

Improving Employee Performance: Evaluation Analysis of Plantation Company Leaders in North Sumatra

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Abstract

This study uses organizational culture as a mediator to examine the relationship between employee performance and innovative technology use and retention. 125 business executives, including HR Division Line Managers and Operations Directors from 52 North Sumatra plantation enterprises, participated in this study as respondents. Primary data or information gathered straight from the research location are sources of information used in studies. Furthermore, information from publications and articles that is ancillary to the research is also incorporated. In this study, the analytical techniques of Smart PLS and Statistical Product and Service Solution (SPSS) are employed. As methods for gathering data, documentation studies, questionnaires, and observation are used. The study's findings demonstrate how corporate culture affects both the deployment of cutting-edge technology to improve worker performance and staff retention. staff performance has a R Square value of 0.872, indicating that exogenous variables such as business culture, innovative technology utilization, and staff retention can all be used to explain their respective effects. This demonstrates that innovative technology, corporate culture, and staff retention have all contributed to the achievement of 87.2% of employee performance in North Sumatra's plantation enterprises.

Keywords: *Employee Retention, Use of Innovative Technology, Company Culture, Employee Performance.*

1. Introduction

An edge over competitors In the framework of the business, internal resources and capabilities play a significant role in facilitating the execution of operational tasks and the selection of the optimal course of action to maintain competitiveness in the marketplace. Companies that obtain a comparative edge in human resources can surpass their rivals financially. An organization uses this strategy to improve performance in relation to its vision, purpose, and goals. The advent of digital technology has brought about a transformation in business practices. Additionally, the advancement of science and technology has led to a revolution in global civilization, with industry playing a pivotal role in driving the global economy, (Rahmadyah dan Aslami 2022). Therefore, in the digital age, a company that is visionary must have the ability to manage human resources in line with current advancements, (Perdana, 2019). HR Management Paradigm Shift: Prioritizing staff administration and day-to-day work was common in the pre-digital era. But with the arrival of the digital age, this paradigm has undergone a significant shift. The importance of digital skills in employee profiles has increased for businesses due to the fact that employee performance plays a major role in accomplishing organizational objectives, (Novita, dkk, 2023).

In North Sumatra, plantation corporations are businesses that grow plantation crops for commercial or economic gain on land they own. Companies from the state and the private

sector oversee these plantations. Plantations for tobacco, coffee, cocoa, rubber, palm oil, and Asahan, Labuhan Batu, and Deli Serdang are dispersed throughout these areas. These goods have generated a significant quantity of foreign cash for Indonesia through export to other nations. The growth of the plantation sector is beset by a number of issues pertaining to progressively intricate technological, economic, social, environmental, and governance challenges. In order to achieve a company's sustainable competitiveness in the global market, these factors are frequently disregarded. Issues with government, technology, and human resources must be addressed as Indonesia's palm oil sector grows.

The challenge of managing human resources within a business is keeping prospective workers on board to prevent their departure. Among the strategies used by corporations to keep their workforces is employee retention, (Putri dan Arwiyah, 2019). According to Sa'diyah et al., (2017), retention refers to a company policy that keeps workers from quitting or leaving. Retaining skilled workers is preferable for businesses to hiring new ones. Although the millennial generation makes up the majority of the workforce in Indonesia today, we are currently confronting a phenomenon where it is very difficult to retain members of this age. Put another way, this generation is the most prone to change employment. Thus, keeping employees from generations Y and Z is the hardest thing that businesses have to do. In contrast to earlier generations who were more focused on stability, the majority of the millennial generation is more focused on profitability. They not only comprehend technology but also feel that they don't have to work for one company for a long time, can switch jobs more readily, and can search for information simply by tapping the gadget with their fingertips. In fact, their number currently makes up the majority of Indonesia's 84 million millennial workforce. This indicates that in order for the business to experience the intended growth, their contribution is crucial. Naturally, a high employee turnover rate inhibits businesses from reaching their objectives.

According to the perspective of Nurjaya et al., (2021), the accuracy and precision of a task can be measured with the aid of technology to determine its maximum performance. Additionally, technology deployment and utilization can enhance performance and lower error rates. When employees are able to comprehend and operate these technical applications, they can finish tasks quickly and use information technology primarily as a tool or means of transportation. Its presence, however, is crucial for improving productivity and effectiveness at work, conserving time, energy, and mental energy, and accelerating the flow of information needed for decision-making by leaders. Thus, in order to accomplish objectives, a corporation must provide special attention to enhancing staff performance (Usman, et al., 2023). In actuality, many workers in businesses—particularly in North Sumatra—remain incapable of fully utilizing technology to enable more productive and successful work. Employees of the organization are still not as adept at using programs like Word, Excel, Power Point, Corel Draw, Photoshop, and so forth for work-related tasks.

