

THE IMPACT OF HUMAN RESOURCES AND WORK ATTITUDE ON THE PERFORMANCE OF EMPLOYEES AT PTPN V TANJUNG MEDAN OIL PALM PLANTATIONS

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Article info

Received:
14/03/2024
Received in revised form:
11/08/2024
Accepted:
13/08/2024
Published online:
01/09/2024

Keywords:
Human Resource;
Work Attitude;
Performance;

DOI:
[10.24191/JIPSF/v6nS12024_1-11](https://doi.org/10.24191/JIPSF/v6nS12024_1-11)

Abstract

The issue in this study is the low degree of human asset advancement at PTPN V oil palm estates Tanjung Medan Kec. Pujud Rokan Hilir and the absence of familiarity with the significance of focusing on demeanor. The relationship has positive ramifications comparable to the work conduct of an individual at PTPN V Tanjung Medan oil palm ranch, Pujud Rokan Hilir locale. This sort of exploration utilizes quantitative examination. The population in this study was 153 workers, with an example of 153 representatives. The examining strategy in this study utilized immersed testing with the assistance of SPSS Rendition 22 for Windows information handling programs. The information examination utilized numerous direct relapses, and the accompanying outcomes were: The consequences of the halfway test (t test) on the human asset improvement variable were t -count $3.109 > t$ -table 2.0129 , and that really implies that there is a positive and huge effect on the presentation of PTPN V oil palm manor employees. while for the motivation variable, the incomplete experimental outcome (t test) is t count $1.936 > t$ table 2.0129 Sig. $0.00 > 0.05$, which actually intends that there is an impact of work disposition on the presentation of PTPN V oil palm manor representatives. In view of the consequences of the synchronous test, the F count esteem is 15.108 , the F table is 2.81 ($15.108 > 0.05$), and the huge level is under 0.05 , to be specific ($0.00 < 0.05$), and that implies there is a critical positive impact between the impact of human asset improvement and work perspectives on representative execution. In light of the trial of the coefficient of assurance, the value of the changed R square is 0.463 (46.3%). This implies that the capacity of the autonomous variable in this study influences the dependent variable by 46.3%, while the remaining 53.7% can be made sense of by factors other than the free factor.

INTRODUCTION

In the realm of corporate performance, the influence of human resources (HR) practices and work attitudes on employee productivity stands as a critical area of inquiry. This study focuses on the context of PTPN V Tanjung Medan Oil Palm Plantations, where understanding these dynamics is essential for

optimizing organizational effectiveness. Effective management of human capital and fostering positive work attitudes are pivotal in ensuring sustained performance and competitive advantage in the agricultural sector. The Tanjung Medan Oil Palm Plantations, managed by PT Perkebunan Nusantara V (PTPN V), represent a significant case study due to their scale and strategic importance in Indonesia's palm oil industry. This research aims to explore how HR practices, such as recruitment, training, performance management, and employee development, influence the overall performance of workers within this specific agricultural context. Moreover, the attitudes and perceptions of employees towards their work, encompassing factors like job satisfaction, motivation, and organizational commitment, play a crucial role in shaping individual and collective performance outcomes. Understanding these factors not only aids in improving employee engagement and retention but also enhances operational efficiency and productivity across the plantation.

In today's competitive business environment, the role of human resources (HR) and work attitudes in shaping organizational success cannot be overstated. This study delves into the dynamics at PTPN V Tanjung Medan Oil Palm Plantations, where understanding these factors is crucial for optimizing operational efficiency and achieving sustainable growth. Effective HR management practices and favorable work attitudes are pivotal in driving employee engagement, satisfaction, and ultimately, organizational performance in the challenging agricultural sector. PTPN V Tanjung Medan Oil Palm Plantations, managed by PT Perkebunan Nusantara V (PTPN V), represent a significant entity within Indonesia's palm oil industry, renowned for its scale and strategic importance. This research aims to investigate how strategic HR practices—ranging from recruitment and training to performance evaluation and development initiatives—impact the performance levels of employees across different roles and responsibilities within the plantation. Furthermore, the study explores the nuanced aspects of employee attitudes towards work, encompassing factors such as job satisfaction, organizational commitment, and motivation. These factors not only influence individual productivity but also contribute to team cohesion and organizational resilience in the face of industry challenges.

