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The Effect Of External Adaptation, Internal Integration And Basic Assumptions On Company Performance Of Palm Oil Companies In Indonesia

Mohd. Nawi Purba[1], Mohd. Azwardi MD Isa[2]
[1,2,] Universiti Utara Malaysia
Corresponding email: azwardi@uum.edu.my

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ABSTRACT

Purpose – This research aims to analyze and test the influence of the role of organizational culture in predicting work performance on the company performance of palm oil companies in Indonesia. **Methodology/approach –** The type of research used is field research with a quantitative approach. totaling 103 people using purposive sampling techniques, so the number of samples studied was 100 respondents. The data analysis technique used descriptive analysis and verification analysis with Partial Least Square (PLS) approach using Smart PLS software. **Findings –** The research results show that external adaptation gives a positive and significant impression on work performance, external adaptation gives a positive and significant impression on company performance, internal integration does not give a positive and significant impression on work performance, internal integration does not give a positive and significant impression on company performance, basic assumption give a positive and significant impression on the Work performance, basic assumption do not give a positive and insignificant impression on the Company

INTRODUCTION

Papers should be submitted in English as doc or pdf file attachments. Each paper should be single-spaced with wide margins, on one side only of the paper, preferably of A4 size, with pages in numbered sequence. The font used for the main body should be 12 pt Calibri and for the bodynotes 10 pt Times New Roman or the closest font available. Footnotes should be numbered consecutively and placed within the text. Please leave one line empty before and after every section.

The success of the development of oil palm plantations in Indonesia has become a supporter of the country's economic development. The area of palm oil plantations in Indonesia spread over 22 regions each until 2007 reached 7 million hectares, and in 2016 reached 11.67 million hectares. With the composition of the people's oil palm plantations of 4.76 million hectares, private palm oil plantations of 6.15 million hectares and government plantations of 756 thousand hectares. This is based on data from the Ministry of Agriculture Chief 2017. In the last ten years, the average oil palm plantation area has increased by 5.9 percent (Mundi, 2017).

Through good human resource management it is expected to produce palm oil optimally. Palm oil is a fundamental part of Indonesia's economy. Head of Bappenas Bambang Brodjonegoro stated that the palm oil industry plays an important role in improving the well-being of the people. Because, this palm oil industry can absorb 16.2 million people with a breakdown of 4.2 million direct labor and 12 million indirect labor (Anggraeni, 2018).

Palm oil production in Indonesia is still low. The average production of fresh fruit bunches (TBS) is only 3-4 tons per hectare. With good management, palm oil TBS production can reach 8 tons per hectare (Henson, 1990). To date, the low production of palm oil in Indonesia can be attributed to various factors including the low quality of human resources and the organizational culture of palm oil plantation companies. Therefore, this study examines the relationship between organizational culture and individual work performance through employee competencies in palm oil companies in Indonesia.

Palm oil companies need productivity. Palm oil plantation companies to achieve good productivity must be supported by reliable and skilled personnel. In skills and management that is a competent authority, especially in plantation institutions that have been adjusted as required in the Regulation of the Minister of Manpower and Transmigration number 21 of 2007 and the Regulation of the President of the Republic of Indonesia number 31 of 2006.

The performance of companies, particularly in highly competitive industries such as palm oil production, is influenced by various internal and external factors. In Indonesia, one of the world's largest palm oil producers, companies face dynamic challenges that affect their operational efficiency and overall performance. Among these factors, external adaptation, internal integration, and underlying organizational assumptions play critical roles in shaping company outcomes. External adaptation refers to how organizations adjust and respond to environmental changes, market demands, regulations, and external pressures. In the palm oil industry, companies must navigate fluctuating global prices, evolving sustainability standards, and increasing environmental scrutiny. Success in external adaptation enables companies to maintain competitiveness and align with broader industry trends.

