

THE EFFECT OF TEAMWORK, WORK DISCIPLINE AND COMPENSATION ON IMPROVEMENT PTPN III EMPLOYEE PERFORMANCE

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ABSTRACT

Data collected from observations at PT. Perkebunan Nusantara III provides credibility to the findings of this research. Teamwork, work discipline, compensation and employee performance are the focus of this study at the PT. This study used qualitative research methods. The findings of this research are based on answers to questions from employees at PT. Perkebunan Nusantara III. The research population consisted of 476 employees from PT. Perkebunan Nusantara III; 72 employees were selected for Validity and Reliability Test. Findings from the Classic Assumption Test, which includes the Normality Test, Multicollinearity Test, and Heteroscedasticity Test, are used to determine the effect of the independent (X) and dependent (Y) tests. This means that the study group was only able to obtain partial results from their 72-item sample with four variables. As a result, the research results are only part of the components of teamwork on employee performance at PT. Perkebunan Nusantara III was partly accepted (H_0) and partly rejected (H_a) according to the value of $t_{count} < t_{table}$ or $-0.254 < 1.995$ and significant results $0.800 > 0.05$. Obtaining significant results from $0.000 < 0.05$, the Teamwork component partially obtained a t_{count} value higher than the t_{table} value ($4.157 > 1.995$).

Keywords: Discipline, Cooperation, Performance, Compensation

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INTRODUCTION

"PT PERKEBUNAN NUSANTARA III (PERSERO)" was founded in 1945, which was previously owned by foreign countries, namely Germany, Italy and Japan, then confiscated by the state and created VAT. In 2014 PTPN III was known to be very active and commodity therefore PTPN III (Persero) was appointed as a Holding company. Goods produced from plantations are managed, processed and marketed by the State-Owned Enterprise PTPN III. Palm oil and rubber are the results of PTPN III management. Crude palm oil is a by-product of palm oil processing which is used as a general vegetable oil ingredient for cooking oil and is used to produce various daily necessities. Rubber is a production obtained from latex and can also be obtained synthetically, such as tires, shoes, bracelets, etc.

Teamwork is when a group of workers in an organization work together to complete assigned tasks, the result is known as "teamwork" and directly correlates with the success of the business in achieving its goals. PTPN III Performance important actions that must be taken by company leaders is to focus on workers, pay attention to what they accomplish, and give them opportunities to grow professionally by learning new things and taking on more tasks that are within their capacity. The AKHLAK teamwork culture at PTPN III stands for Accomplished, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The teamwork culture is harmonious and collaborative. Harmony is caring for each other and respecting differences. Collaborative is building synergistic cooperation.

Work Discipline is a form of our compliance with Company rules. Observing entry and exit times and rest times in accordance with the regulations implemented in PTPN III shows a high level of accuracy. Procedures have been designed to suit work schedules as indicated by absence statistics. Increased productivity benefits a business or organization and its employees equally when employees are as disciplined as possible at work.

Fair compensation is one of the most crucial issues for the business world and employees. Employees are more invested in contributing to the success of the organization

when they receive fair and consistent compensation. Griffin (2011:432) states that organizational compensation is the monetary remuneration paid to its employees for their work.

Based on the background of problems that arise in the management industry, researchers are encouraged to carry out research in the management industry using the title "The Effect of Teamwork, Work Discipline and Compensation on increasing PTPN III

Employee Performance".

MountsHope Economic Journal
(MEGA)

A number of topics to be discussed can be identified from the proposed research: Lack of relationship between leaders and employees, resulting in a lack of teamwork. Employees are not disciplined in filling out attendance because they don't understand how to use the new application. Differences in compensation for the same job can lead to unhealthy competition. The company's productivity decreases due to employees who are unable to complete their work within the specified time.