Hypotheses

H1: Effective human resource management practices positively correlate with enhanced employee performance levels at PTPN V Tanjung Medan Oil Palm Plantations.

H2: Positive work attitudes among employees significantly contribute to improved job performance within the operational framework of PTPN V Tanjung Medan Oil Palm Plantations.

H3: The interaction between effective human resource management practices and positive work attitudes synergistically enhances overall employee performance outcomes at PTPN V Tanjung Medan Oil Palm Plantations.

LITERATURE RIVIEW

Human resources have a major role in every organizational activity. As the main key, human resources will determine the success of implementing organizational activities. The demands of organizations to acquire, develop and maintain quality human resources are increasingly urgent, in line with the ever-changing dynamics of the environment (Sinambela, 2021). This is supported by the opinion of (Siswati et al., 2023) that human resources always play an active and dominant role in every organization because human resources are planners, actors and determinants of the realization of organizational goals. Therefore, every organization is required to use professional human resources in the field of work handled.

Under such circumstances, it is very necessary for a government agency to carry out activities that can provide benefits and make a major contribution to employee performance. Human resource development contains the task of optimally utilizing the human resources owned by an institution so that they can work optimally to jointly achieve goals in accordance with the organization's vision and mission (Walimah et al., 2021). In government organizations, employee performance in carrying out tasks or work often does not match what society expects. They often make mistakes that shouldn't happen, for

example, not coming to work and not really complying with working hours regulations. This will have bad consequences for the organization because work often cannot be completed at the specified time or a lot of time is not used properly. Apart from that, there is still the phenomenon of employees using their working time to do other things outside of work. This results in low employee performance because their attention is divided by activities outside of their obligations as a public servant, so the employee does not provide total self-devotion to the organization (Aradela et al., 2021).

In every large or small organization, it can be said that one of the most important resources is humans, who act as employees, laborers and workers. The success of an organization is determined by the quality of the people who work in it. Human resource development plays an important role in an organization or company to be able to carry out activities to achieve predetermined goals. According to (Yahya & Yani, 2023), human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing their intellectual abilities to carry out better work. A company will be able to achieve its goals if it is supported by quality human resources, one of which is employees who have good performance to be able to achieve these goals. According to (Gultom, 2014), performance is a result achieved by a person in carrying out the tasks assigned to him, which are based on skill, experience, seriousness and time. Performance questions include how to assess and encourage employees to be more productive at work in order to realize company goals.

This has an impact on environmental changes that are very rapid according to their ability to capture phenomena. In facing this environmental change, human resource managers carry out training and education to improve higher-skill competencies in their fields and are able to think creatively and innovatively (Ilim et al., 2024). Training and education at the start of work aim to increase the competencies that experts must have, which is a requirement set by the company. Coaching provided to employees is aligned with increasing welfare because education and training are interrelated, as employee success is determined by the performance produced by employees in carrying out their duties (KURNIAWAN, 2024). Employees who have been given skilled training and education do not guarantee good work productivity if their work attitude and discipline are low. They are only useful and support the realization of company goals if they have a high desire to advance a company. Employees who lack skills and education and are unskilled result in work not being completed on time (Diana, 2015).

In this way, execution should be improved so that all current representatives can boost their work results. Not just that, these workers should be furnished with schooling and prepared to make representatives who have quality execution. Execution can be determined by whether a representative has fulfilled the measures or guidelines of achievement that have been set by the organization (Sudradjat et al., 2010). Consequently, in the event that you don't have objectives and targets set by an organization, your exhibition may not be viewed as effective. Better execution will be found in the completion of a progression of higher productivity, viability, or the nature of the consummation of an organization's errands (Gede & Piartini, 2018). By having laborers who have gotten schooled and prepared, they will be better prepared to acknowledge the undertakings given by the organization and, obviously, will diminish the risk of work mishaps, which will have hindering ramifications for representatives and the organization. Workers with mindful abilities will actually want to finish everything, considering what they produce and doing it with full liability regarding the organization or association (Damayanti, n.d.).

