



THE EFFECTS OF MORNING BRIEFINGS, WORK MOTIVATION, AND FOREMAN LEADERSHIP ON THE WORK PRODUCTIVITY OF PALM OIL (*Elaeis guineensis* Jacq) HARVESTERS AT PTPN IV'S KWALA SAWIT PLANTATION IN LANGKAT REGENCY

Rafael Faiven Saragih¹, Kesya Emya Regina Br Pelawi², Steven Ronaldo Sihombing³, Alvando Fransiskus Purba⁴, Muhammad Arif Nasution^{5*}

(1,2,3,4,5)Agribusiness Study Program, Faculty of Agriculture, Universitas Prima Indonesia

(⁵)Agro Sustainable Center, Universitas Prima Indonesia

Email correspondence: muhammadarifnasution@unprimdn.ac.id

ABSTRACT

*Oil palm (*Elaeis guineensis* Jacq) is a plantation commodity that contributes significantly to the Indonesian economy. In the oil palm plantation industry, harvester productivity is a crucial factor in determining the success of fresh fruit bunch (FFB) production. This productivity is influenced by various human resource factors, including discipline through the implementation of morning roll call, work motivation, and foreman leadership in the field. However, in practice, harvesters are still found to be absent or not arrive on time for the morning roll call, thus potentially affecting the level of work productivity. This study aims to identify the influence of morning roll call, work motivation, and foreman leadership on harvester work productivity. This study was conducted at PTPN IV Kwala Sawit Plantation, Langkat Regency. Sampling was carried out using a purposive sampling method, focusing on harvesters working on oil palm plantations. This study involved a sample of 80 harvest workers. Data were analyzed using a Likert scale and multiple linear regression. The findings of this study show that simultaneously the variables of morning roll call, motivation, work, and foreman leadership have a significant effect on harvester labor productivity. Partially, each of these variables was also proven to have a significant influence on the work productivity of harvesters at PTPN IV Kwala Sawit Plantation.*

Keywords: morning assembly, work motivation, foreman leadership, work productivity

INTRODUCTION

Oil palm (*Elaeis guineensis*, Jacq) is one of the most strategic plantation commodities in Indonesia due to its significant role in the national economy. One of the most important aspects of the oil palm plantation industry is labor productivity, which affects harvest quality and the quantity of fresh fruit bunches (FFB). Human factors such as discipline, motivation, and field leadership are essential for improving harvest quality and FFB quantity. As leaders of the plantation production process, harvesters play a crucial role in determining daily output success, particularly for large companies such as PT Perkebunan Nusantara IV Kebun Kwala Sawit. Maintaining fruit quality and meeting harvest targets can be achieved if harvesters operate at optimal levels.

At PTPN IV's Kwala Sawit Plantation, the morning roll call is a daily company routine held in all divisions. The morning roll call serves as a platform for conveying instructions, assigning tasks, and sharing important information from assistants, foremen, supervisors, and harvesters. However, during the morning roll call, some harvesters are

still found to be absent or late for the event. This situation raises concerns regarding the potential impact of harvesters' tardiness on that day's productivity, given that work instructions and the assignment of harvesting blocks are communicated during the morning roll call. The absence of harvesters during the morning roll call can lead to inconsistencies in the harvesting process.

Morning briefings as a corporate culture have been shown to improve the performance of oil palm harvesters, particularly through higher work motivation and better guidance from foremen, according to a study by Ambarita & Putra (2024) at Instiper, Yogyakarta. These findings indicate that morning briefings are an important tool for guiding harvesting operations to achieve business objectives—they are not merely a formality. Therefore, further research is needed on the relationship between morning briefings and harvester productivity. This will demonstrate how effectively morning briefings function as tools for incentive control and communication.

In addition to the morning roll call, workplace motivation is also an internal factor that determines harvesters' productivity. According to Maslow's and Herzberg's theories, motivation is a driving force that influences an individual's level of effort and perseverance in the workplace. Although education and distance from home do not always have a consistent effect on harvesters' productivity, research by Situmeang (2024) at the Laras Plantation of PTPN IV shows that factors such as age, length of service, and bonuses have a significant impact.

Leadership: Foremen are a critical external factor in the harvesting process in the field. A foreman's leadership style has the power to increase or decrease harvest yields because they act as direct supervisors who provide instructions and enforcing employee discipline. Nasution (2023), in his study at the PTPN IV Pabatu Plantation, found that the productivity of fresh fruit bunch (FFB) harvesting was positively and significantly influenced by the foreman's leadership style and the harvesters' level of motivation. This study supports the idea that effective leadership can create a productive workplace and boost harvesters' motivation to achieve their fundamental goals. In other words, foremen act not only as technical supervisors but also as drivers of the harvesters' work ethic.

Furthermore, a study by Tasya & Iswarini (2021) published in the *Journal of Agribusiness and Plantations* shows that harvesters' productivity is influenced by external and internal factors, including foreman leadership and working conditions, as well as internal factors such as motivation and skill set. However, foreman leadership and work motivation have a stronger influence than working conditions, which have only a minor effect. This suggests that the social and psychological components of the relationship between foremen and harvesters are more important than the physical conditions of the plantation itself. Harvesting productivity is thus shown to be highly dependent on the foreman's motivational guidance and interpersonal relationships. These findings underscore the importance of conducting research on oil palm plantation management that considers human factors in addition to technical issues.

