

The Effect Of Compensation And Engagement On Employee Performance In PT. Perkebunan Nusantara

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ABSTRACT

Companies must understand the needs of the company. This is because companies must consider several things to develop their business. This study will investigate whether compensation and employee engagement have an impact on the performance of PT. Perkebunan Nusantara. Data collection using associative research and literature review. The results of the study indicate that compensation has a significant impact on employee performance, and employee engagement also has a significant impact on employee performance. This is because when employees are involved in every activity, the cooperation process will run well. So, each variable has a relationship and impact on a company.

Keywords: Compensation, Engagement, Employee Performance, PT. Perkebunan Nusantara

INTRODUCTION

PT. Perkebunan Nusantara IV is one of the largest palm oil mills in North Sumatra and plays a significant role in palm oil production in the country. PTPN IV manages around thirty palm oil plantations with an area of hundreds of thousands of hectares in North Sumatra as part of the Holding Perkebunan Nusantara. In addition to producing crude palm oil (CPO), the company continues to strive to improve efficiency and productivity by implementing the latest agricultural innovations and technologies. PTPN IV has succeeded in helping the local economy and providing raw materials for downstream industries. In addition, PTPN IV is developing various sustainable projects, including a Bio-CNG plant in Langkat that will utilize palm oil waste to reduce our dependence on fossil fuels. This effort not only increases the added value of palm oil products but also helps reduce the environmental impact of the plantation industry.

Compensation, employee engagement, competence, and company culture are some of the main factors that can affect employee performance to achieve optimal results. One important factor that can increase employee motivation and satisfaction is fair and competitive compensation. If employees feel financially appreciated, they will be more motivated to work well and remain loyal to the company. However, inadequate compensation can lower employee morale and even increase turnover. It may be for employees that the compensation or rewards they receive, including salary, bonuses, incentives, or benefits, are inadequate or not commensurate with their duties and workload. Dissatisfaction with compensation can reduce motivation and job satisfaction and increase turnover or the desire to move to another company that provides better compensation. Dissatisfaction with compensation can reduce employee work productivity and commitment, and affect overall employee performance.

According to Careza Rizky Ayuningtyas et al. (2022) and Srimulyan (2013), adequate compensation can improve employee performance. Employees can be motivated to improve performance through fair and competitive compensation. When employees feel financially valued and compensated commensurate with their work, they are more motivated to perform to the best of their ability. Businesses pay their employees with salaries, bonuses, or other rewards. This recognition can increase pride and happiness in the workplace,

which in turn can lead to improved performance. Offering adequate compensation can help companies retain productive employees. Employees who feel well-paid tend to be more loyal and stay with the company longer, thus maintaining team stability and high performance.

Employee engagement, or employee involvement, is critical to performance, in addition to compensation. When employees are truly engaged in their work, they feel more ownership, motivation, and commitment to achieving organizational goals. Employee engagement creates a sense of emotional attachment to the work and organization, which results in increased productivity and work quality. At PTPN IV Regional 1, a lack of employee involvement can lead to decreased performance and decreased desire to work.

Employee engagement at PTPN IV Regional 1 is not optimal, as indicated by a lack of enthusiasm, sense of belonging, and commitment to work and the company. This could be due to an unsupportive work environment, lack of development opportunities, or lack of recognition for employee contributions. Therefore, employees who are not engaged (involved) may work only to fulfill basic obligations without the passion to achieve better results, which hinders performance improvement. Employees who are engaged (involved) tend to work with more enthusiasm, dedication, and focus. Employees not only complete the tasks given to them but also strive to provide the best results. This improves the performance of everyone in the team and the overall productivity of the company. Workers who feel connected and involved with the goals and principles of the company tend to be more loyal. Employees are less likely to look for opportunities elsewhere. This helps the company reduce turnover rates and save costs related to recruiting and training new employees.

Employee engagement is critical to a company's long-term success in terms of performance, innovation, and customer satisfaction. Employees who are engaged with the company have a strong emotional connection and commitment to their workplace (Danirmala, 2022; Agustien & Soeling, 2020). Therefore, companies need to create a work environment that supports employee engagement and supports all parties involved. In addition, competence is an important component that influences employee performance. Competence includes the abilities, skills, and knowledge possessed by employees to do their jobs well. Those who have the ability will be more productive and efficient in their work, which will help the company achieve its goals and targets. The challenge for PTPN IV Regional 1 is to improve employees' ability to adapt to technological developments and digitalization in company operations.