Internal integration focuses on the cohesion within the organization—how effectively a company's internal systems, processes, and culture operate. For palm oil companies, seamless coordination across departments, effective communication, and unified goals are essential to ensuring operational efficiency, improving productivity, and fostering a strong organizational culture. Lastly, basic assumptions represent the fundamental beliefs and values that guide decision-making and behavior within the company. These assumptions shape the organization's approach to business operations, corporate strategy, and stakeholder engagement, deeply influencing long-term performance. This study examines the impact of these three critical elements—external adaptation, internal integration, and basic assumptions—on the performance of palm oil companies in Indonesia. By understanding these factors, the research aims to provide insights into how companies can improve their strategic alignment, operational effectiveness, and overall success in a highly competitive and rapidly evolving industry.

LITERATURE REVIEW

The performance of companies in competitive industries like palm oil production is shaped by various internal and external factors. In Indonesia, the largest palm oil producer globally, firms face unique challenges that impact their overall effectiveness and competitiveness. Understanding how these companies navigate external adaptation, internal integration, and basic organizational assumptions provides valuable insight into their operational and strategic success.

Internal Integration

Internal integration refers to the harmony and cohesion within an organization's structure and culture (Schein, 1992). In highly competitive industries, efficient internal integration enhances operational performance by ensuring that all departments work cohesively toward common goals. According to Kotter (1996), strong internal integration allows companies to respond more flexibly to external challenges by fostering effective communication, collaboration, and shared objectives.

In the context of palm oil companies, internal integration is essential for streamlining operations, reducing costs, and increasing productivity (Cragg & Spurgeon, 2007). Companies that lack internal cohesion often struggle with inefficiencies, misaligned goals, and poor decision-making, all of which can undermine performance. A well-integrated organization, on the other hand, is better positioned to implement strategic initiatives, maintain smooth operations, and adapt to changing external conditions (Lawrence & Lorsch, 1967).

Basic Assumptions

Basic assumptions are the underlying beliefs and values that shape organizational behavior and decision-making (Schein, 1985). These assumptions are often ingrained in the organizational culture and influence how a company responds to both internal and external challenges. In competitive industries, the alignment of basic assumptions with market demands and organizational goals is essential for long-term success. In the palm oil sector, assumptions about growth, sustainability, and stakeholder relations play a pivotal role in shaping business strategies (Vermeulen & Goad, 2006). Companies with a strong commitment to ethical and sustainable practices are likely to perform better in the long run due to their ability to build positive relationships with stakeholders, including governments, non-governmental organizations (NGOs), and consumers. Basic assumptions about environmental responsibility and community engagement have become increasingly important as palm oil companies face greater scrutiny from global markets and regulators (Lee et al., 2016).

Company Performance

Performance is expressed as a responsibility or activity that has added value to the work done by an individual (Hiltrop & Despres, 1994). Evaluating the company's work performance is an important task for leaders of corporate organizations. Periodic performance evaluation allows the leaders of the company's organization to know the current position of the company compared to the targets that have been set. This work performance can also be compared with the acquisition of competitors and the average results of most of the same industry. The achievement of the company's work is at the level of achieving the goals or objectives that the company must achieve within a certain period of time (Simanjuntak, 2005).

Organizational Culture

Managerial performance is linked to many factors within the company, including organizational culture and the ability of managers. Improving the work performance of employees is closely related to how employees are motivated, how supervision is done, and how to develop an effective work culture and how to create a comfortable and conducive work environment and atmosphere, so that managers can and work optimally to support the achievement of the company's objectives (Hidayat, & Taufiq, 2012).

External Adaption

External adaptation refers to how well organizations adjust to and respond to changes in their external environment. This includes factors such as market dynamics, regulatory shifts, and environmental pressures (Daft, 2012). The ability of a company to adapt is critical in industries like palm oil, where global prices, trade policies, and sustainability demands constantly fluctuate. Companies that successfully adapt to these external forces can maintain their competitive advantage and market relevance (Hillman & Keim, 2001).

