

## THE INFLUENCE OF LEADERSHIP, WORK ENGAGEMENT AND RUBBER TAPPING PREMIUM ON WORK PERFORMANCE MEDIATED BY JOB SATISFACTION OF PT.PERKEBUNAN NUSANTARA III (PERSERO) KEBUN SARANG GITING EMPLOYEES

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### Abstract

Employee work performance is influenced by many factors, one of which is employee satisfaction. Satisfaction is very important to improve work performance indirectly. Job satisfaction reflects a person's feelings towards his job. The aim of this research is to determine the influence of leadership, work engagement and tapping premiums on work performance mediated by employee job satisfaction at PT. Perkebunan Nusantara III Kebun Sarang Giting Employees. This type of research is quantitative descriptive, the research population is PT. Perkebunan Nusantara III rubber tappers (tappers) workers in Sarang Giting Gardens totaling 229 people, sampling using the Slovin formula with a total sample of 93 tappers. The results of this research show that there is an influence of leadership on the work performance of Kebun Sarang Giting Employees, there is no influence of work engagement on the work performance of Kebun Sarang Giting Employees employees, there is no influence of tapping premium on the work performance of Kebun Sarang Giting Employees employees, there is no influence of leadership on employee job satisfaction Kebun Sarang Giting Employees, there is an influence of work engagement on employee job satisfaction at Kebun Sarang Giting Employees, there is an influence of tapping premium on job satisfaction of Kebun Sarang Giting Employees employees, there is no influence of leadership on work performance which is mediated by employee job satisfaction at Kebun Sarang Giting Employees, there is an influence of work engagement on work performance is mediated by employee job satisfaction at Kebun Sarang Giting Employees, there is no influence of the tapping premium on work performance mediated by employee job satisfaction at Kebun Sarang Giting Employees, there is an influence of job satisfaction on employee work performance at Kebun Sarang Giting Employees.

**Keywords :** *Leadership, work engagement, tapping premium, work performance, job satisfaction*

### 1. INTRODUCTION

Employees are the most important resource of any organization, how they feel about their work and the results of it have a direct impact on the organization's performance and stability (Milliman et al., 2008). Kebun Sarang Giting Employees is a company that operates in the plantation sector, especially rubber plants. Companies in managing such large areas of land certainly need human resources to produce production for the company. Employee work performance is influenced by many factors, one of which is employee satisfaction. Satisfaction is very important to improve work performance indirectly. A leader's leadership must be able to build good personal relationships between those who are led and those who lead, so that mutual respect, mutual trust, mutual help and a sense of unity can arise. The psychological aspect that needs to be built is employee engagement (Kristanti et al., 2017). Bakker & Schaufeli (2006) say that employee engagement is characterized by passion (vigor), dedication to work (dedication), and appreciation during work (absorption), these three things result in a high sense of involvement, making employees feel positive and satisfied. In the plantation business, there is a group of employees who are specifically tasked with harvesting, called harvesters. Plantation companies implement a premium system for harvest employees with the aim of encouraging harvest employees to work

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harder, so that the resulting increase in quality and quantity will result in profits for the company (Pahlawan, Dedy and Periadi, 2021). The harvest premium system aims to motivate harvesters to increase employee job satisfaction which will then improve their work performance. Based on the description above, researchers are interested in conducting research with the title "The Influence of Leadership, Work Engagement and Tap Premium on Work Performance Mediated by Job Satisfaction of PT. Perkebunan Nusantara III Kebun Sarang Giting Employees Employees".