One of the competency issues that may reduce employee performance at PTPN IV Regional 1 is as follows: Employees who do not have adequate technical knowledge or skills in their field will have difficulty carrying out their duties. This can lead to a decrease in the quality and quantity of products produced. Not all employees understand or follow the standard operating procedures (SOPs) that have been set by the company. Overall operational performance can be affected by ignorance or inability to carry out standard operating procedures (SOPs) properly. Employees who have management responsibilities, but lack team management or leadership, can hinder team productivity. Making the right decisions or managing conflict can reduce work morale. PTN IV is engaged in plantations and often uses technology in the production process, workers who are not skilled in using the latest technology tools or systems can cause delays or errors in the production process.

In addition to the above things that can improve company productivity and employee performance, the application of digitalization in business administration also allows companies to save more money, be more accurate, and make faster and more data-based decisions. With the use of digital technology, PTPN IV employees can produce better and more measurable results. The digital performance appraisal system can provide employees with direct feedback, helping them understand and improve their performance to

achieve goals. This is important because plantation companies like PTPN IV need continuous improvement in efficiency and productivity in the global palm oil market.

In addition to improving employee performance, it helps companies become more competitive and responsive to market changes. Digitalization has become one of the ways that many businesses use to improve the efficiency and effectiveness of their operations along with technological advances. Digitalization at PTPN IV Regional 1 is expected to increase employee productivity by making information more accessible, speeding up work processes, and reducing the possibility of manual errors. However, digitalization requires employee adjustment and adaptation and full support from company leaders.

The implementation of digitalization in the PTPN IV Regional 1 environment which has not been maximized until now is caused by several factors, the company does not have a stable internet network or adequate hardware and software, and the digitalization process will be hampered. Weak infrastructure can also cause disruptions in daily operations, reduce efficiency, and hinder the adoption of new technologies. In addition, the company has not provided sufficient training or development programs to employees. The inability to utilize technology will slow down the adoption of digitalization and can even cause resistance to change. There is still a tendency to resist change, especially if the change is related to technology. Employees or managers who are accustomed to manual or traditional ways of working may feel anxious or uncomfortable with new technology. This resistance can hinder the implementation of digitalization because the work culture does not support innovation.

In addition to compensation, employee engagement is an important aspect that determines employee loyalty and motivation. Leaders who can interact with and support their employees will create a conducive environment so that employees feel involved and have an emotional bond with the company. This employee engagement not only increases productivity but also the quality of relationships between employees. In the context of PTPN IV, which has operations in various regions, employee engagement is very important to ensure coordination and cooperation between dispersed teams.

In PTPN IV, especially in Region 1, leadership issues can affect the ability to handle issues related to compensation, employee engagement, competency, and organizational culture. Unclear or infrequent communication can leave employees confused about compensation policies and organizational goals. Good leadership is also important in mediating how compensation, employee engagement, competency, and organizational culture affect employee performance. Strong leadership is needed in PTPN IV Region 1 to face challenges such as adapting to digitalization, improving employee capabilities, and building a positive organizational culture. Strong leaders will help employees achieve their full potential.

Based on the description above, this study is important to be conducted to understand more deeply how compensation, employee engagement, competence, and organizational culture affect employee performance at PTPN IV Regional 1, as well as the role of digitalization and leadership as mediators in the relationship. The results of this study are expected to provide strategic recommendations for PTPN IV management in improving employee performance, creating a conducive work environment, and optimizing the implementation of digitalization and leadership to achieve organizational goals. Based on the emerging phenomena and previous research that the researcher has described, the researcher is interested in testing the extent to which Compensation and Engagement influence Employee Performance at PTPN IV Regional 1.