In the palm oil industry, external pressures from environmental organizations and consumers advocating for sustainable practices have become a significant concern (Pacheco et al., 2017). As global attention on deforestation and environmental degradation has intensified, palm oil producers face the need to adopt sustainable farming practices and adhere to international certification standards, such as the Roundtable on Sustainable Palm Oil (RSPO) (Schouten & Glasbergen, 2011). Failure to adapt to

these external pressures could lead to reputational damage, loss of market access, and financial penalties, affecting company performance.

The concept of adaptability has received significant attention in the research literature. Adaptability refers to characteristics in developing the environment (Pinder et al,, 2017). Adaptive individuals anticipate problems and develop alternative solutions for various possibilities in assessing and responding to a changing environment (Boylan & Turner, 2017).
The literature highlights the importance of external adaptation, internal integration, and basic organizational assumptions in shaping company performance in the palm oil industry. Effective external adaptation allows companies to respond to market dynamics and regulatory pressures, while internal integration ensures operational cohesion and efficiency. Furthermore, basic assumptions influence strategic decision-making and stakeholder relations, which are essential for long-term success. By examining these factors, this study aims to provide insights into how Indonesian palm oil companies can enhance their performance in a rapidly evolving and competitive global market.

Conceptual Framework

The framework of this study is conceptualized as below:

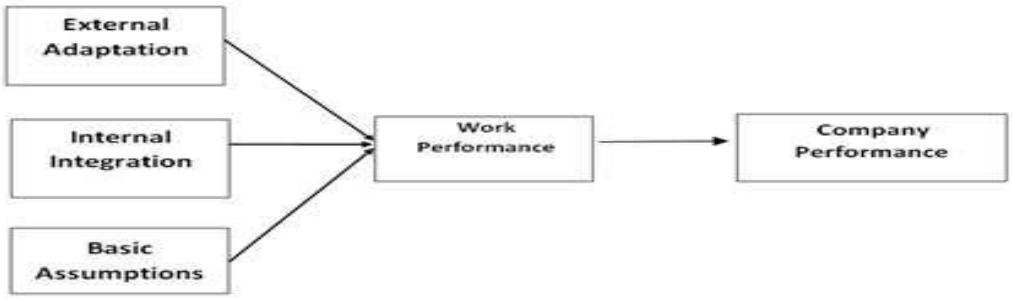

Figure 1. Conceptual Framework

METHOD

Observations are conducted where they are recorded in the form of a questionnaire, and choose a research design that corresponds to an adequate sample size. Analyze the data with the right method and generate a final report that contains important details about this study. The sample used in this research is 100 Managers. The unit of analysis is important for research to have a clear understanding of the analysis used in the research (Bhattacherjee, 2012; Yin, 2014). The unit of analysis describes the information and characteristics of a specific group of individuals, individuals or the entire organization (Kenny, 1996; Moorhead et,al., 2013). The most typical study sample size refers to the number of elements collected. However, sample size can be defined in various ways. The final sample size may be much smaller than the selected sample size if there are no responses, cancellations or both.

Table 1. Company Sample

No	Information	Amounth
1	Oil Palm Plantation Private Company	103

2	The address of the Palm Oil Company is not clear	0
3	Palm oil companies that cannot be contacted	2
4	Palm Oil Companies that are not willing to participate	1
Number of sample companies		100

Data analysis was performed using the Partial Least Square (PLS) method. PLS is a multivariate statistical technique that compares dependent and independent variables. PLS is one of the SEM-based statistical methods designed to solve multiple regression equations.

RESULT AND DISCUSSION

Schematic of the Partial Least Square (PLS) Model

In this study, the method used is Partial Least Square (PLS). The reason for using this method is to explain whether or not there is a relationship between hidden variables. Then test the theory-based modeling based on expert opinion and the results of studies. Based on the results of theory and previous result, the variables tested consist of independent variables, namely: External Adaptation (X1), Internal Integration (X2), Basic Assumptions (X3). The mediating variabels is Work Performance (Z1) After determining each validator of the theory and independent study, the investigator has provided data from field observations and the collection of probing questions.