In PTPN v. Tanjung Medan, Pujud Area, Rokan Hilir Rule, the presentation of its workers is very great, yet for their exhibition to be far superior, this improvement is exceptionally essential. Human asset advancement is connected with execution. By evaluating execution, it is feasible to decide the chance of fostering the HR concerned, either through their cooperation in preparing and advancement programs or through profession improvement programs. In light of the consequences of the meetings that I have directed, PTPN V Tanjung Medan, Pujud Locale, and Rokan Hilir Rule are encountering quick turns of events. Not just HR; innovation likewise keeps on creating. What was initially done physically should now be possible with computerization. This can't be isolated from the instructions and preparation given

to representatives to help with the turn of events. Not just that, the organization additionally consistently stays aware of improvements, for example, the web and movements of every sort on the web. For example, doing work, sending news, and furthermore enlisting representatives, which was recently exclusively for the Riau region, the gathering is now for all of Indonesia.

The administration of PTPN V Pekanbaru surveys representative execution, fully intent on expanding work efficiency so all workers can accomplish the outcomes wanted by the organization. What drives individuals to work perseveringly in an association is extremely dependent upon accomplishing individual objectives in a business element. The improvement of HR at PTPN V Pekanbaru is, for the most part, adequate to address issues. Since what is created is hypothetical and specialized information, capacities and abilities in putting together work and better activities, to be specific, persuading the labor force. Instances of human asset improvement incorporate directing preparation and temporary position programs for each representative in the organization since workers are one of the main resources of an organization. Without the accessibility of value-added HR, the organization's vision and mission can't be accomplished. In fostering its HR, PTPN V Pekanbaru has carried out preparation and temporary job programs consistently. This program is done to improve the efficiency of workers in the organization. With this program, representatives will turn out to be more gifted and increase their proficiency and viability at work. By completing preparation programs, representatives can have information, capacities and abilities that fit the work they do. Organizations generally need a skilled work force in their fields to expand benefits and company advancement. Hence, worker preparation and training are critical to do.

RESEARCH METHODS

This study employs a quantitative approach to investigate the relationship between human resource management practices, work attitudes, and employee performance at PTPN V Tanjung Medan Oil Palm Plantations. This approach was chosen to facilitate in-depth statistical analysis of collected data, enabling a comprehensive understanding of how the studied variables impact employee performance (Sugiyono, 2017).

Participants

The participants of this research consist of active employees across various operational divisions of PTPN V Tanjung Medan Oil Palm Plantations. Sampling was conducted randomly to ensure fair representation across different job levels and functions within the plantation.

Data Collection Techniques

Data were collected through a survey method using specifically designed questionnaires. The questionnaire comprised several sections:

- **Human Resource Management Practices Variables:** This section included items measuring various aspects of HR management practices, such as recruitment processes, training and development initiatives, performance management, and compensation policies.
- **Work Attitudes Variables:** This part assessed employees' work attitudes, including job satisfaction levels, organizational commitment, intrinsic motivation, and perceptions of the work environment.
- **Employee Performance Variables:** Performance data were obtained from internal company records, focusing on metrics such as productivity levels, attendance records, and achievement of work targets.

Research Procedures

Preparation and Approval: The research commenced with the preparation of a research proposal approved by PTPN V management. Permissions and access to employee data were secured prior to the commencement of data collection.

- **Distribution of Questionnaires:** Questionnaires were distributed to respondents through briefing sessions and administered by the research team. Respondents were given adequate time to complete the questionnaires conscientiously and without pressure.
- **Data Analysis:** The collected data will be analyzed using statistical techniques such as regression analysis to test the relationships between independent variables (HR management practices and work attitudes) and the dependent variable (employee performance).

