

Factors that Play a Role in Improving Employee Performance

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1. **Abstract.** The purpose of this study is to see of knowing the factors that play a role in improving employee performance in plantation agencies. The statistical method used in this research is inferential statistics. The type of research in this research is descriptive verification research consisting of multiple linear regression analysis, analysis of the correlation coefficient of product momentum, and the coefficient of determination. The sampling used was simple random sampling consisting of 68 respondents. The data was collected by distributing questionnaires using a 5-point Likert scale. Descriptive method data analysis is done by calculating the mean and continuum line. The data analysis technique used is the path analysis technique. The results showed that leadership, organizational commitment and job satisfaction have an effect on employee performance.

2. **Keywords:** Leadership, Organizational Commitment, Job Satisfaction, Employee Performance
The first section in your paper

3. Introduction

4. Being the most dominant resource in a company, employees have an important role to play in producing good performance. Employees who are able to provide their best performance will help the company achieve its vision, mission and goals. If these three things are achieved, it can be said that the company is successful. In order to become a reliable company, employee performance will be very important, because the company's success depends on how the employee's performance can survive properly [1]. With the high performance given by employees to the company, it is certain that the company is able to achieve its vision, mission and goals. However, if employees fail to provide high performance, the company's vision, mission and goals will be difficult to achieve, unable to compete and in the end, it is feared that the company will find it difficult to maintain its existence. Likewise, failure to manage human resources can lead to disruption in the achievement of organizational goals, both performance, profit, and organizational survival [2].

5. As the key to the successful achievement of company goals, employee performance is very important to note. Ardiana said that performance is the accomplishment or achievement of a person in relation to the tasks assigned to him [3]. Performance is influenced by personal factors, one of which is the commitment of the individual himself [4]. Employee commitment to an organization or company where they work is a very important factor because it can affect positive work-related behavior, for example, high performance [5]. Supported by a strong sense of belonging to the company, employees

will be happy to carry out all their responsibilities properly in order to achieve organizational goals. An individual who has high performance and commitment in completing his duties at the company in accordance with the responsibilities assigned to him can be indicated by several employee criteria, such as loyalty, responsibility, initiative, and timeliness in every job he does [6]. Apart from personal factors, performance is also influenced by leadership factors in the company. Leaders have the power to influence their subordinates [7]. This means, leaders can also provide encouragement and motivation to employees to give their best performance in order to achieve company goals. One of the factors that can affect whether an employee's performance is good or bad is the way leaders lead their employees, as well as the success and failure of a company is determined by leadership. An effective form of leadership will have an impact on the progress of the company.

6. The behavior shown by a leader will lead to a separate understanding which also affects the psychological condition of his subordinates who see, understand, and imitate the behavior shown by the leader in carrying out his work. If the behavior of the leader shows behavior that is in accordance with the expectations of subordinates, it will have a good impact on employee performance, but on the other hand, if the behavior shown is not in accordance with the expectations of subordinates, it will have a negative effect on employee performance [8,9]. So from that we need a leadership that can support employees to be able to work well, namely with transformational leadership. Other things apart from organizational commitment and transformational leadership, one of the things that companies must pay attention to in maintaining employee performance is job satisfaction. Job satisfaction is a pleasant emotional attitude and loves his job [10]. With job satisfaction, employees will have positive thoughts about their work, so they can work better because of the pleasant conditions at their work. Likewise, if employees are not satisfied with what they are doing, then they will have negative thoughts about the work they are doing [10, 11]. Therefore, employee job satisfaction needs to be the concern of company leaders. Employees who have satisfaction are more likely to speak positively about the organization, help others (colleagues), and do their work (performance) beyond normal estimates [12]. With a positive attitude from employees at the company and supported by a leader who has concern for their subordinates, employees will be able to give their best performance to help the company achieve its goals.

7. Similar study about job satisfaction, organizational commitment and employee performance was found by Hussein Isse Hassan Abdirahman, Ilyyasu Shiyabade Najeemdeen, Bello Taofik Abidemi, Roshidah Binti Ahmad. The results of the study show that job satisfaction and organizational commitment have a positive correlation with the dependent variable is employee performance [13]. Another study about transformational leadership, commitment organizational and employee performance found by Achmad Sani and Vivin Maharani. The result of the study show that the variables of transformational leadership and organizational commitment had a positive effect on the lecturers' job performance [14]. Problems that occur regarding Organizational Commitment, Transformational Leadership and Job Satisfaction are found in the Office of the Board of Directors of PT. Perkebunan Nusantara VIII needs to be a concern for all company managers or current heads of organizations because it will affect the performance of employees at the Office in plantation agencies. This research has purpose to determine knowing the factors that play a role in improving employee performance in plantation agencies.

8. Method

9. This research uses inferential statistical methods. This research method is using verificative methods with a quantitative approach using multiple regression analysis, correlation coefficient analysis, and determination coefficient analysis.. The study population was employees in plantation agencies with the sampling used was simple random sampling consisting of 68 respondents. Verificative method in this research is used to test the of the factors that play a role in improving employee performance in plantation agencies. The data was collected by distributing questionnaires using a 5-point Likert scale. Descriptive method data analysis is done by calculating the mean and continuum line.