Model Evaluation

Convergent Validity

Here is the outer loading of each pointer in the search modifier:

Table 2. *Outer loading*

	X1	X2	X3	Z1	Y
X1.1	0.846				
X1.2	0.808				
X1.3	0.827				
X1.4	0.864				
X1.5	0.819				
X1.6	0.754				
X1.7	0.824				
X1.8	0.800				
X2.1			0.753		
X2.2			0.812		
X2.3			0.861		
X2.4			0.821		
X2.5			0.809		
X2.6			0.826		
X3.1		0.86			

X3.2	0.84		
X3.3	0.80		
X3.4	0.80		
X3.5	0.85		
X3.6	0.78		
X3.7	0.81		
X3.8	0.89		
Y1.1			0.746
Y1.2			0.741
Y1.3			0.748
Y1.4			0.779
Y1.5			0.737
Y1.6			0.811
Y1.7			0.801
Y1.8			0.837
Z1.1		0.898	
Z1.2		0.858	
Z1.3		0.895	
Z1.4		0.850	
Z1.5		0.873	

Based on Table 2, it is known that each study enabling indicator has a value of outer loading > 0.7. The results of outer loading show that there are no variable indicators whose outer loading value is below 0.6.

Discriminat Validitiy

The pointer is stated to meet discriminant validity if the indicator's cross loading value in the modifier is the largest compared to the other modifiers. The cross loading value of each pointer is as follows:

Table 3 *Cross Loading*

	X1	**X2**	**X3**	**Z1**	**Y1**
X1.1	0.846	0.575	0.526	0.458	0.362
X1.2	0.808	0.524	0.513	0.412	0.295
X1.3	0.827	0.483	0.469	0.479	0.172
X1.4	0.864	0.586	0.467	0.535	0.272
X1.5	0.819	0.532	0.492	0.378	0.270
X1.6	0.754	0.573	0.471	0.508	0.317
X1.7	0.824	0.562	0.498	0.481	0.363
X1.8	0.800	0.532	0.469	0.391	0.317
X2.1	0.551	0.504	0.367	0.753	0.321
X2.2	0.393	0.455	0.275	0.812	0.345
X2.3	0.499	0.624	0.429	0.861	0.467
X2.4	0.445	0.469	0.176	0.821	0.214
X2.5	0.407	0.492	0.329	0.809	0.286
X2.6	0.405	0.456	0.304	0.826	0.289
X3.1	0.609	0.862	0.644	0.519	0.455
X3.2	0.561	0.848	0.566	0.581	0.431
X3.3	0.453	0.800	0.548	0.507	0.424
X3.4	0.587	0.809	0.540	0.540	0.404
X3.5	0.598	0.856	0.575	0.559	0.473
X3.6	0.510	0.786	0.452	0.476	0.339

X3.7	0.545	0.812	0.528	0.500	0.403
X3.8	0.593	0.893	0.610	0.498	0.539
Y1.1	0.371	0.497	0.683	0.321	0.746
Y1.2	0.215	0.368	0.513	0.274	0.741
Y1.3	0.193	0.351	0.473	0.301	0.748
Y1.4	0.267	0.358	0.527	0.286	0.779
Y1.5	0.330	0.431	0.533	0.304	0.737
Y1.6	0.378	0.443	0.561	0.429	0.811
Y1.7	0.283	0.445	0.554	0.351	0.801
Y1.8	0.216	0.335	0.498	0.266	0.837
Z1.1	0.578	0.643	0.646	0.384	0.553
Z1.2	0.537	0.548	0.555	0.382	0.589
Z1.3	0.564	0.571	0.568	0.370	0.468
Z1.4	0.652	0.567	0.650	0.411	0.451
Z1.5	0.489	0.526	0.603	0.450	0.528

Based on Table 3, it can be seen that each indicator in the study modifier has the largest crossload value in the modifier it forms compared to the cross loading value in the other modifiers. Based on the decisions obtained, it can be stated that the indicators used in this study have good discriminatory validity in preparing their respective modifiers. In addition to paying attention to the cross loading value, the validity of discrimination can also be known through another method, namely by looking at the average extracted variant (AVE) for each indicator.

