ANALYSIS OF EMPLOYEE PERFORMANCE AT PT PERKEBUNAN NUSANTARA IV UNIT KEBUN SIDAMANIK

Marisi Butarbutar1), Efendi2), Suci Fadhila3), Rosalinda Septiani Sitompul4), Pinondang Nainggolan5)

4 Management Study Program, Universitas Sisingamangaraja XII, Tapanuli, Sumatera Utara, Indonesia.
5 Magister Management Study Program, Universitas Simalungun, Kota Pematang Siantar, Sumatera Utara, Indonesia

E-mail: 1 marisibutarbutar84@gmail.com, 2 efendi.wu@gmail.com, 3 indahsucifadilah@gmail.com,
4 rosalindassitompul@gmail.com, 5 pinondangnainggolan@usi.ac.id
Korespondensi: Marisi Butarbutar

Abstract
This study aims to analyze employee performance at PT Perkebunan Nusantara IV Sidamanik Unit. Research method with survey, data collection through interviews and questionnaires. The unit of analysis in this study were 45 employees of the production department. Data were analyzed with qualitative analysis. The results showed that employee performance was good but not optimal, with the highest dimension in the dimension of job satisfaction, and the lowest value was in the dimension of discipline. To optimize employee performance by disciplining employees through strict sanctions in accordance with the company's standard operating procedures.

Keywords: Analysis, Performance, Employees

Abstrak

Kata Kunci: Analisis, Kinerja, Karyawan

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INTRODUCTION

Organizational excellence can be achieved by utilizing the resources owned by the organization, especially optimal human resources. Employee empowerment as an optimal resource can be achieved with optimal employee performance which will have an impact on the performance of the organization or company and this will be an added value for the company (Ulfa and Ridwan, 2015). Likewise, the current conditions in the era of globalization and industrial society 5.0 make business competition even tighter. In order to be able to compete, not a few companies have begun to pay attention to the development of the quality of their human resources as assets that will drive company growth and performance. (Widjaja, 2021).

PT Perkebunan Nusantara IV Sidamanik Garden Unit is one of the Badan Usaha Milik Negara (BUMN) engaged in agro-industry, plantation and processing of oil palm and tea commodities in achieving company goals requires employees as human resources with optimal performance. Employee performance of PT Perkebunan Nusantara IV Sidamanik Kebun Unit is regulated in (Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: Per-01/MBU Tentang Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) Pada Badan Usaha Milik Negara, 2011), with the dimensions of employee performance, namely work safety, discipline, turnover, and job satisfaction.

Based on the results of interviews and pre-research to several employees in the production department, it was found that the phenomenon of employee performance in general was not fully optimal. The phenomenon that is not optimal can be seen from the discipline dimension, there are still some employees who often come late to work. The turnover dimension is also not optimal where there are still employees who resign due to better job opportunities outside the company. The results showed that discipline affects employee performance (Burhannudin, 2019) and (Indra, 2023). Likewise with research from (Pranata and Utama, 2019) and (Jamal et al., 2021) which shows that turnover will affect employee performance.

THEORETICAL FOUNDATION

Definition of Performance

In the context of human resource development, an employee in a company is needed to achieve performance for the employee himself and also for the success of the company. According to (Sinambela, 2018) performance is the willingness of a person or group to carry out an activity in accordance with their responsibilities with the expected results. This is the opinion according to (Mangkunegara, 2017), performance is seen from the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. From this definition it is known that performance is the result of the work of employees on the implementation of their duties and responsibilities both in quality and quantity.

Factors Affecting Performance

In optimizing employee performance, it is necessary to pay attention and consider the things that affect individual performance in the organization. The factors that can affect
employee performance are (Mangkunegara, 2017). Factors that influence performance achievement are ability factors and motivation factors:

1. **Ability Factor.** Psychologically, employee ability consists of potential ability (IQ) and reality ability (knowledge + skills). This means that employees who have an IQ above average (IQ 110-120) with adequate education for their position and are skilled in doing their daily work, it will be easier for them to achieve the expected performance.

2. **Motivation Factor.** Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve organizational goals.

While (Sutrisno, 2011) suggests that the factors that influence employee performance are directed at six aspects which are key areas of achievement for the company concerned. These key performance areas are:

1. **Work Results.** The level of quantity and quality that has been produced from the extent to which supervision is carried out.

2. **Job Knowledge.** The level of knowledge an employee has related to job duties which will directly affect the quantity and quality of work results.

3. **Initiative.** The level of initiative while carrying out job duties, especially in terms of handling problems that arise.

4. **Mental Agility.** The level of ability and dexterity in receiving work instructions and adjusting to existing work methods and work situations.

5. **Attitude.** The level of positive attitude work enthusiasm in carrying out job duties.

6. **Time Discipline and Attendance.** Level of accuracy and level of attendance.