It is thought that implementing a better company culture will boost worker productivity. Since company culture essentially consists of guidelines that restrict employee conduct and that both parties must abide by (Akbarsyah, dkk, 2023). A common occurrence in the context of corporate culture is on executives inside the organization who have failed to provide a positive example for their staff. For instance, in putting into practice standards-setting procedures, guidelines, or a good code of ethics for the field. A code of ethics outlines norms of behavior for its members based on professional principles. Professional values, often known as ethical standards, include treating people with dignity, being kind and responsible, maintaining integrity in interpersonal relationships, and taking accountability for the internal and external environments of the business.

According to Reza et al., (2018) an employee's performance is defined as the accomplishment of duties during the course of their employment. An employee's capacity to do the tasks assigned to him indicates whether he is performing well or not. According

to Bintari and Budiono, (2018), performance is what workers accomplish in terms of the quantity and quality of work they have completed as well as the obligations they have fulfilled. Every organization experiences a variety of employee performance-related phenomena. The absence of preparation on the part of both the company's leadership and workers serves as an example of the employee performance phenomena in North Sumatra plantation enterprises.

2. Literature Review

Employee Retention

According to Putri and Arwiyah (2019), retention refers to an organization's efforts to keep its workers and enhance their physical, mental, and attitude in order to foster loyalty and enable them to contribute effectively to the company's objectives. Nurullaili et al. (2019) define retention as a business's capacity to preserve and boost employee loyalty. An organization can use retention as a policy and practice to keep top performers from quitting (Abba, 2018). Rahmawati (2019) defines retention as a business approach used by top talent to help the organization reach its objectives. The accomplishments and outcomes of operational operations in optimizing current resources can be used to measure the performance of the organization by putting retention strategies into practice. If the retention strategy is able to maintain knowledge inside the organization, it is considered successful. Additionally, this may lower productivity at work (Aleem and Bowra, 2020). Employee retention can be evaluated using a variety of factors. Mathis and Jackson (2016) state that job design, career possibilities, rewards, organizational components, and employee interactions are all indications of employee retention.

Use of Innovative Technology

Wijayanti and Razak (2017) assert that technology use is the skill of utilizing technological media to assist people in their work and in a good manner. Furthermore, it's thought that properly and efficiently using technology can save time and effort when it comes to gathering, processing, storing, and altering data. Technology use, according to Wardani and Andriyani (2017), is the degree to which technology is integrated into the performance of organizational functions. According to Wardani and Andriyani (2017), the following are signs of a person's proficiency with technology: electronic work procedures, data processing and storage, and technology maintenance.

Company Culture

According to Paramita et al. (2020), corporate culture is a collection of significant insights such as norms, values, attitudes, and beliefs. According to Mukminin et al. (2019), corporate culture refers to the attitudes, values, and beliefs that are expressed in the organization's mission, goals, and activities. A system of shared meaning that employees of a corporation have is referred to as its corporate culture, which sets it apart from other businesses (Fadhilillah et al., 2023). A value system that is accepted by all employees and that is constantly studied, applied, and developed is another definition of organizational culture. It serves as an adhesion system and a guide for behavior inside the organization to accomplish business objectives (Ikhsan, 2016). According to Alasyari, et al., (2023), norms, rules, organizational climate, and higher values (high-quality work produced by employees) are indications of organizational culture.

Employee performance

Performance is the end outcome of an employee's labor, which they will accomplish by completing their assigned tasks and responsibilities in a quality and quantity manner (Purwanto and Nugroho, 2022). Performance is described as the accomplishment and application of a program, activity, or policy to realize the vision, mission, goals, and objectives included in the design of a strategy plan in an organization by Hartomo and

Luturlean (2020). According to Darmanwan et al. (2018), performance is the outcome attained by an individual in completing the duties assigned to him based on talent, sincerity, experience, and time. Performance, in the words of Gunaedi and Kistyanto (2018), is the process by which an organization manages all of its resources to ensure that they are in accordance with its strategy and functional objectives. One of the key elements in enhancing work output in an organization is performance. There are five performance metrics, according to Adam et al. (2021): the quantity of work outcomes, punctuality, independence, and the ability of the employee to comprehend instructions.