Table 4. *Average Variant Extracted* (AVE)

	Cronbach's Alpha	**rho_A**	**Composite Reliability**	**Average Variance Extracted (AVE)**
External Adaptation	0.929	0.932	0.942	0.670
Basic Assumptions	0.937	0.942	0.948	0.695
Internal Integration	0.899	0.921	0.922	0.663
Work Performance	0.923	0.925	0.942	0.765
Company Performance	0.905	0.907	0.923	0.602

Based on Based on Table 4 it is known that the AVE value for the variables External Adaptation (X1), Internal Integration (X2) and Basic Assumptions (X3), Work Performance Z1) and Company Performance, (Y) > 0.5. Therefore it can be stated that each variable has good discriminant validity.

Model Goodness Test (Goodness Of Fit)

Table of 5. Goodness Of Fit

	R Square	
	0.506	
Prestasi Kerja	0.570	0.532

Syarikat

Based on Table 5 it can be seen that the Adjusted R-Square value for the Work Performance (Z1) is 0.490. Obtaining this value explains that a large percentage of Work Performance (Z1) can be explained by External Adaptation (X1), Internal Integration (X2) and Basic Assumptions (X3) by 49%, Then for the Adjusted R-Square value obtained by the variable Company Performance (Y) of 0.532. this value explains that the Company Performance (Y) can be explained by External Adaptation (X1), Internal Integration (X2), Basic Assumptions, (X3) 53.2%.

Hypothesis Testing

Based on the data processing that has been carried out, the results can be used to answer the hypotheses in this study. Testing the hypothesis in this study can be done by looking at the T statistic and the P value. The hypothesis of this study can be said to be accepted if the P value <0.05. The results of the hypothesis testing obtained in this study are through the inner mode.

Test the Direct Effect Hypothesis

Table 6. T-statistic

Hypothesis	Original Sample (O)	ample Mean (M)	Standard Deviation (STDEV)	T StEV|)	P Values
X_1-> Z_1	0.378	0.378	0.116	3.249	0.002
X_1-> Y	-0.277	-0.257	0.106	2.617	0.010
X_3-> Z_1	0.407	0.402	0.129	3.156	0.002
X_3 -> Y	-0.004	-0.026	0.093	0.042	0.967
X_3 -> Z_1	0.602	0.619	0.098	6,115	0.000
X_2-> Z_1	-0.010	-0.006	0.131	0.077	0.938
X_2-> Y	0.208	0.209	0.119	1.759	0.081
Z_1 -> Y	0.236	0.225	0.086	2.738	0.007

Based on Table 6, the results of the partial exam are obtained as follows:

1. The calculated value for External Adaptation is 3.249 which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value is (1.66), or the sig t value for External Adaptation is 0.002 smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1 for External Adaptation (X1). Therefore, part of External Adaptation (X1) has a positive and significant effect on Work Performance (Z1), that is, the direction of positive influence shows that the better the External Adaptation variable (X1), the results obtained from Work Performance (Z1) increase. From the results of the study, the t-count value for External Adaptation (X1) is higher than the t-count of other variables so that the Outer Adaptation variable (X1) has a more dominant effect on Work Performance (Z1) when compared to External Adaptation (X1) and Basic Assumptions (X3).
2. Nilai The estimated value for External Adaptation (X1) is 2,617. which is greater by comparing the degree of freedom (DF=n-k=100-3=97) then the ttable value (1.66) is obtained, or the sig t value for External Adaptation (X1) is 0.010 smaller than alpha (0.05), Based on the decision obtained , reject H0 and accept H1 for External Adaptation (X1). Therefore, some External

Adaptation (X1) has a positive and significant impact on the Company Performance (Y), meaningfully, the direction of positive influence, indicates that the better the enabler of External Adaptation (X1), the greater the impression on the Company Performance (Y).

