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"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Analyzing Employee Performance Aspects of PT. Perkebunan Nusantara II (Persero) Medan**Asrizal Efendy Nasution^{1*}, Nadila Dwi Adelia¹, Muhammad Taufik Lesmana¹**¹Universitas Muhammadiyah Sumatera Utara

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***Email:** asrizalefendi@umsu.ac.id**ABSTRACT**

This study aims to analyze the factors that affect employee performance and determine the most dominant factor influencing PT. Perkebunan Nusantara II (Persero) Medan. The sampling technique used random sampling to determine the number of samples based on the Slovin formula, namely as many as 80 people. Data collection techniques using documentation studies, interviews, and questionnaires. The research method uses descriptive quantitative factor analysis techniques. The results showed that from the 34 indicators initially selected 26 indicators which can then be grouped into four factors that affect the performance of employees of PT. Perkebunan Nusantara II (Persero) Medan, namely organizational culture, leadership, motivation, and work discipline factors. Organizational culture is the most dominant factor affecting employee performance, with an eigenvalue of 3,143 and a Variance (12,088%).

Keywords: Organizational Culture, Leadership, Work Motivation, Work Discipline, Organizational Commitment, Responsibility, Employee Performance.

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INTRODUCTION

Human resources are one crucial factor in a company. They have knowledgeable and highly skilled employees who can manage the company's resources and production factors effectively and efficiently is the key to achieving the company's goals. Quality human resources can be seen from the results of the work done through performance appraisal. Performance is the result of an employee's work during a specific period compared to various possibilities, for example, standards, targets/targets, or criteria that have been determined in advance and mutually agreed upon. Paying attention to employee performance is important because performance is one of the determining factors in achieving company goals. High employee performance is needed in every effort to achieve organizational or company goals (Maheswari & Lutvy, 2017). If the employee's performance is good, the company's performance is likely good (Astuti & Prayogi, 2018). Performance is a benchmark to evaluate the extent to which the employee gives his ability to the company. Performance measurement is the process of recording and measuring the achievement of the implementation of activities in the direction of achieving the mission through the results displayed in the form of products, services, or a process (Yanti et al., 2015). Criteria that are commonly used in performance measurement according to, among others: quality, quantity, time used, position held, attendance, and safety in carrying out work tasks (Daulay et al., 2019).

Employee performance is influenced by various factors, including their ability, motivation, support received, the existence of the work they are doing, and their relationship with the organization (Jufrizen, 2017). According to (Kasmir, 2016), factors affecting performance are ability, knowledge, work design, behavior, motivation, leadership, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline. Of the various factors that affect employee performance that has been mentioned by the experts above, the author tries to explain some of the factors that influence the employee performance of PT. Perkebunan Nusantara II (Persero) Medan is based on the phenomena that the authors found from initial observations.

PT. Perkebunan Nusantara II (Persero) Medan is the result of a merger PTPN II dan PTPN IX engaged in the plantation sector. This company is essential to improve the performance of its employees to achieve the goals of the company. Based on the initial observations, the authors see that seeking an approach to improve employee performance is necessary. This approach to improving human resources is by looking at factors that can affect employee performance, such as organizational culture, leadership, work motivation, work discipline, organizational commitment, and the company's responsibilities to employees. With such an approach, it is expected to reduce the problem of low employee performance of PT. Perkebunan Nusantara II (Persero) Medan.

One of the factors that influence employee performance is organizational culture. Organizational culture is a set of values that control the interaction between individuals in the organization with individuals in the organization or other organizations as suppliers and community members (Bismala et al., 2017). Organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics that are shared by each component of the organization. These elements become the basis for monitoring employee behavior, the way they think, cooperate and interact with their environment. If the

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organizational culture is good, it will be able to improve employee performance and will be able to contribute to the success of the company (Andayani & Tirtayasa, 2019). The application of organizational culture in improving employee performance requires clear standards or measurements; there are three leading indicators of organizational culture: trust between human resources, a clear description of rights and obligations, and expectations for the future (Baan, 2015).