3. Research methodology

In this study, samples from a particular population are analyzed using quantitative methods (Ahrholdt et al., 2019). 125 business executives, including HR Division Line Managers and Operations Directors from 52 North Sumatra plantation enterprises, participated in this study as respondents. Primary data, or information gathered directly from the research site, and secondary data, or information found in publications and journals that are pertinent to the research, are the two types of sources of information used in this study. In this study, Smart PLS is employed as the analysis method through Statistical Product and Service Solution (SPSS) and Structural Equation Modeling (SEM). Data is gathered by observation, documentation studies, and questionnaires.

4. Results and Discussion

Research result

According to Ghozali (2018), the validity test determines whether or not a questionnaire is deserving of being deemed valid. Data that does not vary between what the researcher reports and what actually happens at the research item is considered valid data. The study variables' validity test has a significant criteria of >0.5 . This study's validity test was conducted on thirty samples, all of which were used equally regardless of the respondents' attributes or comparable research objectives. Table 1 presents the findings from the validity test conducted for this study.

Table 1. Validity Test Results

Variable	Indicator	Correlation Pearson	Value Measurement	Status
Employee Retention	Organizational components	0,919	0,5	Valid
	Career opportunities	0,903	0,5	Valid
	Award	0,883	0,5	Valid
	Job design	0,839	0,5	Valid
	Employee relations	0,840	0,5	Valid
Use of Innovative Technology	Electronic work processes	0,950	0,5	Valid
	Data processing and storage	0,869	0,5	Valid
	Technology maintenance	0,724	0,5	Valid
Company Culture	Norm	0,896	0,5	Valid

Variable	Indicator	Correlation Pearson	Value Measurement	Status
	More employee value	0,916	0,5	Valid
	Rule	0,880	0,5	Valid
	Organizational climate	0,839	0,5	Valid
Employee performance	Work result	0,845	0,5	Valid
	Number of work results	0,867	0,5	Valid
	Punctuality	0,647	0,5	Valid
	Independence	0,693	0,5	Valid
	Employee ability to understand instructions	0,824	0,5	Valid

Source: Research Data Processing, 2024

Table 1 demonstrates that every valid statement item for every validity test indication has a value greater than 0.5. According to Ghazali (2018), reliability tests are used to establish whether measurement results from the same measuring instrument are consistent. If an indication in the questionnaire has an alpha coefficient greater than 0.7, it can be accepted. Table 2 contains the reliability test findings for this study:

Table 2. Reliability Test Results

Variable	CA	Status
Employee Retention	,915	Reliable
Use of Innovative Technology	,819	Reliabel
Company Culture	,929	Reliabel
Employee performance	,831	Reliabel

CA (Cronbach's Alpha)

Source: Research Data Processing, 2024

Table 2 demonstrates that every statement item for every reliability test indication has a value greater than 0.7. Here is an example of a structural model that incorporates Smart PLS for the variables shown in Figure 1 (employee performance, company culture, use of innovative technology, and employee retention):