3. External Adaptation (X1) is 0.010 smaller than alpha (0.05), Based on the results obtained, reject H0 and accept H1 for External Adaptation (X1), Therefore, some External Adaptation (X1) has a positive and significant effect on Work Perfomance (Y), means, Positive direction of influence, indicating that the better the External Adaptation variable (X1), the greater its impact on Company Performance (Y).
4. The calculated value for Internal Integration (X2) is 0.077 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) is 0.938 greater of alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, partially Internal Integration (X2) does not have a positive and insignificant effect on Work Performance (Z1), meaning that Internal Integration (X2) does not have a significant effect on the improvement of Work Performance (Z1).
5. The calculated value for Internal Integration (X2) is 1.759 greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) (0.081) is more greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, in part, Internal Integration (X2) does not have a positive and insignificant effect on the Company Performance (Y), meaning that Internal Integration (X2) does not have a real effect on the improvement of the Company Performance (Y).
6. The calculated value for the Basic Assumption (X3) is 3.156 which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) is 0.002 more smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, some of the Basic Assumptions (X3) have a positive and significant effect on the Work Performance (Z1), meaning that the existence of the Basic Assumptions (X3) has a real effect on the improvement of the Work Performance (Z1).
7. The calculated value for the Basic Assumption (X3) is 0.042 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value (1.66) is obtained, or the sig t value for the Basic Assumption (X3) is 0.967 greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, some of the Basic Assumptions (X3) do not have a positive and insignificant effect on the Company Performance (Y), meaning that there is a Basic Assumption (X3), but it does not have a significant effect on the improvement of the Company Performance (Y) as a whole.
8. The calculated value of Work Performance (Z1) is 2.738, which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Work Performance (Z1) is 0.007 is smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Thus, some of the Work Performance (Z1) have a positive and significant effect on the Company Performance (Y), meaning that the Work Performance (Z1) have a real effect in improving the Company Performance (Y).

Test the Indirect Effect Hypothesis

Table 7. Indirect Effect

Hipotesis	Original Sample (O)	Sample Mean (M)	Standar Deviatio (STDEV	T Statistic (|O/STDEV|)	P Values
X_1-> Z_1 -> Y	0.089	0.084	0.042	2.143	0.034

X_3 -> Z_1 ->Y	0.096	0.090	0.046	2.088	0.039
X_2-> Z_1 -> Y	-0.002	0.000	0.033	0.072	0.943

Based on Table 7, the partial test results are obtained as follows:

1. The calculated value for the Effect of External Adaptation on Company Performance (Y) through Work Performance (Z1) as an intervening variable is 2.143 greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the t value table (1.66), or sig t value for the Effect of External Adaptation (X1) on Company Performance (Y) through Work Performance (Z1) as an interval variable of 0.034 which is smaller than alpha (0.05).
2. The calculated value for the Influence of Internal Integration (X2) on the Company Performance (Y) through Work Performance (Z1) as an interval variable is 0.072 greater by comparing the degrees of freedom (DF= n -k=100-3= 97) then the value of the table (1.66) obtained, or the sig t value for the Influence of Internal Integration (X2) on Company Performance (Y) through Work Performance (Z1) as an intervening variable of 0.943 which is greater than alpha (0.05), Based on the results obtained, accept H0 and reject H1. Therefore, partly the Work Performance (Z1) as an intervening variable do not have a positive and insignificant effect in showing the effect of Internal Integration (X2) on the Company Performance (Y), which means indirectly that the Work Performance (Z1),) have no effect which significantly increases the influence of Internal Integration (X2) on Company Performance (Y).
3. The calculated value for the effect of the Basic assumption (X3) on the company performance (Y) through the Work Performance (Z1) as an intervening variable is 2.088, which is greater by comparing the degrees of freedom (DF), =n-k=100-3=97) then the value obtained is ttable (1.66), or the sig t value of the Effect of the Basic Principle (X3) on the Company Performance (Y) through the Work Performance (Z1) as an intervening variable (0.039) is smaller than alpha (0.05).

