

The Influence of Leadership, Motivation, Discipline and Work Environment on the Performance of Employees at Batang Laping (BALAP) PTPN IV

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ABSTRACT

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This study aims to (1) determine the condition of leadership, motivation, discipline, work environment on employee performance at PT Perkebunan Nusantara IV Balap Estate. (2) Knowing the concept of leadership, motivation, discipline, work environment on employee performance at PT Perkebunan Nusantara IV Balap Estate. (3) Knowing the effect of leadership, motivation, discipline, work environment on employee performance at PT Perkebunan Nusantara IV Balap Estate. Report collection was carried out at PT Perkebunan Nusantara IV Balap Estate, Mandailing Natal District. The population is all employees of the Balap Estate with a total of 300 people. Withdrawal of samples using purposive sampling technique so that the total sample is 85 people. Data analysis used the Likert Scale method and the SmartPLS method.

Motivation, Discipline, Employee Performance, SmartPLS

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INTRODUCTION

Kebun Balap PT Perkebunan Nusantara IV was established based on the Take Over Memorandum of Understanding with PT Andalas Agro Nusantara with Number 04.Dirut/MoU/I/2006 - 10/AAN/I/2006 on January 20, 2006. Balap Plantation PT Perkebunan Nusantara IV has an area that is being planted with oil palm, the area of oil palm plants in Balap Plantation PT Perkebunan Nusantara IV can be seen in the Balap Plantation PT Perkebunan Nusantara IV has production results that change every year. The development of production results of the Balap Plantation of PT Perkebunan Nusantara IV every year. The production results of oil palm plants in the Balap Plantation of PT Perkebunan Nusantara IV always change, sometimes up and sometimes down, the occurrence of up and down production results becomes a problem and must be resolved. Palm Oil production is influenced by the performance of employees of Balap

Plantation PT Perkebunan Nusantara IV, Balap Plantation employees amounted to 540 people, consisting of 235 contract employees, 305 permanent employees, and 108 (20%) of them have a background as fishermen who switched professions to become employees. 66 fishermen from Tamang Island and 42 from Batahan village. This is an obstacle because differences in profession cause differences in character. The results of research by (Pravitasari et al., 2018) stated that the analysis of factors affecting the performance of employees of the Kerjo Engineering Plant PT. Perkebunan Nusantara IX Batujamus Karanganyar is as follows: 1. Factors of work

Motivation, work discipline, and job satisfaction together have a real effect on employee performance (Tirtayasa, 2019), while individually only work motivation and job satisfaction factors have a real effect on the performance of employees of the Kerjo Engineering Plant of PT Perkebunan Nusantara IX Batujamus Karanganyar (Istiqomah Qodriani Fajrin, 2018). The work discipline factor individually has no significant effect on the performance of employees (Kuddus, 2019) of the Kerjo Engineering Plant of PT Perkebunan Nusantara IX Batujamus Karanganyar. 2. The work motivation factor is the most dominant factor affecting the performance of employees of the Kerjo Engineering Plant of PT Perkebunan Nusantara IX Batu (Maramis, 2013).

RESEARCH METHOD

The research location was conducted in Mandailing Natal, namely employees of PT Perkebunan Nusantara IV, with a population of 300 people. The sample in this study was 85 people. sampling technique using purposive sampling (Arikunto, 2006). The analysis was carried out using SEM PLS with software in the form of smart PLS (Ghozali, I., & Latan, 2014). to determine Motivation, Discipline, Employee Performance.

RESULT AND DISCUSSION

Evaluasi Model SEM-PLS

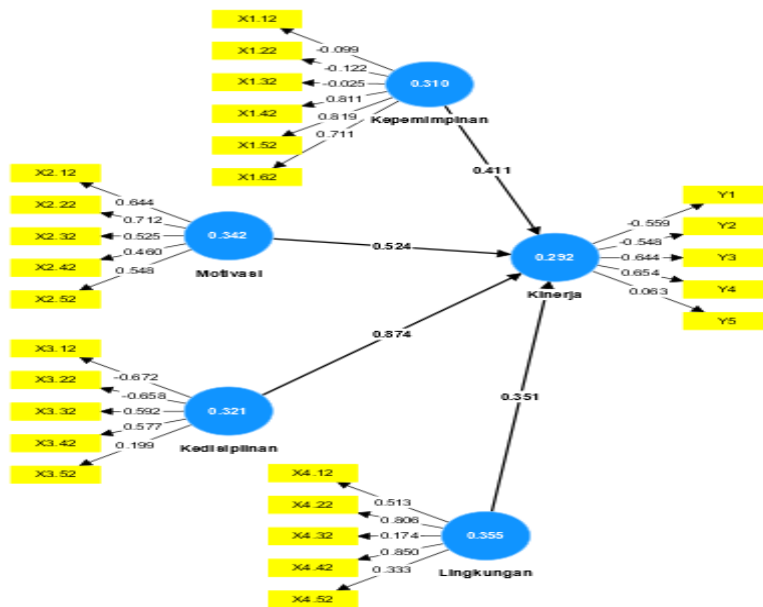
Model evaluation in PLS includes two stages, namely evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). Outer model evaluation is carried out to assess the reliability and validity of indicators forming manifest or latent variables, while the inner model is to see the relationship between latent variables by seeing how much variance can be explained to determine the significance of the P-value.

