results of the statistical analysis of data using the program SPSS obtained the output shown in the table below.

Table 4. F test results

ANOVA ^b						
	Model	Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	4970901	4	1242725	72,494	.000 ^a
	residual	2897076	169	17.142		
	Total	7867977	173			

a. Predictors: (Constant), Work environment , Employee empowerment , Compensation , Organizational culture

b. Dependent Variable: Employee performance

From the results above calculation, can is known that on the number F- count of 72.494 and the value of Sig. of 0.000 <0.05, then can conclude that in a manner simultaneous empowerment employees, culture organization, compensation, and the environment Work influential significant to performance PT employees Nusantara Plantations III.

Significance Test (t-test)

t-test was performed To show how much Far influences One variable independent individually in explained variation variable dependent. Analysis results in statistical t-test using the programSPSS the output shown in the table below is obtained.

Table 5. Test Results t

Coefficients ^a						
	Model	Unstandardized Coefficients	std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	.116	2,361		.049	.961
	Empowerment employees	.099	.044	.132	2,253	.026
	Organizational culture	.074	.035	.140	2.114	.036
	Compensation	1.163	.134	.523	8,679	.000
	Work environment	.255	.108	.152	2,365	.019

a. Dependent Variable: Employee performance

From the table above, it can be explained that:

- Based on the t-test results, it can be seen that the employee empowerment variable has a t-count value of 2.253 with a significance value of 0.026 <0.05. They so got concluded that the empowerment of employees is influential and significant to the performance of employees. The more Good, empowered employee so performance employee, the more they increase.
- Based on the results, the t-test shows that the variable culture organization owns t- a count value of 2.114 with a mark significance of 0.036 <0.05. You concluded that culture organization is influential and significant to the performance of employees. The more tall the culture organization's performance employees, the more increase.
- Based on the results, the t-test shows that variable compensation owns t- a count value of a hefty 8,679 with a significance of 0.000 <0.05. I concluded that compensation is influential and significant to the performance of employees. The more tall compensation so performance employees employees, the increase.

- d. Based on the results, the t-test shows that the variable environment Work own t- count value is considerable at 2,365 with a mark significance of $0.019 < 0.05$. They concluded that environmental work is influential and significant to the performance of employees. The better the environment Work, so performance employee, the more they increase.

Coefficient Test Determination (R^2)

Analysis of the coefficient of determination is meant to find out how much the relationship between the independent variables is.

Table 7. Determination Coefficient Test Results

Summary Model ^b				
Model	R	R Square	Adjusted R Square	std. The error in the Estimate
1	.795 ^a	.632	.623	4.14035

a. Predictors: (Constant), Work environment, Employee empowerment, Compensation, Organizational culture

b. Dependent Variable: Employee performance

Source: Processing Results SPSS

This study's coefficient of determination (R Square) value is 0.632. This means that employee performance is influenced by employee empowerment, organizational culture, compensation, and work environment by 63.20%. While the remaining $100\% - 63.20\% = 36.80\%$ is explained by other factors outside this study.

The Effect of Employee Empowerment on Employee Performance at PT. Perkebunan Nusantara III

The results of the study show that employee empowerment has a significant effect on the performance of PT. Perkebunan Nusantara III. Empowerment helps employees to gain more control over their performance and better cope with stress. Empowerment also increases employees' initiative because they can identify and assume psychological ownership of their work. The results of this study follow research conducted by (Wibawa, 2021), which states that there is a positive influence of employee empowerment on employee performance. Subsequent research by research conducted by (Choi, 2021) the results of the study stated that employees need to be given greater authority to make independent decisions because more decision-making responsibilities are carried out through empowerment. Hence, the result of empowering employees is that there is no doubt that employee empowerment positively affects employee performance.

The Influence of Organizational Culture on Employee Performance at PT. Perkebunan Nusantara III

The results showed that organizational culture had a significant effect on the performance of executive employees at PT. Perkebunan Nusantara III. The results of this study are by research conducted by (Wanta, 2021), and the results of the research state that there is a positive influence and a link between organizational commitment and employee performance. The results of this study are also in line with research conducted by [46]; the results of this study organizational culture have a positive effect on employee performance; these findings suggest that to improve employee performance, one must also improve organizational culture. Furthermore, [47] stated that there is a positive relationship between organizational culture and performance.

The Effect of Compensation on the Performance of Employees Implementing PT. Perkebunan Nusantara III

The results showed that compensation significantly affects the performance of the employees at PT. Perkebunan Nusantara III. A strong relationship exists between compensation and employee performance if the salary is paid on time. A study (Endri, 2021) states that compensation has a very significant effect on employee performance. Other studies say that if compensation is increased, it will increase employee performance, meaning that compensation has a positive effect on performance (Muchran, 2020). Research also reinforces this, which states that compensation motivates employees to work optimally in the company (R. Putra, 2021).

The Influence of the Work Environment on the Performance of Employees Implementing PT. Perkebunan Nusantara III

The results of the study show that the work environment has a significant effect on employee performance. The influence of the work environment on employee performance means that employees will feel comfortable with the existing conditions; if the environmental conditions are suitable for them, they will not feel disturbed while working, and thus they will be encouraged to work in a comfortable environment. With that, they can get much work done, so their performance is good. This study is by research (Rafia Hasan Taheri; Shipon Miah; Kamaruzzaman, 2020), which states that the work environment positively and significantly affects employee performance. Research [51] (Graafland, 2019) concluded that the work environment positively and significantly affects employee performance.

The Influence of Employee Empowerment, Organizational Culture, Compensation, and Work Environment on the Performance of Employees at PT. Perkebunan Nusantara III

From the results of the F test, it is known that employee empowerment, organizational culture, compensation, and work environment significantly affect employee performance at PT. Perkebunan Nusantara III. Better employee empowerment will be able to improve the better organizational culture. Providing higher compensation and a more comfortable work environment will support increased employee performance.

5. Conclusion

Based on the research results, the researchers' conclusions are: 1) Employee empowerment has a positive and significant effect on the performance of implementing employees at PT. Perkebunan Nusantara III with a significance level of $0.026 < 0.05$. 2) Organizational culture has a positive and significant effect on the performance of implementing employees at PT. Perkebunan Nusantara III with a significance level of $0.036 < 0.05$. 3) Compensation has a positive and significant effect on the performance of implementing employees at PT. Perkebunan Nusantara III with a significance level of $0.000 < 0.05$. 4) The work environment has a positive and significant effect on the performance of implementing employees at PT. Perkebunan Nusantara III with a significance level of $0.019 < 0.05$. 5) Simultaneously, employee empowerment, organizational culture, compensation, and work environment significantly affect the performance of implementing employees at PT. Perkebunan Nusantara III with a significance level of $0.000 < 0.05$. As for suggestions in the study, 1) Companies need to increase employee empowerment, improve organizational culture, provide compensation

and improve the work environment because these four variables significantly improve the performance of implementing employees at PT. Perkebunan Nusantara III. 2) For future researchers, it is recommended to conduct and develop this research with other variables that can affect the performance of implementing employees because there are still other factors that affect the performance of implementing employees, namely 36.80% so that it can be known what factors influence executive employee performance.

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