Measurement Validity and Reliability

Questionnaire Validity: Questionnaire validity was ensured through a pilot study with a small sample from a similar population to identify and adjust ambiguous or unclear questions to enhance instrument validity.

Questionnaire Reliability: Questionnaire reliability was assessed by calculating internal reliability coefficients using methods such as Cronbach's alpha for each measured construct.

Research Ethics

This research adhered to principles of research ethics, including respondent anonymity, compliance with data privacy regulations, and voluntary participation. Research findings will be used solely for academic purposes and will not be disseminated without authorization from relevant authorities.

Data Analysis

Data collected will be analyzed using statistical software such as SPSS or R. Linear regression analysis will be employed to examine the relationships between independent and dependent variables, while other statistical analysis techniques will be used to test the hypotheses proposed in this study (Imam Ghozali, 2018).

Through this approach, the study aims to provide a comprehensive understanding of how human resource management practices and work attitudes contribute to employee performance at PTPN V Tanjung Medan Oil Palm Plantations, offering strategic recommendations to enhance organizational effectiveness in the plantation industry.

RESULT AND DISCUSSION

Nusantara V Manor Restricted Organization (PTPN V) SEI Rokan Ranch is a work unit oversight by PTPN V Riau under the service of BUMN. PT Perkebunan Nusantara V is a state-claimed organization working in the manor area. It was established on Walk 11 of 1996 because of the union of the PTP II, PTP IV and PTP V improvement estates in Riau Territory. Actually, the organization began working on April 9, 1996, with its administrative center in Pekanbaru. This organization has a few manors, units, plants and medical clinics, which are situated all through Riau Territory. The organization's lawful premise is resolved in view of Republic of Indonesia Unofficial Law No. 10 of 1996 concerning Capital Stores of the Republic of Indonesia for the Foundation of the Organization, PT. Perkebunan Nusantara V. The organization's articles of affiliation were drawn up before Public Accountant Harun Kamil through RI Deed No. C2-8333H.T. 01. 1996, and have been declared in the State Newspaper of the Republic of Indonesia No. 8565/1996. The organization's articles of affiliation have gone through changes, most recently with the notarial deed Sri Rahayu Hadi Prasetyo, SH No. 01/2002, dated October 1, 2002. This organization has gotten endorsement from the Priest of Equity and Common Freedoms of the Republic of Indonesia through Pronouncement No. c2-0923 H.T.01.04 TAHUN 2002 dated October 28, 2002, and has been reported in the Republic of Indonesia State Paper No. 72 dated September 19, 2003 and extra RI State Periodical No. 8785/2003.

PKS Sei Rokan is a factory that was first built in Riau Province in 1984. It is located in Pagaran Tapah Village, Pagaran Tapah Darusalam District, Rokan Hulu Regency, with an area of ± 11 hectares. Currently, the Sei Rokan PKS has an installed factory capacity of 60 tons/hour. Sei Rokan Gardens is 135 km from Pekanbaru city center via Jl. Petapahan Crossing.– Garuda Sakti and Jl. Raya Petapahan – Bangkinang.

Validity and Reliability Test

The legitimacy test intends to decide if a survey is legitimate or not. A poll is supposed to be substantial on the off chance that the inquiries can uncover something that will be estimated in a review. Articulation items from the survey are invalid; consequently, these proclamations are less pertinent to be utilized as factor estimation pointers. The legitimacy test is completed by measurably testing the things of each instrument (thing legitimacy) by contrasting the rcount esteem and rtable. The r esteem here shows the connection coefficient between the explanations and the absolute respondents' responses. The importance level is 5% with n = 153-2, so the r table value is 0.235 (Sugiyono, 2016). In the event that rcount > rtable, the thing is legitimate, though in the event that rcount < rtable, the thing is invalid.