Evaluate the structural model by looking at the significance of the

relationship between constructs / variables. This can be seen from the path coefficient which describes the strength of the strength between construct relationships. The loading factor value below shows that the value is invalid. The minimum value is 0.7 while the ideal is 0.8 or 0.9. Each latent variable must be able to explain the variance of each indicator by at least 50%. Therefore, the absolute correlation between the latent variable and its indicators must be >0.7. Reflective indicators should be removed from the measurement model if they have an outer raw loadings value below 0.4.

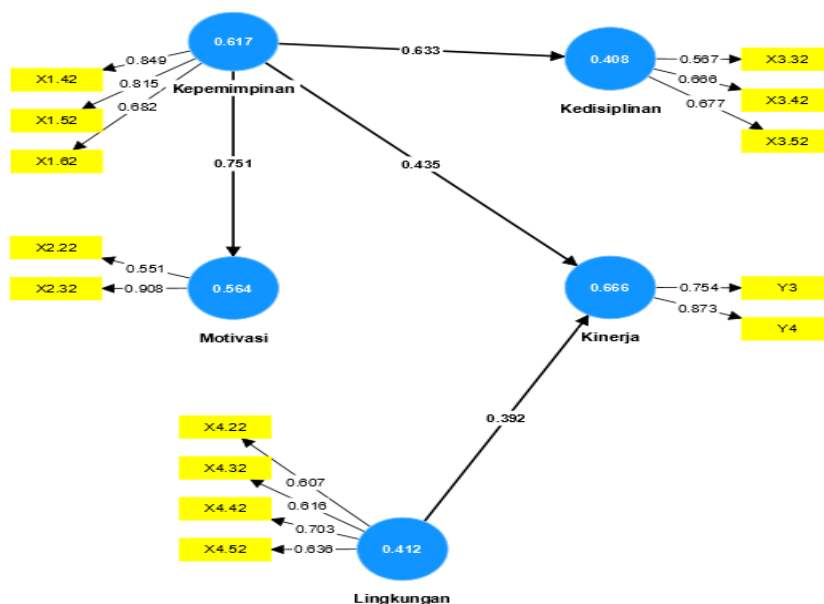
Picture 1.

Loading factor value before change Loading factor value before change



Picture 2.

Loading factor value after change



Reflective Measurement Model

Table 1.

Value Composite Reliability, AVE dan full collinearity VIF

	X1	X2	X3	X4	Y
<i>Composite reability</i>	0.828	0.709	0.677	0.736	0.798
<i>Average variance extracted (AVE)</i>	0.617	0.564	0.512	0.411	0.665
Source: Data processed from the appendix	(2023)				

Table 2.

Value Correlation among latent variable with squareroots of AVEs

	X1	X2	X3	X4	Y
X1	1.000	0.749	0.631	0.550	0.436
X2	0.749	1.000	0.725	0.709	0.476
X3	0.631	0.725	1.000	0.542	0.501
X4	0.550	0.709	0.542	1.000	0.392
Y	0.436	0.476	0.501	0.392	1.000

Source: Data processed from the appendix (2023)

Table 3.

Formative measurement model

	Y	<i>P-value</i>	<i>VIF</i>	Keterangan
Y1	-0.163	0.013	1.103	Formatif
Y2	-0.127	0.015	1.115	Formatif
Y1	0.397	0.041	1.129	Formatif
Y2	0.548	0.015	1.166	Formatif
Y2	0.590	0.017	1.039	Formatif

Source: Data processed from the appendix (2023)

Inner Model Evaluation

R-Square

The R-Square value of the variable (Y) Performance shows a value of 0.666 which means that the contribution of the Leadership variable (X1) to employee performance is 66.6% and the remaining 41.2% is influenced by environmental variables (X4). While the leadership variable (X1) shows a value of 0.617 (61.7%) influenced by the motivation variable (X2) 0.564 (56.4%) and discipline (X3) 0.408 (40.8%) (Aprilyanti, 2017).

