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The Role of Organizational Culture in Predicting Work Performance on Company Performance of Palm Oil Companies In Indonesia

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ABSTRACT

This study examines the relationship between organizational culture and work performance through the competence of managers in palm oil companies in Indonesia. The sample of this study were all managers of private oil palm plantation companies, so the number of samples studied was 100 respondents, and data analysis techniques using analysis with Partial Least Square (PLS). The results of the study that external adaptation gives a positive and significant impact on work performance, external adaptation gives a positive and significant impact on company performance internal integration does not give a positive and insignificant impact on Work performance Internal Integration (X2) does not give a positive and significant impact on the Company Performance, Basic Assumptions (X3) give a positive and significant impression on Work performance (Z1), Basic Assumptions (X3) do not give an impression positive and not significant to the Company Performance (Y), Self-Esteem (Z2) gives a positive and significant impression to the Company Performance Work performance as a gap modifier has a positive and significant effect in showing the effect of External Adaptation on the Company Performance , Work performance (Z1) as a gap modifier does not give a positive effect and is not significant in showing the effect of Internal Integration on Company Performance (Y), Work performance as a modifier of the gap has a positive and significant effect in showing the impression of the Basic Assumptions on Company Performance, Self-Esteem (Z2) as a simplification of does not have a positive and insignificant impression of the Company Performance.

INTRODUCTION

Palm oil is one of the main commodities in agriculture. The palm oil plant (Elaeis guineensis) originates from West Africa (Rosalyn, 2007). Palm oil was first introduced in Indonesia by the Dutch Government in 1848. At that time there were four palm oil seeds planted in Bogor Botanical Garden, two from Bourbon (Mauritius) and two from Hortus Botanicus, Amsterdam-Netherlands (Spencer & Cross, 2017). At first palm oil was planted as an ornamental plant, then the cultivation of palm oil for commercial purposes began in 1911 (Darwin, 2016).

The Indonesian government is paying attention to the development of palm oil commodities. Palm oil is Indonesia's main non-oil export commodity. Indonesia became the first country in the world to produce CPO (Crude Palm Oil) with a total production of more than 18 million tons annually (Arianto, 2008). The world's palm oil production is dominated by Indonesia and Malaysia. The total of the two countries produces 85-90 percent of the total production of palm oil in the world. Indonesia accounts for 48% of the world's total palm oil production, (Murphy, 2014).

Based on experience, the successful development of oil palm plantations in Indonesia has become a supporter of the country's economic development. The area of oil palm 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 in 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 on the work performance of palm oil companies in Indonesia.

Palm oil companies need productivity. Oil palm plantation companies to achieve good productivity must be supported by reliable and skilled workers. That is, in terms of reliability and management skills which are competent authorities, especially in plantation institutions that have been adjusted as required by 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.

LITERATURE REVIEW

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).

ORGANIZATONAL CULTURE

Managerial performance is linked to many factors within the company, including organizational culture and the ability of managers. Improving the work performance of managers is closely related to how managers 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).

In the dimensions of external adaptation, including: mission, goals, basic facilities, measures of success and corporate strategy. A profit-oriented company, the mission is an effort to adapt to the

interests of investors and stakeholders, suppliers of goods needed for production, managers and managers, society and government and consumers (Kaplan, 2021).

Internal integration is a cross-functional integration in one company that is reflected through the activity level of the logistics function, which is interconnected with the scope of other functions (Pituringsih 2010). Internal integration refers to the extent to which a company can develop organizational practices, procedures and behaviors into a synchronous, collaborative and manageable process to meet customer needs.

According to Miller (1984) in (Agoes, 2014), there are several primary values that should be present in every company that if managed well can become a positive organizational culture, and result in effectiveness, innovation, loyalty, and productivity. The eight items of cultural values he referred to as principles are: the principle of purpose, the principle of consensus, the principle of excellence, the principle of performance, the principle of unity, the principle of empiricism, the principle of familiarity, and the principle of integrity.

Palm oil plantation companies need the work efficiency of managers for the company's progress. Companies realize that what is needed is not only technical competence (knowledge skills), but also includes social competence (motivation, behavior) or a term better known as soft competence (soft competence). In oil palm plantation companies, the required level of competence includes being able to work well, being able to manage themselves, and having a high motivational spirit in carrying out their duties (Mayers & Vermeulen, 2002).

The work we do can make us more valuable or more proud. Self-esteem is the degree to which a person likes, respects, and is satisfied with himself. Work makes a person proud of himself. Self-esteem is also defined as a person's belief in self-evaluation based on self-evaluation in general. Managers with higher self-esteem have positive attitudes, feelings and life satisfaction and deal with failure better than people with low self-esteem (Rosenberg et al., 1995).