**2. IMPLEMENTATION METHOD**

The type of research used in this research is descriptive research with a quantitative approach. According to Sugiyono (2017), the descriptive research method is research carried out to determine the state of independent variables, either only on one variable or more (stand-alone variables or independent variables). Quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses. In this research, descriptive analysis with a quantitative approach was used to determine the influence of leadership, work engagement and tapping premiums on job satisfaction and their implications for the work performance of PT. Perkebunan Nusantara III employees at Kebun Sarang Giting Employees. the research population is PT. Perkebunan Nusantara III rubber tappers (tappers) workers in Sarang Giting Gardens totaling 229 people, sampling using the Slovin formula with a total sample of 93 tappers. The data analysis used in this research is multiple linear regression analysis, t test, and path analysis.

$$Y = \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon_1$$

$$Z = \gamma_1X_1 + \gamma_2X_2 + \gamma_3X_3 + \gamma_4Y + \epsilon_2$$

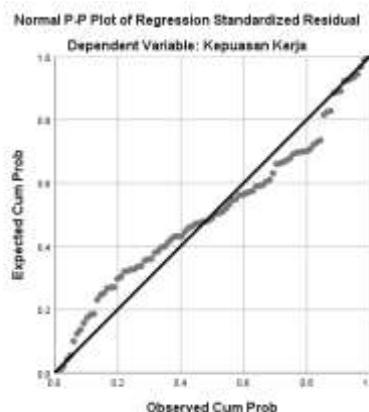
Y : Work performance  
 Z : Job satisfaction  
 X1 : Leadership  
 X2 : Work enggament  
 X3 : Tapping premium  
 $\beta_i$  : Path Regression Coefficient -1  
 $\gamma_i$  : Path Regression Coefficient -2

**3. RESULTS AND DISCUSSION**

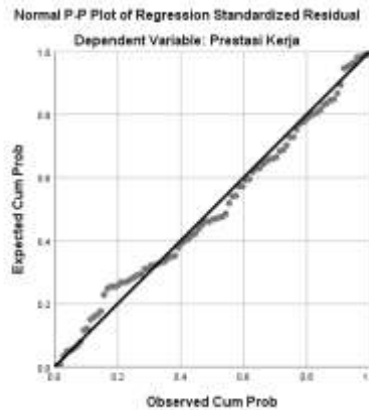
**3.1 Research result**

**3.1.1 Classic assumption test**

**3.1.1.1 Normality Test**



**Figure 1** P-P Normality Test Results Plot X against Z



**Figure 2** P-P Normality Test Results Plot X and Z against Y

Based on the results of the normality test using the Normal PP Plot Test in figure 1 and figure 2 above, it shows that the data is spread around the diagonal line and follows the direction of the diagonal line. This shows that the data is normally distributed.

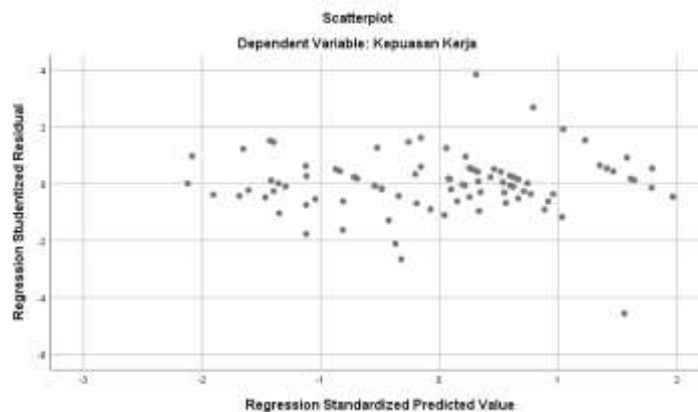
### 3.1.1.2 Multicollinearity Test

**Table 1** Multicollinearity Test Result

Model	Tolerance	Variance Inflation Faktor (VIF)	Information
X1 againts Z	0,372	2,688	Multicol Free
X2 againts Z	0,507	1,972	Multicol Free
X3 againts Z	0,421	2,375	Multicol Free
X1 againts Y	0,360	2,775	Multicol Free
X2 againts Y	0,321	3,115	Multicol Free
X3 againts Y	0,361	2,768	Multicol Free
Z againts Y	0,240	4,162	Multicol Free

Source: Processed Primary Data (2024)