Table 4.
Value R-Square, Full collinearity VIF dan Q-Suare

	X1	X2	X3	X4	Y
<i>R-Square</i>	0,617	0,564	0,408	0,412	0,666
<i>Full Collin VIF</i>	1,494	1,023	1,071	1,763	1,129
<i>Q-Square Effect Size (f2)</i>	0,435	0,751	0,633	0,392	0,667

Squared

The Q-square value is used to see the relevance and predictive validity of exogenous variables on endogenous variables. Predictive of exogenous variables on endogenous variables. There are two Q-square criteria, namely $Q^2 > 0$, which means that this value shows that the model has predictive relevance, while those with $Q^2 < 0$ indicate that the model lacks predictive relevance. There are Q^2 predictive relevance criteria ≥ 0.02 ; ≥ 0.15 ; ≥ 0.35 which means that each of these values has a weak, moderate and strong value. Table 5.5.5 shows that the Q-square value of the employee performance variable (Y) is 0.667 so it can be concluded that the research model has strong predictive relevance.

Effect size (f2)

The effect size value is to determine the proportion of variance of exogenous variables on endogenous variables. The effect size value has criteria, namely the value ≥ 0.02 has a small effect, the value ≥ 0.15 has a medium effect and the value ≥ 0.35 has a large effect.

≥ 0.35 has a big influence. Table 5.5.5 can be seen that the leadership variable (X1) has a major influence on employee performance (Y) with a value of 0.435. The motivation variable (X2) has no influence on employee

performance, but has a large influence on leadership with a value of 0.751. The discipline variable (X3) has no influence on employee performance, but has a major influence on leadership with a value of 0.633. The environmental variable (X4) has a major influence on employee performance (Y) with a value of 0.392.

Goodness of Fit (GoF)

Table 5.

Value average path coefficient (APC), average R-Squared (ARS) dan average block variance inflation factor (AVIF) dan goodness of fit (GoF).

	Value	P-value
<i>Average path coefficient (APC)</i>	0,314	0.0005
<i>Average R-Squared (ARS)</i>	0,203	<0.0001
<i>Avarage block variance inflation factor (AVIF)</i>	1,436	
<i>Goodness of fit (GoF)</i>	0,173	

Data processed from the appendix (2023)

Table 6.

Evaluasi Discriminant Validity Fornell-larker criterion

	X1	X2	X3	X4	Y
Leadership	0.785	-	0.633	-	-
Motivation	0.751	0.751	0.725	0.709	0.476
Discipline	-	-	0.638	-	-
Environment	0.551	-	0.570	0.642	0.392
Performance	0.435	-	0.694	-	0.816

Table 6.
The influence of leadership, motivation, discipline, work environment on employee performance in Balap Plantation PT Perkebunan Nusantara IV.

Hipotesis	KorelasiJalur	KoefisienJalur	P-value	Ket
H1	Leadership → Performance	0,435	<0,01	Accept Ha
H2	Motivation →	0,633	0,66	Accept Ho
H3	Leadership Discipline →	0,751	0,77	Accept Ho
H4	Leadership Environment →	0,392	<0,01	Accept Ha

CONCLUSION

The state of leadership, motivation, discipline, work environment on employee performance in Kebun Balap PT Perkebunan Nusantara IV, namely the state of leadership (X1) states strongly agree 85%, agree 13% and disagree 2% on employee performance in Kebun Balap PT Perkebunan Nusantara IV.

The concept of leadership, motivation, discipline, work environment on employee performance in Balap Garden PT Perkebunan Nusantara IV, namely Descriptive analysis shows the average value on leadership variables of 4.87; Motivation with a value of 4.85; discipline with a value of 4.82, environment with a value of 4.74 and employee performance with a value of 4.91.

The influence of leadership, motivation, discipline, work environment on employee performance in the Balap Garden of PT Perkebunan Nusantara IV, namely the Leadership Variable (X1) and the Environmental Variable (X4) has a significant influence on the performance of employees of the Balap Garden of PT Perkebunan Nusantara IV. Leadership variables (X1) have a value of 43% and environmental variables (X4) have a value of 39%. Hypothesis accepted Ha.

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