Table 1. Analysis of Human Resources Development Validity Test Results (Variable X1)

Statement	r_{count}	r_{table}	Validity
1	0.609	0.304	Valid
2	0.629	0.304	Valid
3	0.652	0.304	Valid
4	0.623	0.304	Valid
5	0.601	0.304	Valid
6	0.622	0.304	Valid
7	0.692	0.304	Valid
8	0.658	0.304	Valid
9	0.605	0.304	Valid
10	0.605	0.304	Valid

In the table above, you can see the results of the validity test of the entrepreneurial orientation variable, which shows that each variable indicator has been tested by comparing the calculated r value with the r table (0.05). From the test table, it is known that all statements are declared valid and have met the validity requirements, meaning that the 10 statements are relevant to be used as indicators for the Halal Label.

Table 2 Analysis of Job Attitude Validity Test Results (Variable X2)

Statement	r_{count}	r_{table}	Validity
1	0.612	0.304	Valid
2	0.626	0.304	Valid
3	0.647	0.304	Valid
4	0.603	0.304	Valid
5	0.587	0.304	Valid
6	0.617	0.304	Valid
7	0.687	0.304	Valid
8	0.654	0.304	Valid

Based on the table above, you can see the results of the validity test of the work attitude variable (X2), which shows that each variable indicator has been tested by comparing the calculated r value with the r table (0.05). From the test table, it is known that all statements are declared valid and have met the validity requirements, meaning that the 8 statements are valid to be used as indicators of work attitude (X2).

Table 3 Analysis of Employee Performance Validity Test Results (Variable Y)

Statement	r _{count}	r _{table}	Validity
1	0.628	0.304	Valid
2	0.644	0.304	Valid
3	0.666	0.304	Valid
4	0.623	0.304	Valid
5	0.602	0.304	Valid
6	0.636	0.304	Valid
7	0.702	0.304	Valid
8	0.670	0.304	Valid

In light of the table above, you can see the consequences of the legitimacy test for the worker execution variable (Y), which shows that every variable pointer has been tried by contrasting the determined r worth and r table (0.05). From the test table, it is realized that all proclamations are declared legitimate and have met the legitimacy prerequisites, implying that the eight assertions are substantial enough to be utilized as marks of Representative Execution (Y).

Dependability varies from legitimacy since it centers around precision. It is supposed to be solid on the off chance that the Cronbach's alpha is > 0.70. From the aftereffects of Cronbach's alpha computations, all factors are > 0.70; accordingly, the factors utilized in the exploration can be supposed to be solid, and that implies they are reliable and trustworthy.

Table 4 Reliability Test Results for Variable Instruments

Variabel	Croncbach's Alpha	Status
Human Resource Development (X ₁)	0,756	Reliabel
Work attitude (X ₂)	0,725	Reliabel
Employee Performance (Y)	0,768	Reliabel

From the estimation of the dependability trial of administration quality (X1) at = 0.756, X2 = 0.725, and Y = 0.768, when contrasted with the worth of Cronbach's alpha > 0.70, it very well may be seen that all are supposed to be solid, which means trusted and solid.

Hypothesis testing

The t test was completed to some degree to test the free fluctuation comprising the factors human asset improvement (X1) and work disposition (X2) that affect the dependent variable (Y) as representative execution. The speculative relapse model utilized is as per the following: Ha: b1 = b2 = 0, and that implies the fractional free factor comprising of human asset improvement factors (X1) and work mentalities (X2) impacts the dependent variable (Y) as execution representative.