### 3.1.1.3 Heteroscedasticity Test



**Figure 3** Scatterplot graph of Model X against Z

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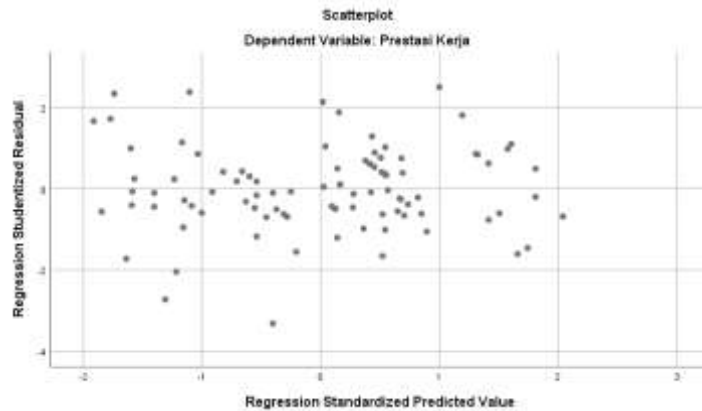


Figure 4 Scatterplot graph of Models X and Z against Y

From the results of the Heteroscedasticity Test on the Scatterplot graph presented in Figure 3 and Figure 4, it can be seen that the points are spread randomly and do not form a clear pattern and are spread both above and below zero on the Y axis. This means that heteroscedasticity does not occur. in the regression model.

3.1.1.4 Path Analysis

Referring to the output of Model I Regression (X against Z), the Adjusted R square value contained in the Model Summary table is 0.752. This shows that the contribution of X1, X2 and X3 to Z is 75.2% while the remaining 24.8% is contribution from other variables not studied. Meanwhile, the value  $e1 = \sqrt{(1-0.752)}=0.248$ . Thus, the path diagram for structure model I is obtained as follows:

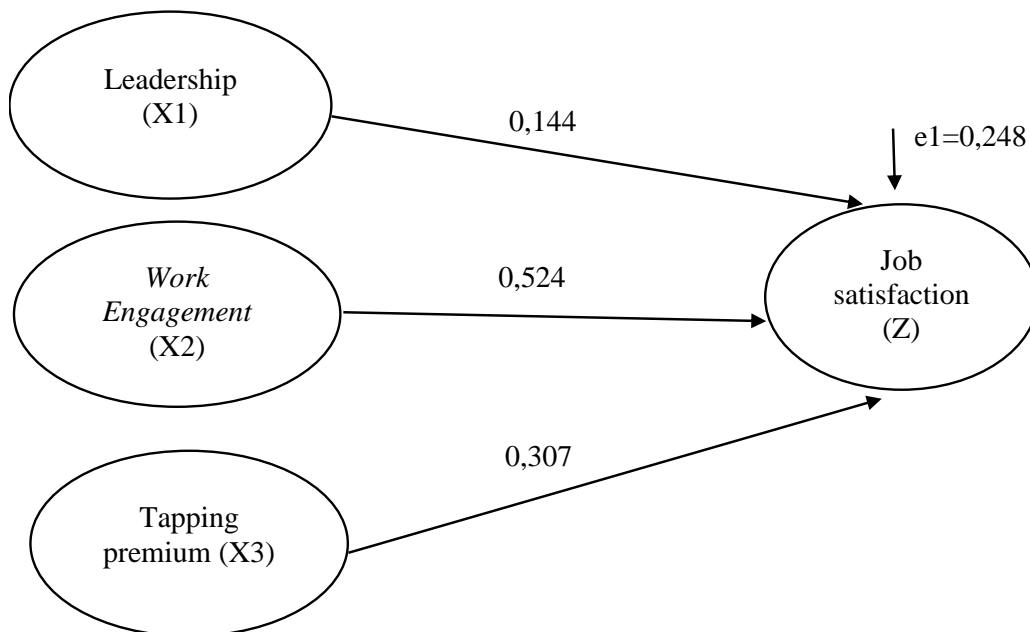
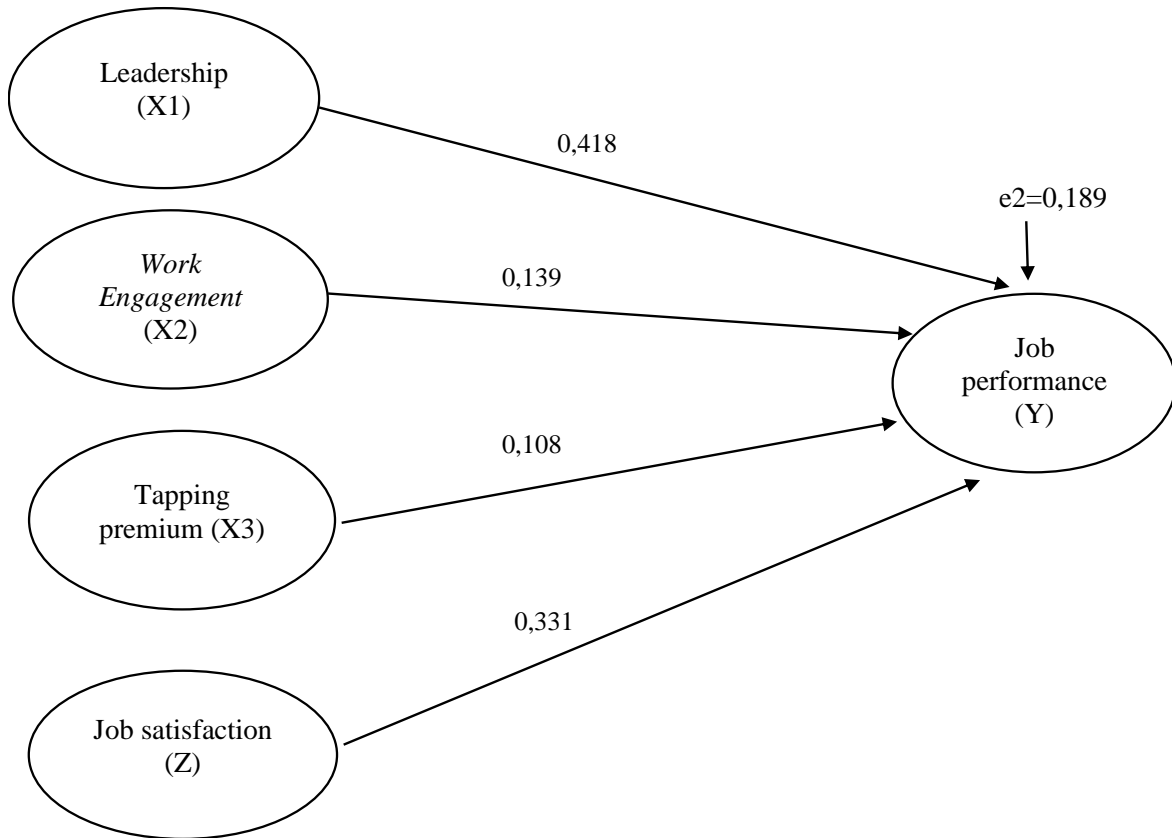


Figure 5 Model I Path Diagram

Referring to the Model II Regression output (X and Z against Y) the Adjusted R square value contained in the Model Summary table is 0.811. This shows that the contribution of X1, .9% is a contribution from other variables not studied. Meanwhile, the value of  $e^2 = \sqrt{(1-0.811)}=0.189$ . Thus, the path diagram for structure model II is obtained as follows:



**Figure 6** Model II Path Diagram

### Analysis of the Influence of X1 through Z on Y

It is known that the direct influence that X1 has on Y is 0.418. Meanwhile, the indirect effect of X1 through Z on Y is  $0.144 \times 0.331 = 0.047$ . Based on the calculation results above, it is known that the direct influence value is 0.418 and the indirect influence value is 0.047, which is smaller than the direct influence value. These results indicate that indirectly X1 through Z does not have a significant influence on Y.

### Analysis of the Influence of X2 through Z on Y

It is known that the direct influence that X2 has on Y is 0.139. Meanwhile, the indirect effect of X2 through Z on Y is  $0.524 \times 0.331 = 0.173$ . Based on the calculation results above, it is known that the direct influence value is 0.139 and the indirect influence value is 0.173, which is greater than the direct influence value. These results indicate that indirectly X2 through Z has a significant influence on Y.