Test the Total Influence Hypothesis

Table 8. Total Influence

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics |O/STDEV|)**	**P ılues**
X_1 -> Z_1	0.378	0.378	0.116	3.249	0.002
X_1 -> Y	-0.188	-0.173	0.098	1.924	0.057
X_3 -> Z_1	0.407	0.402	0.129	3.156	0.002
X_3 -> Y	0.092	0.064	0.094	0.980	0.329
X_2 -> Z_1	-0.010	-0.006	0.131	0.077	0.938
X_2 -> Y	0.206	0.208	0.117	1.765	0.080
Z_1 -> Y	0.236	0.225	0.086	2.738	0.007

Based on Table 8, The total impact test results are obtained as follows:

1. The calculated value for External Adaptation is 3.249 which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value is (1.66), or the sig t value for External Adaptation is 0.002 smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1 for External Adaptation (X1). Therefore, part of External Adaptation (X1) has a positive and significant effect on Work Performance (Z1), that is, the direction of influence is positive, meaning that the better External Adaptation (X1), Work Performance (Z1) increases. The results of the study show that the t-count value for External Adaptation (X1) is higher than the t-count of other variables so that External Adaptation (X1) has a more dominant effect on Work Performance (Z1) when compared to External Adaptation (X2) and Basic Assumptions (X3).
2. The calculated value for External Adaptation (X1) is 1.924 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for External Adaptation (X1) is 0.057 greater than or equal to alpha (0.05). Based on the results obtained, it

accepts H0 and rejects H1 for External Adaptation (X1). Therefore, partly External Adaptation (X1) does not have a positive and insignificant effect on the Company Performance (Y), indicating that External Adaptation (X1) does not have a positive effect on the improvement of the Company Performance (Y).

3. The calculated value for Internal Integration (X2) is 0.077 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value is obtained (1.66), or the sig t value for Internal Integration (X2) is 0.938, which is more greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, partially Internal Integration (X2) does not have a positive and insignificant effect on Work Performance (Z1), meaning that Internal Integration (X2) does not have a significant effect on the improvement of Work Performance (Z1).
4. The calculated value for Internal Integration (X2) is 1.765 greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) is 0.080 greater of alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, in part, Internal Integration (X2) has a positive but insignificant effect on the Company Performance (Y), meaning that Internal Integration (X2) does not have a significant effect on the improvement of the Company Performance (Y).
5. The calculated value for the Basic Assumption (X3) is 3.156, which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table value (1.66) is obtained, or the sig t value for the Basic Assumption (X3) is 0.002 more smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, partly Basic Assumptions (X3) have a positive and insignificant effect on Work Performance (Z1), meaning that Basic Assumptions (X3) have a real effect in improving Work Performance (Z1).
6. The calculated value for the Basic Assumption (X3) is 0.980 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the table value is obtained (1.66), or the sig t value for the Basic Assumption (X3) 0.329 is greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, some of the Basic Assumptions (X3) do not have a positive and insignificant effect on the Company Performance (Y), meaning that the Basic Assumptions (X3) do not have a real effect on the improvement of the Company Performance (Y).
7. The calculated value of Work Performance (Z1) is 2.738, which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Work Performance (Z1) is 0.007 is smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, in part, the Work Performance (Z1) have a positive and significant effect on the Company Performance (Y), meaning that the Work Performance (Z1) has a real impact on the improvement of the Company Performance (Y).

DISCUSSION

The Influence of External Adaptation (X1) on Work Performance (Z1) on Palm Oil Companies in Indonesia

Based on the results obtained, reject H0 and accept H1. for External Adaptation (X1), Therefore, some External Adaptation (X1) has a positive and significant effect on the Work Performance (Z1), that is, the direction of influence is positive, meaning that the External Adaptation (X1), Work Performance (Z1) are better increased. The results of the study show that the t-count value for External Adaptation (X1) is higher than the t-count of other variables so that the Outer Adaptation variable (X1) has a more dominant effect on Work Performance (Z1) when compared to External Adaptation (X1) and Basic Assumptions (X3).