LITERATURE REVIEW

Compensation

One of the important parts of HR management is compensation. The issue of compensation and various related aspects such as benefits are related because compensation is one of the most sensitive elements in the employment relationship. Many businesses do not understand the compensation system. According to Edgar H. Schein (2010), the compensation system facilitates the achievement of company goals and strengthens its main principles. The compensation program serves as a reward for the organization's efforts to retain human resources. Very important for employees and employers, compensation helps them work better and maximize their abilities. This is because compensation shows the social status of employees as well. The standard of living is greatly influenced by the level of income (Li et al., 2024; Malhotra et al., 2024).

Personnel policies are closely related to determining employee compensation. The highest or lowest level of compensation is highly dependent on the level of education, position, and amount of time spent working. Employee performance is also greatly influenced by the compensation given to them. If the company sets a wage level that does not consider the source of normal life, employees will be more motivated to work. This is because not meeting the basic needs of employees and their families greatly affects their work motivation.

People who work also want to earn money to meet their living needs. Thus, an employee begins to appreciate their hard work and show more loyalty to the organization. To recognize their achievements, companies provide compensation to employees. To increase productivity, employees can be given compensation that encourages them to work harder. Providing compensation is one way to improve employee performance. If compensation is given properly, employees will be more satisfied and will be more motivated to achieve their goals. For employees, compensation is very important because the amount of compensation given will show value to them, their families, and society (Akomoledé & Lasisi, 2025).

According to Rowley and Jackson (2010), compensation can be defined as a form of compensation given to employees as an appreciation for their work and contribution to the organization. Rewards can be indirect or direct, and compensation can be in the form of money. Compensation, according to Steen et al. (2019), includes all types of financial returns and benefits received by an employee as part of the employment relationship. In addition, "compensation is one of the important functions in human resource management (HRM)" (Rivai & Sagala, 2013).

Based on the understanding above, it can be concluded that compensation is an important management function and must be carried out by the organization to repay the services provided by its employees based on their contribution and performance to the company. Compensation between employees is often different, both in terms of the amount of compensation given and the components of compensation given. The type of compensation given is usually the same or almost the same.

Employee Engagement

Employee engagement was first proposed by a group of researchers (Presbitero et al., 2024). Employees claim that employee collaboration can predict increased employee performance, profitability, employee retention, customer satisfaction, and organizational success (Sarah Cook, 2008). According to Albrecht (2010), the term "engage" has many different meanings, and many researchers have different definitions of "Employee Engagement". If someone cares deeply about what they do and is committed to doing it as well as possible, they will be more motivated to act rather than just stay silent. Organizational members' barriers to employee work are when employees work and express themselves physically, cognitively, and emotionally (Shantz et al., 2013).

The description of Employee engagement or employee engagement is the same, but the term work Employee Engagement is more specific (Schaufeli & Bakker, 2010). While employee engagement refers to the relationship between employees and the organization, work Employee Engagement refers to the relationship between employees and their work.

Thomas in Henrand (2009) gives a different definition of Employee engagement, which describes it as a two-way relationship between employees and organizations in which both parties recognize each other's needs and work together to fulfill them. According to C. Robbins (2012), employee happiness is defined as individual involvement in work and satisfaction with the work they do. In their study, Shi et al. (2024) define employee Engagement Employee as a condition in which a person is expected to have organizational goals, commitment, enthusiasm, and focus on effort. In addition, according to Başar (2024), Employee engagement is a strong emotional and intellectual relationship that an employee has with an organization, job, manager, or co-worker, which influences their efforts to continue to strive in their work.

Employee Performance

Company performance is measured as the achievement of predetermined goals. Performance is the result of employees' work in their jobs quantitatively and qualitatively, and as a result of termination of employment under labor standards (Shantz et al., 2013). Employee performance is the result that can be achieved by a person or group of people in an organization who have the responsibility to achieve organizational goals legally, not illegally, and under morals and ethics (Patrick M. Lencioni, 2010). Another opinion says that employee performance is the result that can be achieved by an employee in completing their work tasks following the responsibilities given to them by the company (Anwar Prabu Mangkunegara, 2017).