### Analysis of the Influence of X3 through Z on Y

It is known that the direct influence that X3 has on Y is 0.108. Meanwhile, the indirect effect of X3 through Z on Y is  $0.307 \times 0.331 = 0.101$ . Based on the calculation results above, it is known that the direct influence value is 0.108 and the indirect influence value is 0.101, which is



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smaller than the direct influence value. These results indicate that indirectly X3 through Z does not have a significant influence on Y.

### **3.2 Discussion**

#### **3.2.1 The Influence of Leadership on the Work Performance of Kebun Sarang Giting Employees**

The results of research on the influence of leadership on the work performance of PT. Perkebunan Nusantara III Kebun Sarang Giting Employees employees show that the Leadership variable (X1) has a positive effect on Employee Work Performance (Y), or in other words, if the Leadership variable (X1) is increased by one unit, then the Performance Employee Work (Y) will increase by 0.504 assuming other variables remain constant. The Leadership variable has a significance value of  $0.000 < 0.05$ . This shows that leadership has a significant effect on work performance. The relationship pattern that occurs between superiors and subordinates can cause employees to feel happy or unhappy working in the company, which is why organizations always carry out human resource management planning to get maximum results in their work. One of the targets of human resource management in the organizational management function concerns leadership issues, a person who is appointed as a leader or who is recognized by members as someone who is worthy of leading them is a leader who is capable of running the organization (Harbelia, 2018).

The leader's ways and patterns of behavior are interpreted by the subordinates who work with him as a leadership style. The role of leadership style in an organization is an important factor that determines the success or failure of an organization, therefore every leader must be able to carry out effective leadership. An effective leader must be responsive to change, able to analyze the strengths and weaknesses of human resources and be able to create conditions that are able to satisfy employees at work so that employees are obtained who are not only able to work but are also willing to work towards achieving company goals. Leaders must be flexible in understanding all the potential possessed by individuals and the various problems faced by these individuals. By taking this approach, leaders can implement all organizational regulations and policies and delegate tasks and responsibilities appropriately. This is in line with efforts to foster organizational commitment from employees. So that leaders can later improve employee work performance.

#### **3.2.2 The Influence of Work Engagement on the Work Performance of Kebun Sarang Giting Employees Employees**

The results of research on the influence of Work Engagement on the work performance of PT. Perkebunan Nusantara III's Kebun Sarang Giting Employees employees show that Work Engagement (X2) has a positive effect on Employee Work Performance (Y), or in other words, if the Work Engagement variable (X2) is increased by one unit, then Employee Work Percentage (Y) will increase by 0.181 assuming other variables remain constant. Work Engagement has a significance value of  $0.093 > 0.05$ . This shows that Work Engagement does not have a significant effect on work performance. This means that the higher the work engagement, the higher the employee's work performance. Work engagement is a key that explains the relationship between each individual's characteristics and organizational factors on employee work performance. In research conducted by Breevaart et al., (2015) it was explained that work engagement has a positive influence on employee work performance. If subordinates can meet existing performance standards, implement regulations well, and have more effort, work engagement will increase. In line with research conducted by (Alfes et al., 2016), it is revealed that work engagement is positively related to high employee achievement. Furthermore, the research results of Chairuddin et al., (2015) also show that work engagement has a significant influence on employee performance.

### 3.2.3 The Effect of Tapping Premiums on the Work Performance of Kebun Sarang Giting Employees

The results of research on the influence of the Sadap Premium on the work performance of Sarang Giting PT. Perkebunan Nusantara III plantation employees show that the Sadap Premium variable (X3) has a positive effect on Employee Work Performance (Y), or in other words, if the Sadap Premium variable (X2) is increased by one unit, then Employee Work Percentage (Y) will increase by 0.275 assuming other variables remain constant. The Sadap premium has a significance value of  $0.163 > 0.05$ . This shows that the Sadap Premium does not have a significant effect on work performance. Incentives/premiums will influence work performance which encourages employees to work harder, so that the results of increasing quality and quantity will result in profits for the company. Nuryandini (2013), The Effect of Providing Incentives based on work performance on Employee Work Motivation in the Production Directorate, Operations Division, Final Assembly Department, PT. Indonesian Aerospace. The research results show that providing incentives on work performance does not have a positive and significant influence.