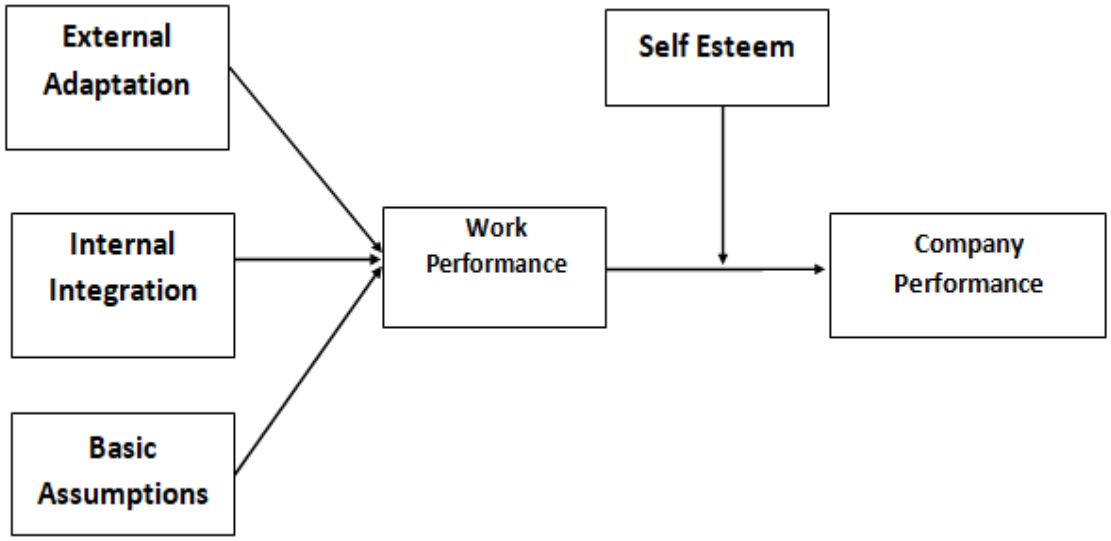

figure 1. Conceptual Framework

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 unit of analysis in this research is the manager of an oil palm plantation in Indonesia whose research was conducted in two provinces, namely Riau and North Sumatra. Riau Province is the region with the largest number of oil palm plantations in Indonesia (Badan Pusat Statistik, 2019). North Sumatra province becomes a barometer of oil palm plantations in Indonesia, Kartika, (2011).

The population frame of this study is Private Oil Palm Plantation Enterprises totaling 103 enterprises registered with the Central Statistics Agency (BPS) since 2020.

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	Keterangan	Jumlah
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

The research was conducted from April 2022 to August 2022. This was done because in line with the Covid -19 pandemic which started from 2019 until now, so it took a long time to conduct this research.

Data was collected from managers in oil palm fields in Riau Province and North Sumatra Province. Managers who are respondents who are responsible for operational work in the field.

The numbers are scaled on a scale of 5 to a scale of 1 from strongly agree to strongly disagree based on a literature review of work performance developed in plantation companies in Indonesia. Ordinal numbers use a five-point likert scale. The variable is to measure the extent to which organizational culture affects company performance with Work Performance as a mediating variable in oil palm plantation companies in Indonesia.

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.

The selection of the PLS method is based on the consideration that in this study there are three latent variables formed by mediating and moderate variables. Formative models assume that constructs or latent variables affect indicators, which is the direction of causality from constructs to indicators (Ghozali, 2006).

RESULT AND DISCUSSION

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, independent studies where these modifier indicators are related to each other, in explaining the current situation. Based on the results of theory and independent studies, the variables tested consist of independent variables, namely: External Adaptation (X1), Internal Integration (X2), Basic Assumptions (X3).

The dissimilar modifier is Work Performance (Z1) while Self-Esteem (Z2) is the simplifying modifier. After determining each validator of the theory and independent study, the investigator has provided data from field observations and the collection of probing questions and provided the Partial Least Squares (PLS) Model.