From the description above, it can be concluded that the factors that affect individual performance are ability, motivation, work results, knowledge, initiative, mental agility, attitude, and discipline.

**Dimensions of Measuring Performance**

In measuring employee performance, a clear benchmark or dimension is needed as a benchmark in assessing employee performance. Employee performance can be measured by dimensions:

According to (Bangun, 2012), performance can be measured through several aspects as follows:

1. **Amount of Work.** This dimension shows the amount of work produced by an individual or group as a standard job requirement.

2. **Quality of Work.** Every employee in the company must meet certain requirements to be able to produce work according to the quality demanded by a particular job.

3. **Timeliness.** Every job that has different characteristics for certain types of work must be completed on time, because it has a dependency on other jobs.

4. **Attendance.** A certain type of work requires the presence of employees in their work according to the specified time.

5. **Ability to Cooperate.** Not all work can be completed by one employee alone. Employee performance can be seen from their ability to work together with other coworkers.

According to (Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: Per-01/MBU Tentang Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate
Employee performance can be assessed from:

1. Work Safety. Is a series of efforts to create a safe and peaceful working atmosphere for employees who work in the company concerned.
2. Discipline. Discipline is an attitude of behavior and actions in accordance with written and unwritten company regulations.
3. Turnover. Employee turnover which is described by the percentage of workers who do not continue in the company in a certain period.
4. Job Satisfaction. Is something that can be felt or enjoyed from what is produced by each or the actions performed by individuals.

Thus it can be concluded that employee performance can be measured by dimensions: amount of work, quality of work, punctuality, attendance, ability to cooperate, work safety, discipline, turnover, and job satisfaction.

**METHODS**

This research was conducted with library and field research. The population consists of 45 employees of the production department. Data collection methods with survey. The type used qualitative data sourced from primary data through unstructured interviews and questionnaires with Likert scale assessments, as well as secondary data sources in the form of related documents. Data analysis with qualitative descriptive analysis (Sugiyono, 2017).

**RESULTS AND DISCUSSION**

Results

Measurement of respondents' answers regarding their performance, qualitatively using a Likert scale on a scale of 5 using the intervals in the table below:

<table>
<thead>
<tr>
<th>Interval</th>
<th>Employee Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.21–5.00</td>
<td>Very good</td>
</tr>
<tr>
<td>3.41–4.20</td>
<td>Good</td>
</tr>
<tr>
<td>qdc</td>
<td>Fairly Good</td>
</tr>
<tr>
<td>1.81–2.60</td>
<td>Not Good</td>
</tr>
<tr>
<td>1.00–1.80</td>
<td>Not very good</td>
</tr>
</tbody>
</table>

*Source: data processing (2023)*

Employee performance measurement using dimensions based on (Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: Per-01/MBU Tentang Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) Pada Badan Usaha Milik Negara, 2011) with dimensions of work safety, discipline, turnover, and job satisfaction. The table below shows the results of the analysis of the tabulation of consumer answers, namely:

<table>
<thead>
<tr>
<th>No.</th>
<th>Dimensions and Indicators</th>
<th>Average Score</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Occupational Safety: Workplace safety, personal protective equipment available, and employee work guidelines.</td>
<td>4.00</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Discipline: Company work rules, attendance rates,</td>
<td>3.60</td>
<td>Good</td>
</tr>
</tbody>
</table>
and sanctions for violations.

Turnover:

3 Resignation rate, transfer from the company, and employee recruitment.  
3,62  Good

Job Satisfaction:

4 Employee salary, promotion system, and leadership attention.  
4,03  Good

| Overall Average | 3,81  | Good |

Source: data processing (2023)

From table 2 above, it is known that the measurement of employee performance in the overall average dimension is good with an average value of 3.81. The highest employee performance measurement dimension is in the job satisfaction dimension with an average value of 4.03 in the good category. The lowest dimension of employee performance measurement dimension is in the discipline dimension with a value of 3.60 also in the good category.

If the analysis of employee performance measurement is carried out for each indicator measured, it can be explained in the following table:

**Table 3. Tabulation of Respondents’ Answers per Indicator on the Work Safety Dimension**

<table>
<thead>
<tr>
<th>No.</th>
<th>Indicator</th>
<th>Average Score</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Security provided in the workplace.</td>
<td>4,06</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Protective equipment provided by the company.</td>
<td>3,97</td>
<td>Good</td>
</tr>
<tr>
<td>3</td>
<td>Employee work guidelines.</td>
<td>3,97</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: data processing (2023)

From table 3 above, it is known that the security provided in the workplace is good, because the company provides security equipment and provides training on occupational safety and health (K3) to every employee. Likewise, the protective equipment provided by the company is good, because the company provides gloves, boots, masks and other equipment in accordance with K3 standards. Also, the employee work guidelines are good, because before employees are accepted as employees, they are explained about work guidelines and get handbooks related to this, such as production procedures and production targets in order to achieve company goals.