Performance is defined as the level of achievement of results while carrying out certain tasks (Nurjaya, 2021). The level of achievement of results to realize company goals is called company performance (Agessi, 2020). Performance is the result of a person's or group's job function in an organization during a certain period, which reflects how well they meet the job requirements to achieve organizational goals. According to Lilyana et al. (2021), performance is the result of work that has been achieved by completing tasks and responsibilities that have been given within a certain period. According to Permana et al. (2019), performance is defined as the level of achievement of the implementation of program activities or policies in realizing the goals, objectives, vision, and mission of the organization, which are stated in the organization's strategic planning. Prasetyo et al. (2021) state that performance is the result achieved by a person according to the applicable measures for the job in question. (Arisanti et al., 2019) state that performance is the willingness of a person or group to carry out activities and perfect them according to their responsibilities with the expected results.

According to the above opinion, performance can be defined as the willingness of a person or group of people to carry out activities and perfect them according to their responsibilities with the expected results, or performance can be defined as the results of work that can be achieved by a person or group of people in an organization legally, not violating the law, and not aimed at achieving organizational goals. Employee performance is considered a dependent variable by several researchers. Several independent variables, such as leadership, organizational culture, compensation, commitment, and competence, greatly affect employee performance.

RESEARCH METHOD

This type of research falls into the category of associative or causal research, and they also use literature reviews. Researchers will find and analyze how changes in one variable can affect other variables in this

study. They will also analyze how strong the relationship is between the two. This research will be conducted at PTPN IV Regional 1, a State-Owned Enterprise (BUMN) that is responsible for managing, processing, and marketing plantation products. In the context of the study, this population may consist of PTPN IV Regional 1 workers. The Slovin formula is used to calculate the number of research samples. As a result, the number of samples in this study is 391 employees from 3 employee groups at PTPN IV Regional 1.

Parameters and Operational Variables

In more detail, the operationalization of variables to answer the problem identification can be seen in Table 1 below:

Table. Operational Definition of Variables

Variables	Variable Definition	Variable Indicator	Scale
Employee Performance (Y)	The results of a person's or group's job function in an organization over a certain period reflect how well the person or group fulfills the requirements of a job to achieve organizational goals.	1. Quality of work 2. Communication 3. Promptness 4. Capability 5. Initiative	Likert
Compensation (X1)	Form of reciprocity given to employees As a form of appreciation for employee contributions and work to the organization. The compensation can be direct or indirect financial, and the award can also be indirect.	Normative compensation (Salary, Wages, THR) Policy Compensation (professional allowance, meal allowance, transportation allowance, bonus, leave money, production services, and vacation)	Likert
Engagement (X2)	The relationship between employees and work, while employee engagement refers to the relationship between employees in an organization.	<i>Vigor</i> <i>Dedication</i> <i>Absorption</i>	Likert

Data Collection and Retrieval Procedure

Primary and secondary data were sought, collected, and recorded during the data collection process. The questionnaire method was used to collect data. In this study, a Likert scale of gradation was used to measure the lowest to the highest level.

Validity and Reliability

Validity testing usually aims to ensure whether the question items used can measure the values to be measured. Validity has various concepts, and this study uses multiple validity, which is used in many

economic studies. Therefore, structural equation modeling (SEM) is a combination of factor analysis and multiple regression analysis. To evaluate the reliability and validity of the model, a model fit test is carried out.

Data Analysis Method

To analyze the data of this study, a quantitative descriptive approach will be used. This will start with data collection, interpretation, and presentation of the results. Then, general theories will be used to deduce the data and draw conclusions. After that, the conclusions will be explained descriptively because the results will encourage to description of such data. This study uses PLS-SEM, or partial least square structural equation model, to analyze the data. The purpose of this statistical analysis is to conduct path analysis with latent variables. According to Juliandi (2018), this method is often referred to as second-generation multivariate analysis. Structural equation analysis (SEM) is based on variance that can examine the measurement model as well as the structural model.

To make predictions, PLS (Partial Least Square) is used. One of the purposes of making such predictions is to predict the relationship between constructs. It also helps researchers and their research in obtaining the values of the latent variables that are intended to make predictions. Latent variables are linear aggregates of their components. How the inner model, which is a structural model that connects the latent variables, and the outer model, which is a measurement model, are defined, determines the weight estimates for creating the latent variable score components. The result is a reduction in the residual variation of the dependent variable, which consists of indicators and two latent variables. Because it is not based on many assumptions and the data does not need to be multivariate normal distributed, PLS is an effective analysis technique. For this model, indicators with categorical, ordinal, or interval scales can be used in the same model. Testing of the structural model in PLS is done with the help of Smart PLS software version 3 for Windows.