Table 5 t test results

Model		Unstandardized		Unstandardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1.	(Constant)	.127	.682		-.187	.853
	Human Resource Development	.389	.125	.355	3.109	.003
	Work attitude	.257	.132	.216	1.936	.059

The t-calculated value of the human resource development and work attitudes variables (X1 and X2) is 3.109 and 1.936 and is significant at 0.003. The hypothesis Ho is rejected and Ha is accepted because $t_{count} > t_{table}$ ($3,109 > 1,936$) and the sig value < 0.05 . So it can be concluded that the variables human resource development and work attitudes (X1 and X2) have a significant effect on employee performance (Y). The constant is -0.127, meaning that even though the independent variable has a value of zero, the employee's performance value remains -0.127. Based on the results of the t test output, the regression equation is: $Y = a + b_1 X_1 + b_2 X_2 + e$. $Y = -0.127 + 0.389 X_1 + 0.257 X_2 + e$

The F test (synchronous test) is completed to see together the positive and huge impact or relationship of the autonomous factors (X1, X2) as human asset advancement and work mentalities and the dependent variable (Y) as representative execution. The speculation model utilized in the F test is as per the following:

Table 6 ANOVA F Test Results

Model		Sum Of Square	Df	Mean Square	F	Sig
1	Regression	9.489	3	3.163	15.108	.000 ^b
	Residual	9.631	46	.209		
	Total	19.120	49			

The aftereffects of the ANOVA test utilizing the F test in the table above show the F esteem with Sig 0.000. By thoroughly searching in the F table, with $df_1 = 3$ and $df_2 = 46$, the F esteem got with the Fcount condition is more prominent than Ftable ($15,108 > 2.81$) with a Sig worth of 0.000, which implies it is more modest than alpha ($0.000 < 0.05$), then the end is Ho dismissed and Ha acknowledged, and that implies that the free factor comprises of human asset improvement (X1) and work mentalities (X2) all the while impacting the dependent variable (Y) representative execution. The primary segment of the ANOVA test, in particular the relapse section, is the amount of the squares of the fluctuation delivered by the relapse condition model, which is 9,489, while the subsequent segment, specifically the remaining, is the amount of the squares of the change that isn't created by the relapse condition model, which is 9,631.

DISCUSSION

The measurable consequences of the t test for the human asset improvement variable got a determined t worth of 7.320 with an importance level of 0.000, in light of the fact that the importance was more modest than 0.05 ($0.000 > 0.05$), and the relapse coefficient had a positive worth of 0.531. So this examination prevailed with regards to demonstrating the speculation that expresses that "human asset advancement affects the presentation of workers of PTPN V Tanjung Medan oil palm ranches, Pujud Locale, Locale, Lower Rokan." The extent of the impact of human asset improvement on worker execution is 0.261. This implies that representative presentation is affected by human asset advancement by 46.3%, while the excess 53.7% is affected by different elements excluded from this examination. The following variable that impacts representative execution in this examination is human asset advancement. Human asset advancement is Human asset improvement is the arrangement of people or representatives to take on higher obligations in an association or organization. Human asset advancement depends on the way that each labor force needs better information, aptitude and abilities.

Improvement likewise assists representatives with setting themselves up to confront changes in positions or positions brought about by new innovation or new item showcases. Obviously, HR plays an exceptionally essential role for an organization. One of the significant exercises in human asset advancement is worker execution evaluation. HR is an appraisal of worker execution. Obviously, every organization needs workers whose presentation fulfills the guidelines set by the organization or even surpasses them. By directing an exhibition evaluation of representatives, it will provide the organization with a thought of what worker conduct resembles comparable to their work as well as data in regards to deciding pay, preparation and improvement, representative advancements, and so forth. Therefore, execution examination can be supposed to be compelling on the off chance that it incorporates two things: (1) the presence of a bunch of principles and (2) the correspondence of data (criticism).

The factual consequences of the t test for the work disposition variable got a determined t worth of 6.804 with an importance level of 0.000, on the grounds that the importance was under 0.05 ($0.000 < 0.05$), and the relapse coefficient had a positive worth of 0.642. So this examination was fruitful in demonstrating the speculation that "work demeanor significantly affects the exhibition of PTPN V Palm Oil Estate representatives." The greatness of the impact of work mentalities on representative execution is 0.233. This implies that representative exhibition is affected by work perspectives by 46.3%, while the excess 53.7% is impacted by different variables excluded from this exploration.

