

MODELS OF IMPROVING EMPLOYEE PERFORMANCE AND JOB SATISFACTION IN PT. PERKEBUNAN NUSANTARA III

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Abstract: Having superior employees is the hope of every company leader. The superiority of human resources can be seen from the maximum performance of employees. Employee performance problems in state-owned companies such as PT. Nusantara III Plantation in Indonesia continues to be studied on an ongoing basis. The main focus of this research is to find a model of employee performance and job satisfaction that is influenced by creativity and transformational leadership. Data collection by distributing questionnaires to 230 employees at PT. Perkebunan Nusantara III. The findings of the researchers found that an employee's creativity and transformational leadership are directly integrated with job satisfaction and employee performance. Through job satisfaction, an employee is able to give his best in carrying out his duties and responsibilities.

1 Introduction

Company transformation continues to be forced by the existence of open access to information. The increasingly competitive market conditions force every company to create superior and competitive strategies both in the short and long term [1]. The company dealing with this situation will not succeed without superior human resources who can contribute to the realization of the company's targets and goals. In addition, changes in the situation and technology that are running very dynamically and massively can affect the operating system and bureaucracy in the management of a company, especially the company's human resource management, where the resources owned by the company must have qualified capabilities to help the company to create a competitive advantage. In companies that are categorized as labor-intensive companies, human resources are a vital asset for the company because apart from serving as operational executives, human resources or employees in a company can be a source of business ideas [2]. Furthermore, based on several studies, it turns out that the biggest challenge for all companies, especially those that are labor-intensive, is how to create strategies that can improve employee performance individually or collectively so that they can contribute to or have an effect on the company's overall performance [3]. In a working system in a company, human resource management plays a very important role in improving the skills, creativity,

knowledge, and abilities of employees that can support the success of employee performance [4]. Besides, the success of the company is not only measured by how much profitability is generated by the company but is also measured by the increase in the number of skilled and productive employees in every work activity carried out [5]. Amid this phenomenon, it is very necessary to have a theoretical foundation that can be used as a basis for analyzing and understanding the situation (interaction patterns, performance, satisfaction, work climate, organizational culture, leadership style, etc.) of employees in a company.

The need for appreciation is often a complaint of employees working at every level of management. Understanding job satisfaction is very important for management to foster employee loyalty. The ability to appreciate every employee sacrifice is expected by everyone. Being involved in existing activities in the company and being made employees as company assets is the basis of job satisfaction (Newstrom, 2007). Job satisfaction can also be seen in whether an employee is happy or not from the remuneration he receives (Robbins & Judge, 2012). Dissatisfaction will arise when the compensation provided by this company does not meet employee expectations (DeCenzo et al, 2016). Emotional feelings are the basis for measuring an employee's job

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satisfaction with various aspects of his work. Every employee can be satisfied with his job when he can control his emotions. Employees are satisfied with work when they can adjust to their interests. Employees will try to be positive about aspects of their work environment. Furthermore, the company will continue to measure job satisfaction as feedback on the remuneration that has been provided (Bernardin & Russel, 2013). This goal is necessary so that employees retain their best performance in completing the task load for which they are responsible.

Employee creativity is something that an employee must have in carrying out any given job, even in various studies it has been found that creativity is something that is inherent and has the potential to continue to develop within a person [6-10]. The higher the level of creativity possessed by an employee, the more optimal the work results that can be achieved. Besides, the creativity possessed by an employee can also help him to solve work problems more quickly in different ways but still by the work regulations set by the company [11,12]. In the development of organizational behavior, the level of creativity possessed by an employee can also be formed from patterns of interaction that occur in the work environment and can further form collective creativity [13]. The essence of employee creativity is how to optimize the power and potential of employees so that they can be productive to realize the goals that have been determined by company management. In companies that are oriented to or engaged in creative industries and technology, the level of employee creativity becomes very important because having employees with a high level of creativity will help the company to grow and can further help companies to create new products that can improve the competitive advantage of the company [14]. In addition, in labor-intensive companies such as companies engaged in the industrial sector: manufacturing, plantation, construction, and transportation, employee creativity also plays an important role because by having employees with a high level of creativity each job can be completed more quickly and optimally without regular supervision of the work activities of each employee is required [15]. In general, employee creativity is defined as the ability of employees to find and implement new perspectives to get new ideas and have an impact on the company and company achievements [16,17]. Furthermore, Deal (2007) it is stated that employee creativity is the capability of an employee to create ideas or ideas, while Glăveanu (2013) states that employee creativity is the result of an imagination process that encourages someone to find new ideas.