LITERATURE REVIEW

Teamwork

According to Andrew Carnegie (in Kaswan, 2017) Working with other people to achieve common goals is known as team work. Capacity to communicate personal success in relation to achieving organizational goals. Through the power of teamwork, ordinary people can achieve extraordinary results. Indicators of teamwork according to Farhan Elang Ibrahim et al., in Sibarani, (2021), namely:

1. Collaboration
2. Trust
3. Compactness

Work Discipline

According to Hasibuan (2019: 193), the ability to recognize and be ready to comply with all company policies and relevant local norms is called discipline. Sutrisno (2011) states that there are four indicators of work discipline, such as:

1. Respect the laws of time
2. Comply with company policies
3. Follow company policies regarding workplace conduct
4. Follow other policies set by the company

Compensation

According to Akbar, et al., (2021:125) As part of their employment relationship, employees are entitled to various cash returns and benefits, which are collectively referred to as compensation. Compensation indicators according to Afandi (2018:194):

1. Honour
2. Incidental Components
3. Additional Income

4. Facility

Employee performance

According to Afandi (2018:83) What constitutes "performance" in the context of an organization is the extent to which a person or team is able to carry out their tasks within the scope of assigned authority and responsibility, while working legally and ethically towards the stated goals of the organization. Our research takes the competency variable which is the cause of declining employee performance due to a lack of motivation and encouragement from sub-district leaders so that most employees are still less agile in carrying out tasks that were completed today and will be completed tomorrow. According to research (Januardin, and Hery, 2020). According to Moheriono (2019), there are 5 employee performance indicators, namely:

1. Results
2. Appropriate
3. Level of quality
4. Precision
5. Production Power

conceptual framework

The conceptual framework of this research which describes the independent and dependent variables is presented as follows.

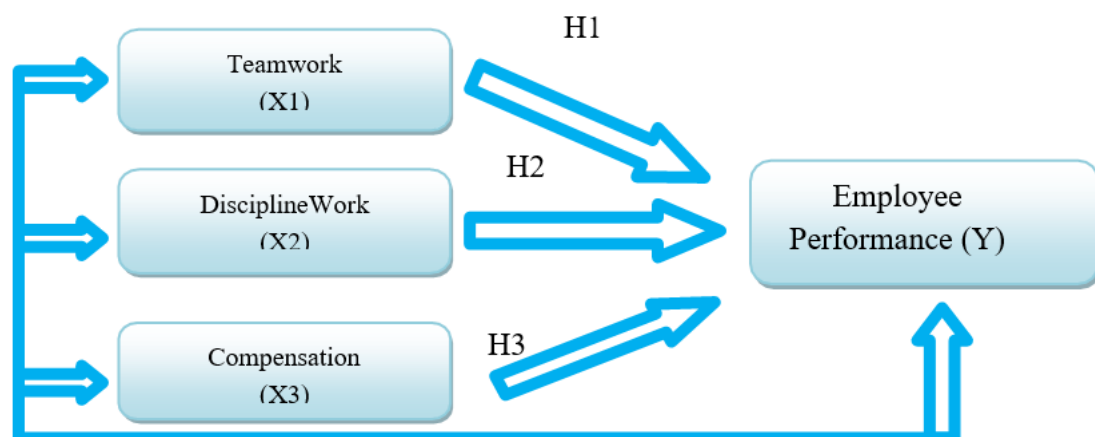


Figure 1: Conceptual Framework
Source: Processed data, 2024

Research Hypothesis

This research hypothesis has been formulated in accordance with the conceptual

framework that has been proposed (MEGA)

H1: It is suspected that there is an influence of work discipline on employee performance at PTPN III

H2: It is suspected that there is an influence of teamwork on employee performance at PTPN III

H3: It is suspected that there is an influence of compensation on employee performance at PTPN III

H4: It is suspected that there is an influence of work discipline, teamwork and compensation on employee performance at PTPN III

METHOD

We used a qualitative approach to the research. Positivist and interpretivist theories form the basis of qualitative research, as stated by Sugiyono. (2020, p. 9). The condition of natural objects can be studied using this technique. This research approach relies heavily on qualitative techniques. Triangulation, which includes documentation, interviews, and observation, is a data collection method. Most of the time, quantitative data is collected and analyzed using inductive or qualitative methods. Finding hypotheses, understanding meaning, and constructing phenomena are the characteristics of qualitative research results.