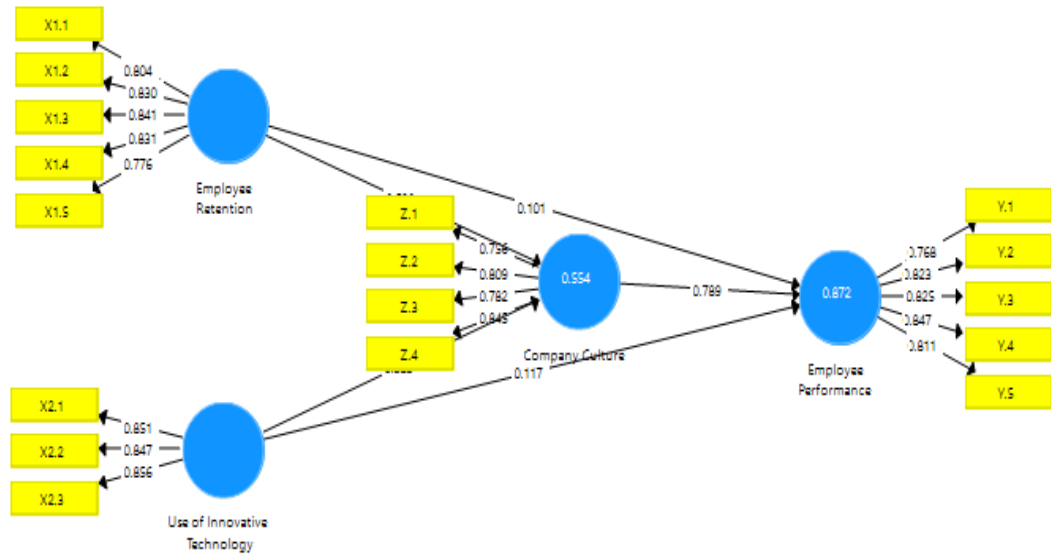


Figure 1: Research Algorithm Model

Source: Research Data Processing, 2024

Figure 1 demonstrates that all of the variable indicators of performance, corporate culture, use of innovative technology, and employee retention have outer loading values greater than 0.7. This information demonstrates that the indicators are thought to be suitable or reliable for use in research and are suitable for additional examination.

Table 3. Construct Reliability and Validity

Variable	CA	rho_A	CR	AVE
Company Culture	0,811	0,814	0,876	0,638
Employee performance	0,874	0,875	0,908	0,665
Use of Innovative Technology	0,810	0,811	0,888	0,725
Employee Retention	0,875	0,877	0,909	0,667

CA (Cronbach's Alpha)

CR (Composite Reliability)

AVE (Average Variance Extracted)

Source: Research Data Processing, 2024

Table 3 demonstrates that all of the components are dependable because the average variance extracted (AVE) for each employee retention variable, utilization of cutting-edge technology, corporate culture, and performance is greater than 0.5. As a result, each variable's discriminant validity can be rated as high. In the meantime, each variable's composite confidence score has a composition score greater than 0.60. It is possible to conclude that all variables have a high level of reliability because these results show that each variable meets combined reliability. Additionally, each study variable demonstrates a high degree of dependability in meeting the standards, as seen by the CA for each variable, which displays a constituent value larger than 0.70.

The findings of structural model testing can also be verified using the R^2 and adjusted R^2 values for variables. A model is deemed effective (zero) if its R^2 value is greater than zero. The results of the corrected R^2 values in this investigation are shown in Table 4.

Table 4. Coefficient of Determination

Variable	R Square	R Square Adjusted
Company Culture	0,554	0,547
Employee performance	0,872	0,869

Source: Research Data Processing, 2024

Table 4 shows that the R Square value of corporate culture is 0.554. This indicates that use of innovative technology and employee retention might have a 55.4% impact on company culture. The performance R-square score is 0.872, indicating that 87.2% of employee performance influenced by both use of innovative technology and employee retention.

Testing the direct association between the variables is the goal of the following p-value study. The effect is regarded as significant if the p-value is less than 0.05, and not significant if it is more than 0.05. Table 5 presents the results of research evaluating the direct impact on employee performance, corporate culture, use of innovative technology, and employee retention:

Table 5. Direct Effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Company Culture → Employee Performance	0,789	0,790	0,048	16,476	0,000
Use of Innovative Technology → Company Culture	0,323	0,322	0,077	4,187	0,000
Use of Innovative Technology → Employee Performance	0,117	0,116	0,042	2,784	0,006
Employee Retention → Company Culture	0,538	0,544	0,069	7,810	0,000
Employee Retention → Employee Performance	0,101	0,102	0,044	2,290	0,022

Source: Research Data Processing, 2024

Table 5 shows that employee retention positively and significantly affects employee performance, as indicated by the p-value of $0.022 < 0.05$ and the t-statistic value of $2.290 > 1.96$. A t-statistic value of $2.784 > 1.96$ and a p-value of $0.006 < 0.05$ indicate that use of innovative technology has a positive and significant impact on employee performance, in addition to other outcomes. The study's findings also demonstrate that employee retention significantly and favorably affects corporate culture, with a p-value of $0.000 < 0.05$ and a t-statistic value of $7.810 > 1.96$. The t-statistic value of $16.476 > 1.96$ and the p-value of $0.000 < 0.05$ show that company culture has a positive and substantial impact on employee performance.

Table 6. Specific Indirect Effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Use of Innovative Technology → Company Culture → Employee performance	0,255	0,254	0,062	4,100	0,000
Employee Retention → Company Culture → Employee performance	0,424	0,430	0,064	6,639	0,000

Source: Research Data Processing, 2024

Table 6 demonstrates that the P value is $0.000 < 0.05$ and the t statistic value is $6.639 > 1.96$, indicating that employee retention significantly affects employee performance through company culture. Use of innovative technology, then, has a substantial impact on Employee performance through company culture, as evidenced by a P value of $0.000 < 0.05$ and a t statistical value of $4,100 > 1.96$.