To improve employee performance so that it is always good, the company will provide work motivation to employees in the form of incentives or premiums. This is one of the most influential factors for employees because incentives are incentives given by the company to certain employees based on their work performance. Incentives are incentives given to certain employees based on work performance in the form of bonuses or allowances Hariandja (2009).

### 3.2.4 The Influence of Leadership on Job Satisfaction of Kebun Sarang Giting Employees

The results of research on the influence of leadership on Job Satisfaction of PT. Perkebunan Nusantara III's Kebun Sarang Giting Employees employees show that the Leadership variable (X1) has a positive effect on Job Satisfaction (Z), or in other words, if the Leadership variable (X1) is increased by one unit, then Job Satisfaction (Z) will increase by 0.157 assuming other variables remain constant. The Leadership variable has a significance value of  $0.094 > 0.05$ . This shows that leadership has no significant effect on job satisfaction. Good leaders always maintain the positive influence of leadership which has shown a good influence on employee job satisfaction by delegating tasks to employees without discrimination and in carrying out tasks they always coordinate with other units, or can even be improved further by improving existing policies. issued, and leaders should pay attention to other factors that also influence employee job satisfaction.

### 3.2.5 The Influence of Work Engagement on Job Satisfaction of Kebun Sarang Giting Employees

The results of research on the influence of Work Engagement on Job Satisfaction of PT. Perkebunan Nusantara III's Kebun Sarang Giting Employees employees show that the Work Engagement variable (X2) has a positive effect on Work Engagement (Z), or in other words, if the Work Engagement variable (X1) is increased by one unit, then Job Satisfaction (Z) will increase by 0.613 assuming other variables remain constant. Work Engagement has a significance value of  $0.000 < 0.05$ . This shows that Work Engagement has a significant effect on job satisfaction. Work engagement is high positive energy and mental resilience towards work, having perseverance and involvement in work, as well as being enthusiastic and proud of work so that it can produce job satisfaction. This is in accordance with research conducted by Moura, Ramos and Goalves (2014) that work engagement is related to positive energy towards work, so it tends to produce positive results such as job satisfaction. According to Yakup (2017), job satisfaction is obtained if the expectations of the job can be met. Furthermore, according to Merah (2015), the more aspects of the job that match the individual's wishes, the higher the level of satisfaction felt. It can be concluded that respondents who have high job satisfaction must have high work engagement. Therefore, the higher the work engagement, the higher the job satisfaction felt by employees. This is in accordance with research by Moura, Ramos and Jesus (2015) conducted on a sample of 152 hotel employees in Portugal. The research results showed that there was a positive and significant

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relationship between work engagement and job satisfaction, so that if work engagement is high then job satisfaction increases.

### **3.2.6 The Effect of Tapping Premiums on Job Satisfaction of Kebun Sarang Giting Employees**

The results of research on the effect of tapping premiums on Job Satisfaction of PT. Perkebunan Nusantara III's Kebun Sarang Giting Employees show that the tapping Premium variable (X3) has a positive effect on Job Satisfaction (Z), or in other words, if the tapping Premium variable (X3) is increased by one unit, then Job Satisfaction (Z) will increase by 0.701 assuming other variables remain constant. The Sadap premium has a significance value of  $0.000 < 0.05$ . This shows that the Sadap Premium has a significant effect on job satisfaction. The results of this research are in line with research conducted by Sari et al. (2020) that the premium system within the company provides satisfaction for employees. Employees who have high premiums are employees who improve their overall ability to work. The higher the premium obtained, the higher the level of achievement of harvest employees. High performance in a company is determined by the performance of its employees. If employees are motivated to do their work, employees will try to do more from within themselves without any coercion from the company which makes employees and the company both benefit so that employees are able to achieve good performance.