Another factor that affects employee performance is leadership. Leadership can be defined as an action or effort to motivate others to want to work or act toward achieving organizational goals that have been set with full awareness and sincerity (Daulay et al., 2019). Leadership must be able to exert a constructive influence on its employees to make a cooperative effort to achieve the set goals. The leader's quality is considered the most crucial factor in the success or failure of a company. The requirements for leadership are three things: 1) power in the form of authority and legality to influence and move subordinates to do something, 2) authority, namely strength, superiority, and priority so that they can manage other people, 3) ability, namely all power, ability, strength, and technical or social skills or skills that exceed the capabilities of ordinary members (Isvandiari & Idris, 2018).

The next factor that affects employee performance is work motivation. Work motivation is a stimulus, encouragement, or power generator owned by a person or group of people who want to do and cooperate optimally in carrying out something that is more planned to achieve the goals that have been set (Lantara & Nursan, 2019). Motivation can be interpreted as a person's strength that generates enthusiasm in carrying out an activity, both from within and outside the individual. Motivation is increasingly essential because managers distribute work to their subordinates to do well and be integrated towards the desired goals. Companies not only expect capable, competent, and skilled employees, but most importantly, they want to work hard and want to achieve maximum work results. Therefore, one of the goals of motivation is to increase employees' enthusiasm and work enthusiasm so that they continue to excel and be disciplined at work. Therefore, every company cannot be separated from a goal, and if the company's goals have been achieved, it means that the company's performance is good (Rosmaini & Tanjung, 2019). There are seven motivational factors: promotion, work performance, the work itself, appreciation, responsibility, recognition, and success at work (Andayani & Tirtayasa, 2019).

Work discipline is also one of the factors that can affect employee performance. Work discipline is a tool or means for an organization to maintain its existence (Nasution, 2018). Therefore, discipline is essential to achieve high employee performance. Because apart from being a moral obligation, the discipline also functions as an employee commitment as a form of reciprocity between the company and employees. In addition, the reason for empowering work discipline is to maintain the dynamic pattern of activities or activities carried out well and optimally (Untari, 2018). A company with the discipline of good employees is easier for enterprise organizations to achieve optimal results (Arif et al., 2019). Work discipline is divided into four perspectives: Retributive Discipline, which tries to punish people who do wrong. Corrective Discipline, which tries to help employees correct inappropriate behavior. Individual Rights Perspective, which tries to protect the fundamental rights of individuals during disciplinary actions, and the Utilitarian perspective. i.e., focusing on the use of discipline only when the consequences of the disciplinary action outweigh the adverse effects (Yanti et al., 2015).

Organizational commitment is an agreement to do something for yourself, other individuals, and organizational groups (Lesmana & Nasution, 2019). Meanwhile,

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organizational commitment reflects the level of circumstances in which individuals identify themselves with the organization and are bound to its goals. In addition, organizational commitment is the feeling of employees becoming part of an organization or company and recognizing the goals, values, norms, and ethical standards, expressing commitment and intent to maintain membership in the organization. Finally, organizational commitment is a strong desire to become a member of a group, a high will to work for the organization, and a specific belief and acceptance of the values and goals of the organization (Lesmana & Nasution, 2020).

Work responsibilities are capital for every company that needs to be managed to remain productive. However, managing employees is difficult because they have heterogeneous wills, thoughts, statuses, and backgrounds. Therefore, companies must be able to encourage employees to remain productive and responsible in carrying out their duties and provide satisfaction to them (Daulay et al., 2017). Responsibility is a person's ability to carry out obligations because of encouragement within him. Work responsibility is to do the job thoroughly and not delay so that the work is more improved, qualified, and can be accounted for. Employees with high performance will be challenged to get more complex assignments, accept heavier responsibilities, and be able to occupy higher positions. In general, responsibility is defined as an obligation to do something or behave in a certain way and not deviate from existing regulations. Work responsibilities are influenced by several factors, namely: motivation, ability, knowledge, expertise, education, years of service, training, and discipline (Setiawan, 2018).