**Table 4. Tabulation of Respondents’ Answers per Indicator on the Discipline Dimension**

<table>
<thead>
<tr>
<th>No.</th>
<th>Indicator</th>
<th>Average Score</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Work rules in the company.</td>
<td>4,15</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Employee attendance rate.</td>
<td>3,20</td>
<td>Fairly Good</td>
</tr>
<tr>
<td>3</td>
<td>Sanctions for violations given.</td>
<td>3,46</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: data processing (2023)

From table 4 above, it is known that the work regulations in the company are good because the company already has clear and written rules so that every employee complies with existing regulations. The attendance rate indicator is still quite good, this is because there are still employees who come to work not on time in the morning or after the break. Meanwhile, the sanctions for violations given are good because there are sanctions for violations committed by employees and this has been included in company regulations.

**Table 5. Tabulation of Respondents’ Answers per Indicator on the Turnover Dimension**

<table>
<thead>
<tr>
<th>No.</th>
<th>Indicator</th>
<th>Average Score</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resignation rate.</td>
<td>3,24</td>
<td>Fairly Good</td>
</tr>
<tr>
<td>2</td>
<td>Transfer from the company.</td>
<td>3,77</td>
<td>Good</td>
</tr>
<tr>
<td>3</td>
<td>Employee recruitment.</td>
<td>3,84</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: data processing (2023)
From table 5 above, it is known that employee performance from the turnover dimension in the employee resignation indicator is quite good, because there are still several employees who resign because of a better job offer from outside the company. For the mutation indicator from the company, it is good because the company mutates employees from the Sidamanik Unit to the Toba Sari Unit to complement the existing production employees in the company with consideration of refreshment for employees. Then the indicator of employee recruitment carried out by the company is more on acquaintances or family / relatives of existing employees with the consideration that employees who work for the company will not escape responsibility and also reduce recruitment costs from outside the company.

Table 6. Tabulation of Respondents' Answers per Indicator on the Job Satisfaction Dimension

<table>
<thead>
<tr>
<th>No.</th>
<th>Indicator</th>
<th>Average Score</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employee salary.</td>
<td>4.17</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Promotion system.</td>
<td>4.11</td>
<td>Good</td>
</tr>
<tr>
<td>3</td>
<td>Attention of management.</td>
<td>3.88</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: data processing (2023)

From table 6 above, it is known that employee performance from the satisfaction dimension on the employee salary indicator is good because the salary given is in accordance with the workload carried out and also the provision of timely salaries. For the promotion system indicator, it is also good because there is a promotion in the form of a promotion if the performance and loyalty and targets desired by the company can be achieved by employees. Likewise, the leadership attention indicator is good because it provides time to motivate employees in achieving company goals as well as during formal or non-formal meetings.

Discussion

Optimal employee performance will drive high company performance. If employee performance is not optimal, it can interfere with the achievement of company goals or targets that have been set. For this reason, if there are employees who have problems related to performance or performance is not optimal, leaders need to find solutions to encourage optimal employee performance. In the production section employees of PT Perkebunan Nusantara IV Unit Sidamanik, it is known that there are dimensions and indicators that are still below the overall average value of 3.81 which need to be optimized. This can be seen from the dimension of discipline at the employee attendance level with an average value of 3.20 and sanctions for violations of 3.40, this can be optimized by providing strict sanctions in accordance with the company's SOP, such as salary cuts, giving verbal, written warnings, and also demotions.

In the turnover dimension with an average resignation rate indicator of 3.24, it can be optimized with a more competitive external employee recruitment strategy, offering more attractive compensation, increasing the role and involvement of employees in decision making, especially related to the production section. Likewise, the mutation indicator carried out by the company with an average value of 3.77 can be optimized with a strategy at the beginning of placement that is in accordance with the abilities and jobs in the job analysis, then the basis for implementing mutations is clear and communicated to employees.

In addition to the above, there are several factors that companies can do in improving employee performance that is not yet optimal. The factors that companies can consider are the abilities and knowledge of employees to be empowered and placed in the right place and time according to the needs of the position. Likewise, the motivational efforts made by the.
leader or supervisor to the production employees so that employees want to be empowered, want to explore their potential, and have good initiative in working to achieve the targets or goals that have been set. Likewise, the work results expected by the company must also be clearly known by employees so that employees know clearly what they will achieve and the consequences if they are not achieved. Leaders also need to consider the mental agility and attitudes of employees, so that employees are easy to direct in carrying out their responsibilities (Mangkunegara, 2017) and (Sutrisno, 2011).

CONCLUSIONS AND SUGGESTIONS

Conclusion
Employee performance is good but not optimal. The highest dimension is job satisfaction, and the lowest dimension is discipline.

Suggestion
Employee performance can be optimized by disciplining employees through strict sanctions in accordance with the company's SOP, such as salary deductions, giving verbal and written warnings, and demotions.

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