10. Results and Discussion

After all the question items posed to the respondent were tested through the validity test, the following results were shown:

1. The highest validity value for the Organizational Commitment variable is 0.816 in the statement item number 5.
2. The highest validity value for the Transformational Leadership variable is 0.744 in the statement item number 9.
3. The highest validity value for the Job Satisfaction variable is 0.745 in the statement item number 22.
4. The highest validity value for the Employee Performance variable is 0.780 in the statement item number 28.

Based on the above validity results, it can be concluded that all statements have a validity coefficient value greater than the critical point of 0.300, which means that all statement instruments are declared valid. Furthermore, each statement item in the questionnaire, apart from being tested through validity, also needs to be tested for reliability. The reliability coefficient obtained was entirely greater than r table, namely 0.70, so that the measuring instrument used could be declared reliable. The coefficient of determination (R^2) describes the relationship between the independent variable and the dependent variable. To determine the coefficient of determination, it can be seen in the Table 1.

Table 1. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 ^a	.665	.650	4.12291

a. Predictors: (Constant), Kepuasan Kerja, Komitmen Organisasional, Kepemimpinan Transformasional

b. Dependent Variable: Kinerja Karyawan

Based on Table 1 above, the output results from data processing using the SPSS 20 for windows program above show a correlation of 0.816 based on criteria (0.81 - 1), the correlation between Organizational Commitment, Transformational Leadership and Job Satisfaction with Employee Performance has a high level of correlation. The correlation value is positive, indicating that the relationship between the two is unidirectional. This means that the role of Organizational Commitment, Leadership and Job Satisfaction is applied in the company, it will have a high relationship to Employee Performance.

Then, to determine the effect of each independent variable on the dependent variable, a partial test was performed. In determining the effect of each independent variable on the dependent variable, there are several criteria, namely the significance level <0.05 and t count $> t$ table. Following are the results of calculations using SPSS which are shown in Table 2.

Tabel 2. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.580	3.999		-.145	.885
	Komitmen Organisasional	.615	.144	.347	4.256	.000
	Kepemimpinan Transformasional	.282	.132	.185	2.136	.036
	Kepuasan Kerja	.576	.104	.482	5.536	.000

11. a. Dependent Variable: Kinerja Karyawan

12.

Based on Table 3. it can be seen that the significance value for Organizational Commitment is 0.000, the significance value for Leadership is 0.036 and the significance value for Job Satisfaction is 0.000.

Table 3. The Result of Partial Hypothesis Test

13. Model	14. t	15. Sig.
16. 17. (Constant)	18. -.145	19. .885
20. 21. Organizational Commitment	22. 4.256	23. .000
24. 25. Leadership	27. 2.136	29. .36
26. 26. Job Satisfaction	28. 5.536	30. .000

a. Dependent Variable: Business Competitiveness

Table 4 below explains the results of simultaneous hypothesis test.

Table 4. The Result of Simultaneous Hypothesis Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2164.160	3	721.387	42.438	.000 ^b
Residual	1087.899	64	16.998		
Total	3252.059	67			

31.

32. a. Dependent Variable: Business Competitiveness

33. b. Predictors: (Constant), Use of Technology, Innovation Strategy

Based on the results of simultaneous hypothesis testing in table 4 above, it is obtained a significance value of 0.000, which is less than 0.05, which means that Organizational Commitment, Leadership and Job Satisfaction play a role in improving employee performance.

The results of this study support the previous research of Syed Mir Muhammad Shah, Abdul Halim bin Abdul Majid, Altaf Hussain Samo and Pervaiz Ahmed Memon (2016) which revealed a positive relationship between transformational leadership and job performance in the Pakistani banking sector [8].

Further research from Mohammed A. Kareem, Yazan N. Mahmood, Alaa S. Jameel and Abd Rahman Ahmad (2019) which shows that there is a positive and significant effect of job satisfaction on nurse performance [15]. The three components of organizational commitment are affective commitment, continuance commitment, and normative commitment has a positive and significant impact on nurse performance. Also study from Sanjida Nusrat Lovely, Mohammad Khaled Afzal and

Zahurul Alam (2019) [16] the findings reveal that job satisfaction and organizational commitment are positively correlated with employee job performance. The two independent variables also have a positive impact on job performance.

34.

4. Conclusion

35. Based on the analysis of multiple linear regression equations $Y = -0.580 + 0.615X_1 + 0.282X_2 + 0.576X_3 + \epsilon$ it can be said that Organizational Commitment has a positive effect on Employee Performance by 0.615, and vice versa if Organizational Based on the results of table 2, the coefficient of determination is 66%, which means that Organizational Commitment, Leadership and Job Satisfaction play a role in increasing Employee Performance by 66%.and the remaining 34% from other variables not examined in this study.

36.

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