Leadership studies continue to experience rapid development. Transformational leadership is currently still not widely studied specifically in the development of human resource studies. Initially, the theory of leadership was initiated by James Mac Gregor Burns (1979) [18] which was further developed by Bernard M. Bass (1985)

to become Leadership and Performance Beyond Expectations. The study emphasizes that transformational leadership is one of the main ideas. According to [19] transformational leadership seeks to guide each individual and team to work beyond status. A transformational leader is someone who has the power to bring about change in the members of the team and the organization as a whole. The term transformational leadership is an attempt by leaders to transform followers from one lower level of need in the hierarchy of needs to another higher level of need [20].

The agricultural sector is one sector that cannot be underestimated because the lifeblood of a country's economy depends on agriculture both in the short and long term. Agriculture has a substantial nature in terms of development because it can act as a fulfillment of food needs, a provider of raw materials for industry, a contributor to foreign exchange, and a provider of employment [21]. The ability to achieve production in PT. Perkebunan Nusantara III, of course, through optimizing employee performance. This research is considered important considering that the performance of employees specifically at this Indonesian-owned company is known for its relaxed culture and lack of work responsibilities [22]. In a working system in a company, human resource management plays a very important role in improving the skills, creativity, knowledge, and abilities of employees that can support the success of employee performance [4]. Besides, the success of the company is not only measured by how much profitability is generated by the company but is also measured by the increase in the number of skilled and productive employees in every work activity carried out [5]. Amid this phenomenon, it is very necessary to have a theoretical foundation that can be used as a basis for analyzing and understanding the situation (interaction patterns, performance, satisfaction, work climate, organizational culture, leadership style, etc.) of employees in a company. The agricultural sector is one sector that cannot be underestimated because the lifeblood of a country's economy depends on agriculture both in the short and long term. Agriculture has a substantial nature in terms of development because it can act as a fulfillment of food needs, a provider of raw materials for industry, a contributor to foreign exchange, and a provider of employment. The ability to achieve production in PT. Perkebunan Nusantara III, of course, through optimizing employee performance. This research is considered important considering that the performance of employees specifically at this Indonesian-owned company is known for its relaxed culture and lack of work responsibilities.

2 Methodology

The design of this study is quantitative research. Data were collected by distributing questionnaires with a Likert scale to a sample of 230 employees at PT. Perkebunan Nusantara III was selected using a non-probability sampling technique (Sugiono, 2015: 84). Furthermore, the

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data were analyzed using the Structure Equation Model (SEM) based on Partial Least Square (PLS) which aims to determine the direct and indirect effects between variables. This SEM-PLS method was used to determine the direct effect of the variables of employee creativity, transformational leadership, and job satisfaction on employee performance and the indirect effect of the variables of employee creativity and transformational leadership on employee performance through job satisfaction. According to Sholihin & Ratmono (2013), SEM-PLS can work efficiently on complex models. In addition, the assumption of data distribution in SEM-PLS is relatively looser than that of CB-SEM. In addition, SEM-PLS is a nonparametric approach that can work well even for data that is not normally distributed extremely. Furthermore, the Partial Least Square (PLS) method was carried out in this study with the following stages:

- a) The first stage is to test the measurement model (Outer Model), which is to test the validity and construct reliability of each indicator.
- b) The second stage is to test the structural model (Inner Model) which aims to determine whether or not there is an effect between variables/correlation between the constructs measured in this study.

3 Result and discussion

Measurement Model Analysis (Outer Model)

Convergent Validity Test

Based on Figure 1, the value of the loading factor for all indicators in the model was greater than 0.7. So it can be concluded that it was reliable for the measurement of the research variables. Then it can be used in the next analysis.