### **3.2.7 The Influence of Leadership on Work Performance Mediated by Employee Job Satisfaction at Sarang Giting Gardens**

The results of research on the influence of leadership on work performance mediated by job satisfaction of Sarang Giting PT. Perkebunan Nusantara III plantation employees show that the direct influence that X1 has on Y is 0.418. Meanwhile, the indirect effect of X1 through Z on Y is  $0.144 \times 0.331 = 0.047$ . Based on the calculation results above, it is known that the direct influence value is 0.418 and the indirect influence value is 0.047, which is smaller than the direct influence value. These results indicate that indirectly X1 through Z does not have a significant influence on Y.

### **3.2.8 The Effect of Work Engagement on Work Performance Mediated by Employee Job Satisfaction at Sarang Giting Gardens**

The results of research on the influence of Work Engagement on work performance mediated by job satisfaction of PT. Perkebunan Nusantara III's Kebun Sarang Giting Employees employees show that the direct influence that X2 has on Y is 0.139. Meanwhile, the indirect effect of X2 through Z on Y is  $0.524 \times 0.331 = 0.173$ . Based on the calculation results above, it is known that the direct influence value is 0.139 and the indirect influence value is 0.173, which is greater than the direct influence value. These results indicate that indirectly X2 through Z has a significant influence on Y.

### **3.2.9 The Effect of Tapping Premiums on Work Performance Mediated by Employee Job Satisfaction at Kebun Sarang Giting Employees**

The results of research on the effect of tapping premiums on work performance which is mediated by job satisfaction of PT. Perkebunan Nusantara III's Kebun Sarang Giting Employees employees show that the direct influence that X3 has on Y is 0.108. Meanwhile, the indirect effect of X3 through Z on Y is  $0.307 \times 0.331 = 0.101$ . Based on the calculation results above, it is known that the direct influence value is 0.108 and the indirect influence value is 0.101, which is smaller than the direct influence value. These results indicate that indirectly X3 through Z does not have a significant influence on Y.

### **3.2.10 The Influence of Job Satisfaction on the Work Performance of Kebun Sarang Giting Employees**



The results of research on the influence of job satisfaction on work performance at Kebun Sarang Giting Employees PT. Perkebunan Nusantara III show that the Job Satisfaction variable (Z) has a positive effect on Employee Job Performance (Y), or in other words, if the Job Satisfaction variable (Z) is increased by one unit, then Employee Work Percentage (Y) will increase by 0.368 assuming other variables remain constant. The Job Satisfaction variable has a significance value of  $0.001 < 0.05$ . This shows that job satisfaction has a significant effect on work performance. Job satisfaction influences employee work performance, the more satisfied an employee is with his work, the employee's work performance will increase, while for employees with a low level of satisfaction with their work, the resulting work performance will also be low. In principle, every company always expects its employees to work optimally in order to increase profits and help accelerate the achievement of other organizational goals. Therefore, to realize these hopes, it is appropriate if the company is also able and willing to provide encouragement that can result in employees feeling satisfied with their work. Companies need to foster job satisfaction in their employees in order to improve their work performance so that it is hoped that company goals can be achieved.

#### 4. CONCLUSION

1. There is an influence of leadership on the work performance of Kebun Sarang Giting Employees employees.
2. There is no influence of work engagement on the work performance of Kebun Sarang Giting Employees employees.
3. There is no influence of the tapping premium on the work performance of Kebun Sarang Giting Employees employees.
4. There is no influence of leadership on job satisfaction of Kebun Sarang Giting Employees employees.
5. There is an influence of work engagement on the job satisfaction of Kebun Sarang Giting Employees employees.
6. There is an influence of the tapping premium on the job satisfaction of Kebun Sarang Giting Employees employees.
7. There is no influence of leadership on work performance which is mediated by employee job satisfaction at Kebun Sarang Giting Employees.
8. There is an influence of work engagement on work performance which is mediated by employee job satisfaction at Kebun Sarang Giting Employees.
9. There is no influence of the tapping premium on work performance which is mediated by employee job satisfaction at Kebun Sarang Giting Employees.
10. There is an influence of job satisfaction on the work performance of Kebun Sarang Giting Employees employees.

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