RESULT AND DISCUSSION

The Effect of Compensation on Employee Performance

Compensation is a reward or reward received by workers in response to their hard work and achievements for the company (Robbins & Judge, 2023). Competitive compensation includes salary, benefits, bonuses, and other incentives. Providing fair and adequate compensation is one of the main factors that encourage workers to be more productive and achieve their best performance levels (Hasibuan, 2022). Adequate compensation can be a powerful source of motivation for employees, according to Herzberg's motivation theory, because compensation is considered a "maintenance factor" that affects job satisfaction. If employees feel they are being compensated appropriately, they tend to be more satisfied and motivated to perform better. Conversely, inadequate compensation can lead to dissatisfaction, decrease motivation, or even encourage employees to look elsewhere.

Competitive costs help companies retain good employees. Employees who feel valued through fair compensation tend to be more loyal and are less likely to be lured away by other companies. Reducing turnover rates and retaining high-quality employees is essential, as it increases productivity and team stability. Since compensation can increase employee job satisfaction and loyalty, employee performance is greatly influenced by compensation (Mangkunegara, 2023). In addition, fair compensation creates a sense of equality in the workplace, which is essential for maintaining a positive and collaborative work environment (Handoko, 2023).

Previous studies have shown that compensation acts as a factor that motivates employees to be more enthusiastic and better in their performance at work. Employees who receive appropriate compensation will feel cared for by the company and are more enthusiastic about completing tasks (Dwianto et al., 2019; Arifuddin, 2019; Pitri, 2017). On the other hand, employees who receive inadequate compensation may feel unmotivated, which can negatively impact their performance and productivity (Wijaya, 2023).

H1: Compensation has a positive effect on employee performance at PTPN IV Regional 1.

The Influence of Employee Engagement on Employee Performance

Human resource management has noticed the influence of employee engagement on employee performance, especially in terms of increasing productivity and retaining a quality workforce (Bai, 2021). Employee engagement, also known as employee involvement, refers to the extent to which employees are emotionally involved, committed, and motivated in their work. The main components of employee engagement include persistence, commitment, and absorption, which significantly affect performance (Evans & Mckee, 2010).

In daily tasks, employees who have vigor (high work spirit) show high enthusiasm and energy. Because employees have greater enthusiasm to complete tasks even in difficult situations, they tend to be more productive and effective (Bakar, 2018). This enthusiasm increases the quantity and quality of work output, improving employee performance (J. Lee et al., 2024). In addition, employees who are dedicated to their work show a high sense of pride and commitment to what they have to do. Even when there are challenges, employees often try harder to achieve the company's goals and targets. According to Arnold B. Bakker (2011), this dedication improves performance because it motivates employees to do their best work. Dedicated employees also tend to be very loyal, while having lower absenteeism and turnover rates (Hendrik, 2021).

Employees who are “immersed” (fully engaged and focused on their work) tend to be more productive because they can complete tasks efficiently without distractions. Employees who are “immersed” usually achieve optimal results because they are truly interested and concentrated on their work (Beer et al., 2016). An “immersive” work experience improves performance and increases employee satisfaction (Leiter & Maslach, 2023). Employees who are emotionally engaged tend to do more work and are more loyal to their company. Therefore, businesses that support Employee Engagement can improve employee performance and become more competitive by increasing productivity and quality of work results ((Joushan et al., 2015; Rohana Manalu et al., 2021; Ramadhan & Sembiring, 2017).

H 2: Employee engagement has a significant effect on employee performance.

CONCLUSION

According to the results of the analysis and research findings, it is concluded that compensation has a significant impact and influence on employee performance. This is because providing additional salary will make employees more enthusiastic in carrying out their duties. Likewise, Employee engagement has a significant influence and can have an impact on employee performance. This is because, with Employee engagement employees in every activity, the cooperation process will run well. So it can be said that all variables are related and have an influence on a company.

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