The Influence of External Adaptation (X1) on Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, it accepts H0 and rejects H1. Therefore, some of the External Adaptation (X1) do not have a positive and insignificant effect on the Company Performance (Y), meaning that the Basic Assumptions (X3) do not have a real effect on the improvement of the Company Performance (Y).

The Influence of Internal Integration (X2) on the Work Performance (Z1) on Palm Oil Companies in Indonesia

Based on the results obtained, he accepts H0 and rejects H1. Therefore, part of Internal Integration (X2) does not have a positive and insignificant effect on Work Performance (Z1), meaning that Internal Integration (X2) gives a positive impression in efforts to improve Work Performance (Z1) and does not give a real effect on the improvement of Work Performance (Z1).

The Influence of Internal Integration (X2) on the Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, reject H0 and accept H1. Therefore, in part, Internal Integration (X2) has a positive and significant effect on the Company Performance (Y), meaning that Internal Integration (X2) has a real effect on improving the Company Performance (Y).

The Influence of Basic Assumptions (X3) on Work Performance (Z1) on Palm Oil Companies in Indonesia.

The result obtained is that the estimated value for the Basic Assumption (X3) is 3.156 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value (1.66) is obtained, or the sig t value for the Basic Assumption (X3) is 0.002 greater than alpha (0.05). Based on the results obtained, he rejected H0 and accepted H1. Therefore, part of the Basic Assumption (X3) has a positive and significant effect on Work Performance (Z1), meaning that the Basic Assumption (X3) gives a true picture of the improvement of the Company Performance (Y).

The Influence of Basic Assumptions (X3) on Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, it accepts H0 and rejects H1. Therefore, some of the Principal Assumptions (X3) do not have a positive and insignificant effect on the Company's Work Performance (Y), meaning that the Basic Assumptions (X3) do not have a real effect on the improvement of the Company Performance (Y).

The Influence of Work Performance (Z1) on Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, reject H0 and accept H1. Therefore, in part, the Work Performance (Z1) have a positive and significant effect on the Company Performance (Y), meaning that the Work Performance (Z1) has a real impact on the improvement of the Company Performance (Y).

CONCLUSION

The research results show the following:
External adaptation has a positive and significant impact on work performance. External Adaptation gives a positive and significant impact on the Company Performance. Internal Integration does not have a positive and insignificant impact on Work Performance. Internal Integration does not have a positive and significant impact on the Company Performance. Basic Assumptions give a positive and

significant impact on the Work Performance. Basic Assumptions do not give a positive and insignificant impression on the Company Performance. The Work Performance give a positive and significant impact on the Company Work Performance. Work Performance as a change maker have a positive and significant impact in showing the impact of external adaptation on the Company performance, Work Performance as an enabler of gaps do not give a positive impression and are not significant in showing the impression of Internal Integration on the Company Performance, Work Performance as a change maker have a positive and significant impact in showing the impact of the Principles on the Company Performance.

RECOMMENDATIONS

Based on the results of the study obtained, there are several recommendations that need to be presented to related parties and advanced researchers as follows: 1. In developing human resources, it is better to develop aspects of organizational culture related to the individual development of each employee. 2. The research method used should not only pay attention to the results of the questionnaire but also pay more attention to the measurement when the results of the study using PLS show that this variable has a relationship with other variables. 3. A suggestion to other researchers is that the research conducted in this study only reveals a small number of problems related to the internalization of the management process. In this regard, there are still many factors that can influence the internalization process of management and have not been revealed in this study. For this reason, it is suggested to the next researcher who is interested in conducting further studies or research so that it can be carried out better.

LIMITATION OF THE STUDY

About the issues contained in the human resources department in the organization of palm oil companies. 2.The quality of human resources in palm oil companies in Indonesia, especially in two provinces, namely Riau and North Sumatra. 3. The sample in this study is oil palm plantation managers.

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