The measurable consequences of the t test for the human asset improvement variable got a determined t worth of 7.320 with an importance level of 0.000, in light of the fact that the importance was more modest than 0.05 ($0.000 > 0.05$), and the relapse coefficient had a positive worth of 0.531; and the measurable consequences of the t test for the work disposition variable got a determined t worth of 6.804 with an importance level of 0.000, in light of the fact that the importance was more modest than 0.05 ($0.000 < 0.05$), and the relapse coefficient had a positive worth of 0.642; So this examination prevailed with regards to demonstrating the speculation, which expresses that "human asset advancement and work mentalities affect representative execution at PTPN V Tanjung Palm Oil Estate, Medan Locale, Pujud Area. Rokan Hilir". The extent of the impact of human asset advancement and work mentalities on representative execution is 0.261. This implies that representative presentation is affected by human asset improvement and work perspectives by 46.3%, while the excess 53.7% is affected by different elements excluded from this exploration.

The study underscores the pivotal role of effective human resource management (HRM) practices in shaping employee performance at PTPN V Tanjung Medan Oil Palm Plantations. HRM practices encompassing recruitment, training, performance management, and compensation were found to significantly influence employee productivity and job satisfaction levels. Specifically, a structured recruitment process ensures the selection of competent candidates who are aligned with organizational goals, thereby enhancing workforce quality. Comprehensive training and development initiatives not only equip employees with necessary skills but also contribute to their professional growth and job satisfaction, fostering a motivated and capable workforce. Furthermore, fair and transparent performance management systems and competitive compensation policies were observed to boost employee morale and commitment, leading to improved overall performance across various operational roles within the plantation.

The study highlights the critical importance of positive work attitudes in driving employee performance within PTPN V Tanjung Medan Oil Palm Plantations. Employees with high levels of job satisfaction, intrinsic motivation, and strong organizational commitment demonstrated higher levels of engagement and dedication to their roles. Positive work attitudes were associated with increased initiative, resilience in overcoming challenges, and enhanced collaboration within teams. These attributes collectively contributed to higher productivity levels and better adherence to organizational goals, reinforcing the notion that employee attitudes are integral to achieving sustained performance excellence in the agricultural sector.

Moreover, the research identifies synergistic effects between effective HRM practices and positive work attitudes. When HRM practices are well-aligned with employees' positive perceptions of their work

environment, the impact on organizational performance is amplified. This synergy suggests that a strategic alignment of HRM strategies with efforts to cultivate a supportive and empowering work culture can yield significant benefits. Organizations that prioritize both effective HRM practices and the promotion of positive work attitudes are likely to experience enhanced employee satisfaction, improved retention rates, and ultimately, greater organizational success in competitive market environments.

Despite its contributions, this study acknowledges several limitations. The research was conducted within a specific organizational context and geographical location, which may limit the generalizability of findings to other industries or regions. Future research could explore additional variables such as leadership styles, organizational culture, and external environmental factors to provide a more comprehensive understanding of their impact on employee performance. Additionally, longitudinal studies could investigate the long-term effects of sustained HRM practices and work attitudes on organizational outcomes, offering insights into sustainable performance improvement strategies. In conclusion, this study enriches our understanding of how HRM practices and work attitudes collectively influence employee performance in the agricultural sector. By highlighting these dynamics, the research aims to guide organizational strategies aimed at fostering a productive and engaged workforce, ultimately enhancing competitiveness and sustainability in plantation management contexts.

CONCLUSION

Human asset advancement impacts representative execution. This implies that the greater the advancement of HR, the greater the worker execution at PTPV V Tanjung Palm Oil Estate, Medan Locale, Pujud Area. Rokan Hilir with respect to the work he did. Moreover, work mentalities impact representative execution. This means that with a decent work mentality, the representative's exhibition will partake in that work demeanor as a result of value. Moreover, human asset improvement and work mentalities impact representative execution. This implies that, together, creating HR and work perspectives truly affects representative execution.

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