Discussion

The ability of a business to keep prospective employees who are committed to the organization is known as employee retention. Creating a program to retain employees is an essential part for plantation businesses. Low staff retention will lead to higher personnel turnover, which will have a detrimental effect on jobs, productivity requirements, and profitability. The correlation between employee retention and performance is intricate; research indicates that low employee retention may lead to a decline in employee performance, while very low turnover may cause employees to become stagnant. Glebbek (2004) asserts that when a business loses personnel, it also forfeits skills, knowledge, and "company memory". Given that it has an impact on quality, profit, and productivity, management should also take this seriously. Employee satisfaction will boost output if they receive what they desire, and vice versa.

These findings are consistent with studies by Sutanto and Kurniawan (2016) and Oghojafor et al. (2019), which found that work relationships and retention have a big impact on employee performance. According to Hunjra et al. (2014) there is a considerable correlation between staff retention and business performance. According to Kundu and Gahlawat's (2016) research, employee retention strategies that involve empowerment and growth as well as a healthy workplace culture were found to be favorably correlated with opinions on the performance of the business.

Information technology comprises computers, software, databases, networks, electronic commerce, and other technology-related fields, according to Prasetyo et al. (2023). The ability of those who utilize information technology to facilitate appropriate use can boost an individual's motivation and is backed by their experience. Employee motivation will be influenced by information technology to a greater extent when it is used well. An effective and efficient use of information technology is one that is simple to understand, doesn't cause confusion, and can simplify tasks. If technology is difficult to use and not useful for motivating people, then its use will be in vain. To encourage people to work with great passion and make heavy workloads easier to finish with the aid of technology, high administrative complexity must be synced with it. However, ineffective information technology use will also have an impact on worker motivation. The findings of this study have also been supported by Prasetyo et al. (2023), Usman et al. (2023), and Rahayu (2023), who elucidate the beneficial and noteworthy impact that information technology utilization has on worker performance.

Wahjono, (2017) defines corporate culture as a set of shared values within a business or organization that gives workers a framework and confidence to carry out their tasks in order to meet the firm's objectives. The findings of studies by Maryadi da Gusti (2022), Suaiba et al. (2021), Misran (2022), and Norawati et al. (2023), demonstrate that employee performance is positively and significantly impacted by business culture. Employee performance will inevitably rise if workers can follow and adhere to the organizational culture of a company.

5. Conclusion

Employee performance is positively and significantly impacted by employee retention. Because of this beneficial effect, North Sumatra's plantation companies will perform better the longer they keep their staff, since they will be able to recognize and reward their top performers. Employee performance will rise when they feel cared for, which is achieved in this method. The study's findings further demonstrate the beneficial and noteworthy impact that innovative technology adoption has on worker performance. The issue of employees not being able to easily access a variety of credible, relevant, and reasonably priced information sources can be resolved with innovative technology. It can also help employees with the implementation of their task, promote timeliness, and benefit from the speed of electronic processing. Employee performance is positively and significantly impacted by company culture. This demonstrates that the company's culture is the shared beliefs held by all employees, serving as a motivating factor and a guide for acting in a way that is both constructive and cooperative in order to fulfill the purpose and realize the company's vision. A company's culture needs to be ingrained in addition to being supported by acts, slogans, ceremonies, procedures, and structures. Company culture, as mediation, develops into a behavioral pattern that motivates workers to adhere to it willingly and joyfully. It also gives workers a sense of purpose, identity, and unity in accomplishing goals; naturally, this is the cornerstone of employee retention by keeping top talent. Similarly, plantation enterprises in North Sumatra are undergoing a socio-cultural transition, which is made possible by the utilization of cutting-edge technology. Employee use of cutting-edge technology will also support initiatives to speed up economic development, knowledge sharing, skill development, communication network development, and access to information with added value. These initiatives can all be accelerated by using technology to improve employee performance and increase cultural implementation.

6. Future Research Agenda

In addition to adding more dependent variables and filling in the gaps in earlier research, the future research agenda is anticipated to be able to build upon and expand upon the analysis and research on employee retention, the use of innovative technology, company culture, and employee performance. In order to compare generalizing concepts for enhancing employee performance, analyze and expand this research to the scale of other manufacturing and service companies with larger or different samples, such as top level and middle level managers, and different geographic locations, particularly in the Indonesian region. To examine variations and parallels in the implementation of the global scale concept, this research on the scale of other manufacturing and service organizations in several developing nations with larger or distinct sample sizes is warranted.

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