Moleong (2017:6) Definition The overall aim of qualitative research is to gain a better understanding of various aspects of the research participant's experience, such as behavior, perspective, motivation, and actions taken. Through various natural methodologies and linguistic descriptions in certain natural situations.

According to Sugiyono (2019), qualitative research is a post-positive research approach which aims to understand the properties of real world objects. This approach places a premium on the researcher as the primary tool, unifies data collection methods, uses inductive and quality data analysis, and produces quantitative research results that place a premium on meaning over generalizations.

This research was carried out at PTPN III. which is located on Jalan Sei Batang Hari No. 2, Simpang Tanjung, Medan Sunggal Simapang. Tj, District. Medan Sunggal, Medan City, North Sumatra 20122 on December 19 2022.

The population in this study were employees at PTPN III, totaling 476 employees. While one PTPN III employee will serve as a validation and reliability test subject, the total number of PTPN III employees (72 in all) will be the sample for this survey.

Sugiyono (2017:2) defines research methodology as a systematic approach to collecting data for specific purposes and applications. A framework for classifying study variables has been established by considering the hypotheses offered in the previous section: Independent variables, sometimes referred to as independent variables, are variables that have the power to influence or cause events or changes in other variables that are not independent. As an illustration, X1 represents Teamwork, X2 represents Work Discipline, and X3 represents Compensation. Independent variables, also known as non-free variables (Y), where the existence of the independent variable influences or determines the value of the dependent variable.

RESULTS AND DISCUSSION

Research Model

The formula for the multiple linear regression equation is as follows:

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$$

Table 1: Multiple Linear Regression Equation

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	12,760	3,648		,001
	Kerja Sama Tim	-,029	,115	-,033	,800
	Kedisiplinan Kerja	,488	,117	,516	,000
	Kompensasi	,173	,103	,190	,098

a. Dependent Variable: Kinerja Karyawan

Source: Data processed, 2024

$$Y = 12,760 + (-0,29) X_1 + 0,488 X_2 + 0,173 X_3 + e$$

It can be interpreted that: Constant 12,760 shows a performance value of 12,760. The regression factor -0.029 for the Teamwork variable (X1) shows that there is no positive influence on employee performance -0.029. This means that a one unit increase in Teamwork will result in a -0.029 increase in employee performance, holding all other independent variables constant. The regression coefficient of 0.488 for the Work Discipline variable shows that it has a positive influence of 0.488 on Employee Performance (X2). This means that a one unit increase in Work Discipline will result in a 0.488 increase in Employee Performance, holding all other independent variables constant. The regression factor for the Compensation

variable is 0.173, which shows a positive relationship of 0.0173 between the Compensation variable (X3) and Employee Performance. This implies that a one unit increase in Compensation will result in a corresponding increase of 0.173 in employee performance, holding all other independent variables constant.

Coefficient of Determination

Table 2: Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599 ^a	.359	.331	2,876

a. Predictors: (Constant), Kompensasi, Kedisiplinan Kerja, Kerja Sama Tim

Source: Processed data, 2024

As a result, Team Collaboration, Work Discipline and Compensation can have an influence of 0.359% or 36% on employee performance, while other factors can have an influence of 64%.

Simultaneous Hypothesis Testing (F Test)

Examining the impact of the independent variable on the dependent variable using F statistics in simultaneous hypothesis testing.

Table 3: Simultaneous Test Results (f Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	315,299	3	105,100	12,709	,000 ^b
	Residual	562,354	68	8,270		
	Total	877,653	71			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kompensasi, Kedisiplinan Kerja, Kerja Sama Tim

Source: Processed data, 2024

According to table 3, it is clear that the F value calculated (12.709) is greater than the F table value (2.74), which shows a significant result ($0.00 > 0.05$). This shows that at this point the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. Teamwork, Work Discipline, and Compensation have a simultaneous and significant impact on the positive performance of employees at PT. Perkebunan Nusantara III.

Partial Hypothesis Testing (T Test)

With the aim of ensuring whether there are independent variables that have a large (significant) relationship or influence on the dependent variable, the T test is used.