Practical problems found at PT. Perkebunan Nusantara II (Persero) Medan, which influences the low performance of employees, is due to several factors. The first factor related to organizational culture is the lack of cooperation and communication between colleagues in carrying out work and the absence of reminding each other when colleagues make mistakes so that they seem individual. Besides that, there is also no sense of togetherness to improve the best work results for the company. Regarding leadership, there is no close relationship between superiors and subordinates; leaders are not assertive and are not responsive to several problems, needs, and expectations from their subordinates. This resulted in a less harmonious working atmosphere between employees and leaders. The problem regarding discipline is that many employees come late to the office, leave the office during working hours, are absent for no apparent reason, and leave earlier than the set time. The problem with work motivation is that employees need more enthusiasm and enthusiasm so that their performance decreases which results in a decrease in company performance. The problem with organizational commitment is that many employees need to carry out their duties properly, support the company's work program, and seem to not commit to advancing the company where they work. Finally, the problem with responsibility is that many employees still need more time to complete their tasks even though they have been given directions. Based on these problems, the authors are interested in analyzing what factors influence employee performance and looking for the most dominant factors influencing employee performance. PT. Perkebunan Nusantara II (Persero).

METHOD

This research method uses quantitative descriptive analysis. The data used are primary data taken through interviews and questionnaires. The population in this study were all employees of PT. Perkebunan Nusantara II (Persero) Medan with a total of 377 employees. Given a large number of population, then to determine the number of samples can use the

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Slovin formula with an error value of 10% (Heruwanto et al., 2018). The sample used is random sampling because it uses the characteristics or characteristics of the same members of the population (Juliandi et al., 2015). The number of samples was determined based on the Slovin formula so that 80 employees were obtained as samples. Data processing using SPSS software version 23.00.

The data analysis technique in this study uses factor analysis, a multivariate statistical technique used to reduce and summarize the dependent or dependent variables, which are numerous and interdependent (Heruwanto et al., 2018). Before factor analysis, the validity and reliability of the data were first tested to ensure that the data used was reasonable. After that, the factor analysis process begins with determining which variables will be analyzed through KMO and Barlett's then the Measure of Sampling Adequacy (MSA) test. After all the variables meet the requirements for analysis, the next step is to carry out the core process of factor analysis, namely the extraction of a set of existing variables so that one or several factors are formed. In carrying out this extraction process, the method to be used is Principal Component Analysis. After extraction, one or several factors are formed, which contain many indicators. Maybe an indicator is difficult to determine which factor will enter. A rotation process can be carried out on the formed factors to overcome the problem. The rotation process is carried out to make it easier to place the existing variables into the formed factors. In this study, the rotation process was carried out using the varimax method. In this study, eigen values were used to determine the number of factors with the criterion that the eigen values < 1 were not used in calculating the number of factors formed. After the factors are formed, the next step is to interpret the factors that are formed. Then look for which factor is the most dominant in influencing the performance of employees of PT. Perkebunan Nusantara II (Persero) Medan.

RESULT AND DISCUSSION

Respondents in this study consisted of 41 men and 39 women, with the most dominant age level ranging from 31-40 years, as many as 57 people. The length of time worked was dominated by 1-10 years for as many as 69 people, with educational levels dominated by Bachelor's graduates as many as 56 people. For the results of the data validity test, all questions for the variables of leadership (X1), organizational culture (X2), work motivation (X3), work discipline (X4), organizational commitment (X5), responsibility (X6) and employee performance (Y) shows a probability number < 0.05 and r-count value $> r$ -table, meaning that all the questions presented are valid and can be used to measure what will be measured in this study. For data reliability results, both for leadership (X1), organizational culture (X2), work motivation (X3), work discipline (X4), organizational commitment (X5), responsibility (X6), and employee performance (Y) all show Cronbach's Alpha value > 0.60 , so it can be concluded that the instrument being tested is reliable.

The first test to be carried out in factor analysis is the KMO and Barlett's tests to assess which variables are appropriate for inclusion in further analysis. The method is to carry out the KMO-MSA test on existing statements and issue statements that are invalid in the MSA test results, then carry out the KMO-MSA test again until all statements are declared valid. By doing several tests, the following results can be obtained:

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Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.660
Bartlett's Test of Sphericity	Approx. Chi-Square	729.242
	Df	325
	Sig.	.000

Source: Author's compilation

From the results of the KMO test and Bartlett's Test, the KMO-MSA (Kaiser-Mayer-Olkin Measure of Sampling) value was 0.660 with a significance level of 0.000. Because the number is above 0.5 ($0.660 > 0.5$) and the significance is below 0.005 ($0.000 < 0.05$), the variables and samples that exist as a whole can be analyzed further. The MSA numbers in the anti-image matrix table for the anti-image correlation can be seen in table 2 below:

Table 2. Test of Measure of Sampling Adequacy (MSA)

No.	Indikator	MSA	Keterangan
1	Implement the relationship that exists between superiors and subordinates	578	Valid
2	We are helping fellow work unit members and other work units if anyone is experiencing difficulties.	736	Valid
3	Establish cooperation with employees to improve the best results for the company.	661	Valid
4	Be polite, neat, and clean at work	688	Valid
5	Leaders who are firm in making decisions	670	Valid
6	Leaders who are honest and open.	676	Valid
7	Leaders who always greet their employees every time they meet	707	Valid
8	Leaders who get angry quickly if their employees do not work well.	740	Valid
9	Leaders who consider the decisions they make as decisions that must be made	690	Valid
10	Consistent leadership between speech and behavior.	759	Valid
11	Leaders who want to receive input from their employees.	625	Valid
12	Leaders who are warm and build mutual trust.	768	Valid
13	Always strive to achieve excellence in work.	556	Valid
14	Work hard to get a guaranteed career in the company	591	Valid
15	Every employee with high achievements will be able to develop a career.	525	Valid
16	The establishment of cooperation between co-workers makes them more enthusiastic at work.	709	Valid
17	Gets work done faster than	709	Valid
18	time so that I can do the next task.	714	Valid
19	Make good use of time at work.	621	Valid
20	Come to work earlier than the allotted time.	583	Valid
21	Attendance is always a priority.	599	Valid
22	Doing work under the established SOP (Standard Operating Procedure).	600	Valid
23	Doing one job with the appropriate stages to do the next job.	736	Valid

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24	Obey the boss if assigned to help in other fields of work.	690	Valid
25	Do not make the same mistake	694	Valid
26	Carry out work with responsibility under a predetermined time.	651	Valid

Source: Author's compilation

Table 2 shows that there are 26 remaining statements, all of which have an $MSA > 0.5$. Thus the 26 statements above can be analyzed further. Then the next stage is to perform factor formation, namely the extraction of a set of existing variables so that one or several factors are formed. In carrying out this extraction process, the method to be used is Principal Component Analysis. The results of factor formation can be seen in table 3 below:

Table 3. Communalities

	Initial	Extraction
Implement the relationship that exists between superiors and subordinates	1.000	.852
Helping fellow work unit members and other work units if anyone is experiencing difficulties.	1.000	.749
Establish cooperation with employees to improve the best results for the company.	1.000	.655
Be polite, neat, and clean at work	1.000	.854
Leaders who are firm in making decisions	1.000	.735
Leaders who are honest and open.	1.000	.673
Leaders who always greet their employees every time they meet	1.000	.739
Leaders who get angry easily if their employees do not work well.	1.000	.522
Leaders who consider the decisions they make as decisions that must be made	1.000	.729
Consistent leadership between speech and behavior.	1.000	.606
Leaders who want to receive input from their employees.	1.000	.600
Leaders who are warm and build mutual trust.	1.000	.584
Always strive to achieve excellence in work.	1.000	.739
Work hard to get a guaranteed career in the company	1.000	.753
Every employee with high achievements will be able to develop a career.	1.000	.643
The establishment of cooperation between co-workers makes them more enthusiastic at work.	1.000	.516
Gets work done faster than	1.000	.631
time so that I can do the next task.	1.000	.519
Make good use of time at work.	1.000	.767
Come to work earlier than the allotted time.	1.000	.773

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Attendance is always a priority.	1.000	.614
Doing work under the established SOP (Standard Operating Procedure).	1.000	.705
Doing one job with the appropriate stages to do the next job.	1.000	.442
Obey the boss if assigned to help in other fields of work.	1.000	.632
Do not make the same mistake	1.000	.597
Carry out work with responsibility under a predetermined time.	1.000	.663

Extraction Method: Principal Component Analysis

From the table above, it can be seen the extraction value of each statement. The greater the extraction value means, the closer the relationship with the factors formed. The next step is the formation of factor values. In this study, eigen values were used to determine the number of factors with the criterion that the eigen values < 1 were not used in calculating the number of factors formed. To determine how many factors may be formed can be seen in table 4 below:

Table 4. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.143	12.088	46.488	3.148	12.076	28.556	2.997	11.480	24.104
2	2.943	11.319	43.026	2.903	11.187	39.703	2.910	11.204	35.304
3	1.103	4.242	62.356	1.123	4.309	62.356	1.513	5.775	61.628
4	1.079	4.150	63.253	1.079	4.150	66.553	1.221	4.818	66.506
5	.955	3.995	64.848						
6	.948	3.899	68.046						
7	.942	3.779	69.355						
8	.935	3.650	70.505						
9	.925	3.558	71.063						
10	.830	3.193	73.256						
11	.788	3.032	76.288						
12	.754	2.898	79.186						
13	.642	2.467	81.653						
14	.623	2.398	84.051						
15	.543	2.088	86.139						
16	.515	1.980	88.119						
17	.477	1.834	89.953						
18	.449	1.728	91.681						
19	.435	1.672	93.353						
20	.374	1.439	94.792						
21	.324	1.247	96.038						

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22	.297	1.141	97.180						
23	.259	.995	98.174						
24	.200	.768	98.942						
25	.178	.684	99.626						
26	.097	.374	100.000						

Extraction Method: Principal Component Analysis.

Based on the table above, the Variance can be explained by four factors as follows:

1. $3.143/26 \times 100\% = 12.088\%$. So that the total factor 1 will explain the variable of 12.088%. Because the eigenvalues are set at 1, the total value to be taken is > 1 . The total value of the first-factor variable is organizational culture, with a total Initial Eigenvalue of $3.143 > 1$.
2. $2.943/26 \times 100\% = 11.319\%$. So that the total factor 2 will explain the variable of 11.319%. Because the eigenvalues are set at 1, the total value to be taken is > 1 . The total value of the second-factor variable is leadership, with a total Initial Eigenvalue of $2.943 > 1$.
3. $1.103/26 \times 100\% = 4.242\%$. So that the total factor 3 will explain the variable of 4.242%. Because the eigenvalues are set at 1, the total value to be taken is > 1 . The total value of the third-factor variable is motivation, with a total Initial Eigenvalue of $1.103 > 1$.
4. $1.079/26 \times 100\% = 4.150\%$. So that the total factor 4 will explain the variable of 4.150%. Because the eigenvalues are set at 1, the total value to be taken is > 1 . The total value of the fourth-factor variable is discipline, with a total Initial Eigenvalue of $1.079 > 1$. Thus, the factors formed are four factors, namely organizational culture, leadership, motivation, and discipline.

DISCUSSION

Organizational Culture on Employee Performance

Based on the data processing results, the total value of Initial Eigenvalues was 3.143, with a variance of 12.088%, meaning that organizational culture influences the performance of PT employees. Perkebunan Nusantara II (Persero) Medan. An excellent organizational culture will foster good work habits to improve employee performance. Therefore, if the organizational culture is good, it can improve employee performance and contribute to the company's success (Arianty, 2014).

The organizational culture currently running at PT. Perkebunan Nusantara II (Persero) Medan is still not doing well. This is evidenced by the respondents' answers regarding statements about cooperation and communication that are created in the workplace. First, 81% of respondents answered 'Agree' that cooperation and communication between colleagues in carrying out work had yet to be created. For example, between fellow members of the work unit and other work units, it is rarely seen helping each other if someone is having difficulties, so that it is working individually. Then 77% of respondents answered 'Agree' to the statement that there was a lack of reminding each other among colleagues when colleagues made mistakes. Finally, 79% of respondents answered 'Agree' to the statement of a lack of a sense of togetherness to improve the best work results for the company. From the explanation above, the problems related to organizational culture in the company are the causes of not optimal employee performance.

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Therefore, PT. Perkebunan Nusantara II (Persero) Medan must make overall improvements regarding the organizational culture that is currently running in the company. By paying attention to what things are not good about the current organizational culture that has been shown from the results of this study, the company can improve it in the future so that the organizational culture becomes good. The good organizational culture of the company in the future will affect the increase in the work performance of employees in the company. This research is in line with research conducted by (Nugroho et al., 2017), (Andayani & Tirtayasa, 2019), and (Jufrizen et al., 2018), who in his research stated that organizational culture could affect the level of employee performance in the company where the employee works.