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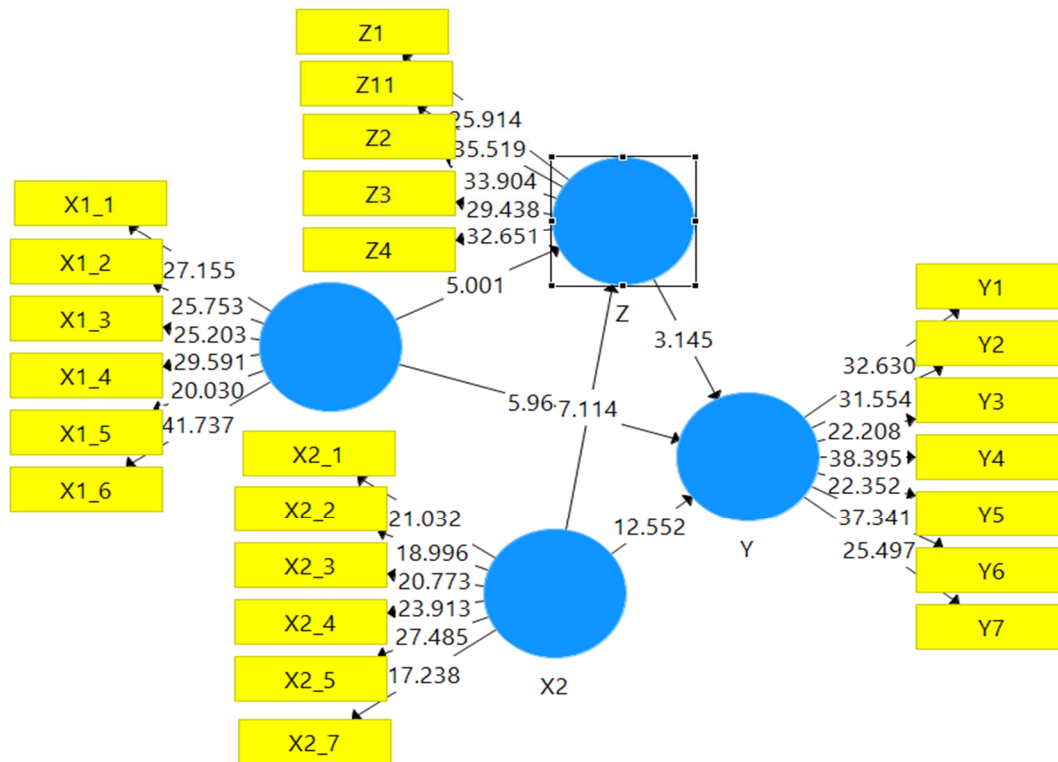


Figure 1 The value of loading factor of indicators for all variables

Construct Reliability Test

The results of data processing are shown in Table 1 below.

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Table 1 Construct reliability

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extra
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.879	0.881	0.909	0.624
X2	0.864	0.865	0.899	0.596
Y	0.898	0.900	0.919	0.620
Z	0.876	0.877	0.910	0.669

Measurement Model Analysis (Inner Model) Coefficient of Determination (R²)

Based on the results of the calculations in Table 2, it is known that the value of R Square Adjusted for the employee performance variable is 0.921 or 92.1% while

the remaining 7.9% is influenced by other variables not examined in this study. From the same table, the value of R Square Adjusted for the job satisfaction variable is 0.851 or 85.1% while the remaining 4.9% is influenced by other variables not included in this study.

Table 2 Value of R Square

Matrix	R Square	R Square Adjusted
Y	0.922	0.921
Z	0.853	0.851

Hypothesis Test

Based on Table 3, it was indicated that the average value is more than 0.5. Then the composite reliability value

was more than 0.7. So it can be concluded that the indicators in this study were able to measure well.

Table 3 Direct effects

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	P Values
X1 -> Y	0.305	0.303	0.053	5.812	0.000
X1 -> Z	0.389	0.393	0.076	5.127	0.000
X2 -> Y	0.535	0.537	0.042	12.679	0.000
X2 -> Z	0.553	0.549	0.076	7.294	0.000
Z -> Y	0.144	0.145	0.047	3.089	0.002

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Effect of Employee Creativity on Employee Performance

The results of testing and analysis of research data can be stated that the creativity of an employee has a major impact on increasing the quality and quantity of work. The results of this analysis are in line with previous studies which state that the ability to solve problems possessed by employees can reduce the rate of work errors [20] it was also found that companies that have employees with high creativity will help companies to find new products. Similar results are also shown by studies of [23,24] which indicate that a strong work team will ultimately be able to encourage innovation that has an impact on new work and creates a shorter work bureaucracy.