Previous studies have consistently shown that morning briefings, motivation, and foremen's leadership have a significant impact on harvesters' performance and production. However, since these studies were conducted at various plantations or locations, it is not yet possible to accurately generalize their findings to all plantations. No study has examined how these three factors simultaneously influence the productivity of harvesters at PTPN IV's Kwala Sawit Plantation in Langkat Regency. A comprehensive investigation is needed to determine whether these three factors have a beneficial effect on harvester productivity, either partially or simultaneously, as this could fill a research

gap. It is hoped that the findings of this study will provide strategic recommendations for management to improve worker productivity at the PTPN IV Kwala Sawit Plantation in Langkat Regency. The objective is to analyze the influence of morning roll calls, work motivation, and foreman leadership on harvester productivity.

RESEARCH METHODOLOGY

The location is at the PTPN IV Kwala Sawit Plantation in Langkat Regency. This plantation focuses exclusively on a single commodity: oil palm, which is the most commonly cultivated crop in North Sumatra Province.

Both primary and secondary data were used. Primary data were collected through questionnaires and direct on-site discussions with harvesters as respondents. Secondary data were obtained from the PTPN IV Kwala Sawit Plantation office and were used to support the analysis of the primary data.

A multiple linear regression analysis method, supported by statistical tests, was used to analyze the impact of variables X1, X2, and X3 on variable Y. The regression equation used to test the research hypothesis is as follows:

$$n = \frac{N}{1 + N(d)^2}$$

Description: n = Sample Size
N = Population Size
d = 10% Precision

$$n = \frac{312}{1 + 312(0,1)^2}$$

$$n = 75,7$$

RESULTS AND DISCUSSION

Employees in the palm oil industry play a crucial role in plantation management, particularly during the harvest phase. To improve productivity and harvest quality, they must ensure that palm oil fruits are harvested efficiently and effectively.

Normality Test Table 1. Results of the Normality Test

No	Test	Sig.	Criteria
1	Kolmogorov-Smirnov	0,276	The data is normally distributed.

Source: SPSS data analysis (2026)

The p-value is 0.276, which is greater than the significance level of 0.05. Therefore, the data in this study follow a normal distribution.

Multicollinearity Test Table 2. Results of the Multicollinearity Test

No	Independent Variables	Tolerance	VIF	Criteria
1	Morning Assembly	0,275	3,637	There is no multicollinearity.
2	Work Motivation	0,269	3,714	There is no multicollinearity.
3	Leadership Foreman	0,657	1,521	There is no multicollinearity.

From the table, it can be seen that the regression model does not show signs of multicollinearity, as all tolerance values are above 0.1 and all VIF values are below 10.

Multiple Linear Regression

The results of the study examining the effects of morning apples, work motivation, and foreman leadership on the productivity of oil palm harvesters are shown in the following table.

Table 3. Results of the Multiple Linear Regression Analysis

Variable	Regression Coefficient	T-statistic	Sig.	Description
(Constant)	2,599	2,213	0,030	NS
Morning Assembly (X_1)	0,618	5,454	0,000	S
Work Motivation (X_2)	0,208	2,074	0,042	S
Leadership Foreman (X_3)	0,190	2,294	0,025	S
R^2	0,705			S
F- statistic	60,449		0,000	S

NS = Not Significant, S= Significant

$$Y = 2,599 + 0,618X_1 + 0,208X_2 + 0,190X_3$$

Coefficient of Determination

Based on the results of the model fit test using the coefficient of determination in Table 3.16, an R^2 value of 0.705 was obtained. This indicates that 70.5% of the variation in work productivity is explained by the variables of morning meetings, work motivation, and foreman leadership, while the remaining 29.5% can be explained by variables outside the research model.

F-Test (Simultaneous) Table 3. Results of the Multiple Linear Regression Test

Model	Sum Of Squares	df	Mean Square	F	Sig.
1 Regression	513,984	3	171,328	60,449	,000 ^b
Residual	215,403	76	2,834		
Total	729,387	79			

Source: SPSS data analysis results (2026)

Based on the test results, the F-value is 60.449 with a significance level of $p = 0.000$ and $p < 0.05$; therefore, it can be concluded that, collectively, the variables of morning apples, work motivation, and foreman leadership have a significant impact on worker productivity.

T-Test (Partial)

a. The Effect of an Apple in the Morning on Harvesters' Work Productivity

As can be seen in Table 6, the "morning meeting" variable has a significance level of 0.000, which is lower than the accepted threshold of 0.05. This leads to the acceptance of H1 and the rejection of the null hypothesis H0. Simply put, morning meetings have a significant impact on workplace productivity. This finding is consistent with the findings of Hasibuan (2019) and Situmorang (2021), who also found that work discipline is very important and has a direct impact on employee productivity.

b. The impact of work motivation on the productivity of harvesters

Table 3 indicates that this work motivation has a p-value of 0.042, which is also below the significance threshold of 0.05. The result is that H1 is accepted while H0 is rejected. This proves beyond a doubt that work motivation significantly affects work productivity. These findings are also consistent with a study by Maulida et al. (2019). According to Putu and Laksmiari (2019), when employees are highly motivated, it has a tangible impact on work productivity.

b. The Impact of Work Motivation on Harvesters' Productivity

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c. The Impact of Foremen's Leadership on Harvesters' Work Productivity

Table 3 indicates that the significance value for leadership is 0.025, which is below the 0.05 threshold. The result is that H1 is accepted while H0 is rejected. This means that another important factor influencing managerial trust is its impact on work productivity. Consistent with previous research, this study confirms that leadership significantly influences work and group productivity (Nasution, 2023; Novianti & Suparmono, 2021).

CONCLUSION

Based on research conducted at PTPN IV's Kwala Sawit Plantation, the three independent variables—morning meetings, work motivation, and foreman leadership—have a significant impact on the dependent variable, namely labor productivity.

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