For each of the variables tested, it is equipped with indicators that are developed from the relationship between theories. The results of the analysis using Partial Least Square (PLS) can be seen in the following description:

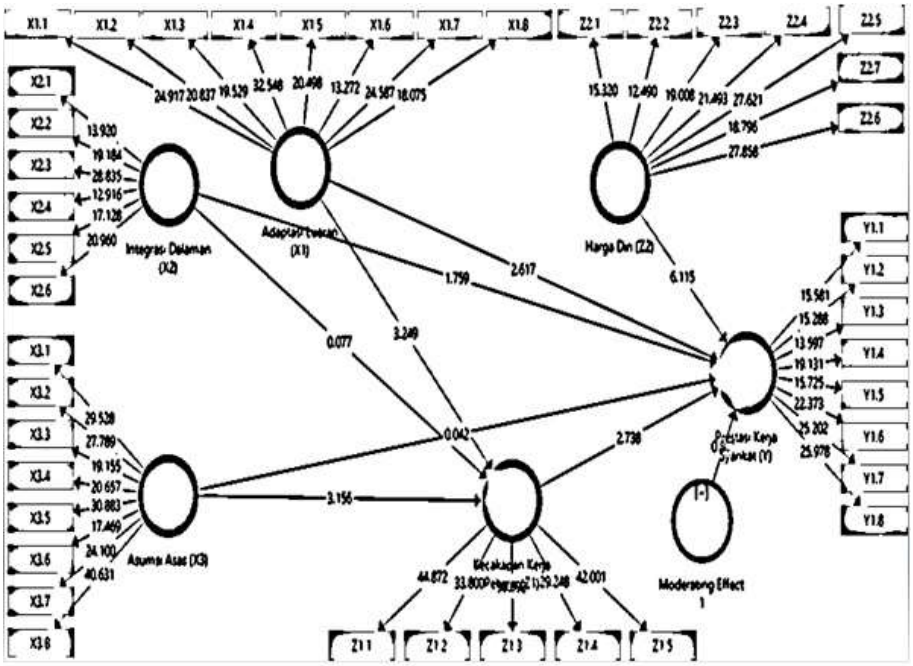

Figure 2. The PLS Inner Model

Model Evaluation

Convergent Validity

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

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.

Discriminant Validity

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 2. Cross Loading

	X1	X2	X3	Z1	Z2	Y1
X1.1	0.846	0.575	0.526	0.458	0.585	0.362
X1.2	0.808	0.524	0.513	0.412	0.510	0.295
X1.3	0.827	0.483	0.469	0.479	0.489	0.172
X1.4	0.864	0.586	0.467	0.535	0.540	0.272
X1.5	0.819	0.532	0.492	0.378	0.476	0.270
X1.6	0.754	0.573	0.471	0.508	0.497	0.317
X1.7	0.824	0.562	0.498	0.481	0.564	0.363
X1.8	0.800	0.532	0.469	0.391	0.538	0.317
X2.1	0.551	0.504	0.367	0.753	0.357	0.321
X2.2	0.393	0.455	0.275	0.812	0.327	0.345
X2.3	0.499	0.624	0.429	0.861	0.487	0.467
X2.4	0.445	0.469	0.176	0.821	0.316	0.214
X2.5	0.407	0.492	0.329	0.809	0.384	0.286
X2.6	0.405	0.456	0.304	0.826	0.287	0.289
X3.1	0.609	0.862	0.644	0.519	0.608	0.455
X3.2	0.561	0.848	0.566	0.581	0.584	0.431
X3.3	0.453	0.800	0.548	0.507	0.508	0.424
X3.4	0.587	0.809	0.540	0.540	0.509	0.404
X3.5	0.598	0.856	0.575	0.559	0.528	0.473
X3.6	0.510	0.786	0.452	0.476	0.452	0.339
X3.7	0.545	0.812	0.528	0.500	0.550	0.403
X3.8	0.593	0.893	0.610	0.498	0.601	0.539
Y1.1	0.371	0.497	0.683	0.321	0.492	0.746
Y1.2	0.215	0.368	0.513	0.274	0.418	0.741
Y1.3	0.193	0.351	0.473	0.301	0.415	0.748
Y1.4	0.267	0.358	0.527	0.286	0.538	0.779
Y1.5	0.330	0.431	0.533	0.304	0.434	0.737
Y1.6	0.378	0.443	0.561	0.429	0.468	0.811
Y1.7	0.283	0.445	0.554	0.351	0.448	0.801
Y1.8	0.216	0.335	0.498	0.266	0.453	0.837
Z1.1	0.578	0.643	0.646	0.384	0.898	0.553
Z1.2	0.537	0.548	0.555	0.382	0.858	0.589
Z1.3	0.564	0.571	0.568	0.370	0.895	0.468
Z1.4	0.652	0.567	0.650	0.411	0.850	0.451
Z1.5	0.489	0.526	0.603	0.450	0.873	0.528
Z2.1	0.600	0.681	0.766	0.445	0.677	0.553
Z2.2	0.486	0.551	0.726	0.330	0.595	0.462
Z2.3	0.495	0.495	0.830	0.274	0.567	0.520
Z2.4	0.363	0.463	0.802	0.211	0.483	0.560
Z2.5	0.431	0.511	0.845	0.268	0.562	0.645
Z2.6	0.447	0.471	0.844	0.268	0.546	0.620
Z2.7	0.565	0.636	0.815	0.468	0.490	0.588