Effect of Transformational Leadership on Employee Performance

The results of data processing show that this transformational leadership is considered effective in supporting an employee's morale. Employees feel motivated by the transformational leadership model that exists at PT. Perkebunan Nusantara III. Furthermore, these results reinforce the results of previous studies which emphasize that transformational leadership is able to improve employee performance. Studies conducted by [18] also show that leaders who have a transformational leadership style can stimulate employees to work more effectively, innovatively, optimally, and by the targets set by the company. Similar results are also shown by studies by Rafferty & Griffin [25,26] which state that a leader who has a transformational leadership style will encourage employees to have a high work ethic and comply with regulations.

Effect of Employee Creativity on Job Satisfaction

Based on direct data analysis, it can be concluded that employee creativity has a significant effect on employee

performance. This is known from the significance value of the employee creativity variable of 0.000 which is smaller than 0.05. This means that employee creativity has a significant effect on job satisfaction at PT. Perkebunan Nusantara III is a study conducted by [27] which states that employee creativity has a significant effect on job satisfaction. This result is also in line with the study conducted by [28,29] which states that creativity is inseparable from job satisfaction.

Effect of Transformational Leadership on Job Satisfaction

Based on direct data analysis, it can be concluded that transformational leadership has a significant effect on employee performance. This is known from the significance value of the transformational leadership variable of 0.000 which is less than 0.05. The results of this study are in line with the results of a survey conducted by [30] which stated that the leader had a very large effect on job satisfaction. Similar results were also found in a survey conducted showed that leadership had a significant effect on job satisfaction. The survey by [31,32] also states that transformational leadership has a significant effect on job satisfaction.

Effect of Job Satisfaction on Employee Performance

In direct data analysis, it can be concluded that job satisfaction has a significant effect on employee performance. It is known that the significance value of the job satisfaction variable of 0.000 is smaller than 0.05. The results of the study of [33] show that based on partial least squares job satisfaction has a positive but not significant effect on employee performance. Good job satisfaction directs every employee to give their best in completing the tasks assigned by their superiors [34,35].

Table 4 Indirect effects

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Specific Indirect Effects

Mean, STDEV, T-Values, P-...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard:	
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic...	P Values
X1 -> Z -> Y	0.056	0.056	0.019	2.889	0.004
X2 -> Z -> Y	0.080	0.080	0.030	2.656	0.008

Effect of Employee Creativity on Employee Performance through Job Satisfaction

The results of testing the data show that job satisfaction has an indirect role in mediating employee creativity on employee performance at PT. Perkebunan Nusantara III.

The implications of the findings in this study prove that opportunities in developing ideas in solving problems. This is considered capable of increasing the sense of job satisfaction of employees. This study proves these results are in line with the results of previous research which

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concluded that the job satisfaction factor that exists in employees can indirectly provide encouragement for work creativity in improving their performance [28,36,37].

Effect of Transformational Leadership on Employee Performance through Job Satisfaction

Indirect data testing shows that transformational leadership is integrated in improving employee performance on the role of job satisfaction at PT. Perkebunan Nusantara III. The implications of the findings show that the leadership capabilities in PT. Currently, Perkebunan Nusantara III has been able to build a solid working team. Existing activities always involve their subordinates. The results of this study are in line with the results of the study [38-40] conducted which states that the company's ability to give birth to leadership regeneration is able to increase the sense of job satisfaction of employees and have an impact on employee performance

4 Conclusion

The conclusion that researchers got from the results of data analysis and discussion is that it can be stated that all independent variables in this study employee creativity, transformational leadership, and job satisfaction directly have a significant influence on employee performance. Lastly, in this indirect effect, it can be seen that job satisfaction has a significant role in mediating employee creativity and transformational leadership on employee performance at PT. Perkebunan Nusantara III, Sumatera Utara.

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Review process

Single-blind peer review process.