Table 4. Partial Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	12,760	3,648		,001
	Kerja Sama Tim	-,029	,115	-,033	,800
	Kedisiplinan Kerja	,488	,117	,516	,000
	Kompensasi	,173	,103	,190	,098

a. Dependent Variable: Kinerja Karyawan

Source: Processed data, 2024

The probability of 0.050 at degrees of freedom (df) $72-3-1 = 68$ is equal to 1.995, which is the value of the T table statistical test. The following is an explanation that can be given for the results of partial hypothesis testing:

1. The results of the calculation of the partial testing hypothesis reached a value of $t_{count} < t_{table}$ or $-0.254 < 1.995$ and was significant at $0.800 > 0.05$, which means that H_0 accepted and H_a rejected, which is not partially significant. Teamwork on Employee Performance at PT. Perkebunan Nusantara III.
2. The results of the calculation of the partial testing hypothesis reached a value of $t_{count} > t_{table}$ or $4.1574 < 1.995$ and significantly obtained $0.000 > 0.05$, which means that H_0 rejected and H_a accepted, which is partially significant Work Discipline on Employee Performance at PT. Perkebunan Nusantara III.
3. The results of the calculation of the partial testing hypothesis reached a value of $t_{count} > t_{table}$ or $1.680 < 1.995$ and was significant at $0.098 > 0.05$, which means that H_0 rejected and H_a accepted, which is partially significant. Compensation for Employee Performance at PT. Perkebunan Nusantara III.

DISCUSSION

The Effect of Teamwork on Employee Performance

The findings from this research indicate that employee performance at PT. According to statistics, Perkebunan Nusantara III did not experience a significant increase in the Teamwork component variable. Teamwork (X1) has a negative value of -0.254, which shows a significant negative influence of 0.800 ($0.800 < 0.05$). Hypothesis H1 is accepted due to the fact that t_{count} is greater than t_{table} value ($-0.254 > 1.995$). The findings of this research parallel the results of research by Silvani & Triatmanto (2017), which indicates that teamwork does not have a substantial positive influence on employee performance. Silvani and Triatmanto (2017) argue that a lack of trust in colleagues prevents improving employee performance through teamwork.

The Effect of Work Discipline on Employee Performance

The findings from this analysis prove that PT. The performance of Perkebunan Nusantara III employees is positively influenced by the Work Discipline component variable which is statistically significant. With a positive value of 4.157, Work Discipline (X2) has a fairly large positive influence of 0.000 ($0.000 < 0.05$). Hypothesis H1 is rejected because tcount is greater than the table value ($4.157 > 1.995$). The information from this study is all in line with the results of Putri et al. (2015) who said that activity discipline has a significant influence on employee performance. Through a simple linear regression test, it was determined that a higher level of work discipline positively influences performance, while a lower level of work discipline results in poorer employee performance.

The Effect of Compensation on Employee Performance

The findings from this research indicate that employee performance at PT. Perkebunan Nusantara III is positively influenced by the partial compensation variable statistically. Work Discipline (X3) has a positive value of 1,680, which shows a significant positive influence of 0.098 ($0.098 < 0.05$). Hypothesis H1 is accepted due to the fact that tcount is greater than the ttable value ($1.680 > 1.995$). The results of this research are in line with the findings of Sondang P. Siagian (2015) that an efficient compensation plan is one that guarantees the satisfaction of organizational members. As a result, this helps companies to attract and retain individuals who have favorable attitudes and behaviors, and who work diligently toward the organization's goals and interests.

The Effect of Teamwork, Work Discipline, and Compensation on Employee Performance

The findings from this research show that the significance value of the F count is 0.000. Because the statistically significant F value is < 0.05 , it is shown that Teamwork, Work Discipline, and Compensation collectively influence employee performance at PT. Perkebunan Nusantara III. This means that improving these factors can lead to improved employee performance.

CONCLUSION

Some conclusions are as follows: Results of partial hypothesis testing calculations: Teamwork on Employee Performance at PT. Perkebunan Nusantara III is not significant. Results of partial hypothesis testing calculations: Work Discipline on Employee Performance at PT. Perkebunan Nusantara III is significant. Results of partial hypothesis testing calculations of Compensation for

Employee Performance at PT. Perkebunan Nusantara III is significant.

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