Based on Table 2, 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 3. Average Variance Extracted

	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**
Self Esteem	**0.909**	**0.914**	**0.928**	**0.648**
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 Table 3, it is known that the AVE values for the variables for External Adaptation (X1), Internal Integration (X2) and Basic Assumptions (X3), Work Performance (Z1), Self-Esteem (Z2) and Company Performance (Y) > 0.5. Therefore it can be stated that each modifier has good discrimination validity.

Model Goodness Test (Goodness Of Fit)

Table 4. Goodness of Fit

	R Square	R Square Adjusted
Work Performance	0.506	0.490
Company Performance	0.570	0.532

Based on Table 4, it can be seen that the R-Square Barrel value for the Work Performance (Z1) modifier is 0.490. Obtaining this value explains that the large percentage of Work Performance (Z1) can be explained by External Adaptation (X1), Internal Integration (X2) and Basic Assumptions (X3) of 49%. Then divide the Adjusted R-Square value obtained by the Variable Company Performance (Y) as much as 0.532. This value explains that the Company Performance (Y) can be explained by External Adaptation (X1), Internal Integration (X2), Basic Assumptions, (X3) as much as 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.

Discussion presents each of the findings compared to relevant theories or previous studies, actual facts, comments, and reasonable analysis from researchers.

Test The Direct Effect Hypothesis

Table 5 T-Statistic

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
(X1)-> (Z1)	0.378	0.378	0.116	3.249	**0.002**
(X1)-> (Y)	-0.277	-0.257	0.106	2.617	**0.010**
(X3) -> (Z1)	0.407	0.402	0.129	3.156	**0.002**
(X3) -> (Y)	-0.004	-0.026	0.093	0.042	**0.967**
(Z2) -> t(Y)	0.602	0.619	0.098	6,115	**0.000**
(X2)-> (Z1)	-0.010	-0.006	0.131	0.077	**0.938**
(X2)-> (Y)	0.208	0.209	0.119	1.759	**0.081**
(Z1) -> (Y)	0.236	0.225	0.086	2.738	**0.007**
Moderating Effect 1 -> (Y)	-0.041	-0.045	0.051	0.801	**0.425**

Based on Table 5, the results of the partial exam are obtained as follows:
The estimated value for External Adaptation is 3.249 which is greater by comparing the degree of freedom (DF=n-k=100-3=97) then the t table value is (1.66), or the sig t value for External Adaptation is 0.002 less than alpha (0.05). Based on the decision obtained, reject H0 and accept H1, for External Adaptation (X1). Therefore, some External Adaptation (X1) gives a positive and significant effect on Work Performance (Z1), namely, The direction of positive influence indicates the better the External Adaptation modifier (X1), the decision obtained from Work Performance (Z1) increases. Instead of the results of the study showing the t-count value for External Adaptation (X1) is higher than the t-count of other modifiers so that the External Adaptation variable (X1) gives a more dominant impression on Work Performance (Z1) when compared with Internal Integration (X2) and Basic Assumptions (X3). This is in accordance with what Kaplan (2021) said, that external adaptation affects to work performance.

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).

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, partly Internal Integration (X2) does not have a positive and insignificant effect on the Work Performsnce (Z1), meaning that Internal Integration (X2) does not have a significant effect on the improvement of Work Performance (Z1). This is in accordance with what Pituringsih (2010) stated that

internal integration refers to the extent to which a company can develop practices, procedures and organizational culture to meet customer needs, thereby affecting overall company performance.

CONCLUSION

The quality of human resources plays an important role in the progress of palm oil companies in Indonesia. Some of the variable hypotheses observed in this study obtained the following results:

There are 8 influential variable hypotheses namely; external adaptation affects work performance, external adaptation affects company performance, basic assumptions affect work performance, work performance affects company performance, self-esteem affects work performance, external adaptation affects company performance through work performance, internal integration affects work performance the company through the work performance, the basic assumption affects the work performance of the company through the work performance.

There are 4 variable hypotheses that have no effect, namely; internal integration does not affect work performance, internal integration does not affect company performance, basic assumptions do not affect company performance, principle self-esteem does not affect company performance.

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:

In developing human resources, it is better to develop aspects of organizational culture related to the individual development of each employee.

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.

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.

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