Leadership on Employee Performance

Based on the data processing results, the total value of Initial Eigenvalues was 2.943, with a variance of 11.319%, meaning that leadership influences the performance of PT employees. Perkebunan Nusantara II (Persero) Medan. Therefore, applied leadership will affect employees' daily work patterns to improve employee performance (Andayani & Tirtayasa, 2019).

The leadership currently applied at PT. Perkebunan Nusantara II (Persero) Medan is still not doing well. This is evidenced by the respondents' answers regarding statements about leadership. First, 86% of respondents answered 'Agree' that leaders cannot create warm relations between leaders and subordinates; there seems to be a separation between leaders and subordinates so that employees do not work optimally. Then 89% of respondents answered 'Strongly Agree' with the statement that leaders are not strict enough with subordinates who break the rules, which can affect the work performance of other employees. Finally, 92% of respondents answered 'Agree' with the statement that the leadership was not responsive to some of their subordinates' problems, needs, and expectations. This, of course, can create new problems at work so that employee performance becomes hampered to be achieved. From the explanation above, the problems related to leadership in the company are the causes of not optimal employee performance.

Therefore, PT. Perkebunan Nusantara II (Persero) Medan must change the leadership style that has been implemented so far. By paying attention to what is wrong with the current leadership, the company can improve it in the future so that good leadership is created to improve its employees' work performance. This research is in line with research conducted by (Mananeke et al., 2014), (Astuti & Prayogi, 2018), and (Saripuddin, 2018), which state that leadership affects employee work performance.

Work Motivation on Employee Performance

Based on the data processing results, the total value of Initial Eigenvalues was 1.103 with a variance of 4.242%, meaning that work motivation influences the performance of PT employees. Perkebunan Nusantara II (Persero) Medan. Therefore, the motivation that is formed both from internal and external employees will undoubtedly affect their performance at work (Lesmana & Nasution, 2019).

Work motivation currently applied at PT. Perkebunan Nusantara II (Persero) Medan is still minimal. This is evidenced by the respondents' answers regarding statements about employee motivation. First, 84% of respondents answered 'Agree' that cooperation between co-workers is not maximized. Then 78% of respondents answered 'Agree' with the statement that they finished the job ahead of time so they could do the next task. Finally, 72% of respondents answered 'Agree' with the statement that the use of time at work has yet to be

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maximized. From the explanation above, the problems related to work motivation in companies can be seen that are the cause of not optimal employee performance.

Therefore, PT. Perkebunan Nusantara II (Persero) Medan must make changes in terms of work motivation that has been given by the company so far. Companies must create employee motivation so that employees want to work together with their colleagues, can do work on time, and have high enthusiasm at work to achieve maximum performance. Companies not only expect capable, competent, and skilled employees, but most importantly, they want to work hard and want to achieve maximum work performance. This research is in line with research conducted (Lesmana & Nasution, 2019), (Hasibuan & Silvy, 2019), (Heruwanto, 2018) and (Rosmaini & Tanjung, 2019) which states that work motivation affects employee performance.

Work Discipline on Employee Performance

Based on the data processing results, the total value of Initial Eigenvalues was 1.079 with a variance of 4.150%, meaning that work discipline influences the performance of PT employees. Perkebunan Nusantara II (Persero) Medan. Therefore, the work discipline that is created will make employees' work more accessible and will indirectly improve their performance (Nasution, 2018).

Work discipline currently applied at PT. Perkebunan Nusantara II (Persero) Medan is still lacking. This is evidenced by the respondents' statements regarding employee work discipline. First, 88% of respondents stated 'Strongly Agree' with the statement that many employees come to and leave work not according to predetermined hours. Second, 83% of respondents stated 'Agree' with the statement that many employees leave the office during working hours. Third, 91% of respondents stated 'Agree' with the statement that the work carried out was not following the established SOP. Then 76% of respondents stated 'Agree' with the statement that employees still need to complete the work with full responsibility and by the allotted time. From the explanation above, there are problems related to work discipline in companies that cause not optimal employee performance.

Therefore, companies must strictly enforce discipline on employees so that all the problems mentioned in the research results can be appropriately handled. If work discipline had been strictly enforced, there would be no more employees who dared to go out and go home outside the set hours. Instead, employees will carry out work following existing SOPs, carry out work responsibly according to a predetermined time, and be ready to correct mistakes so that they do not recur in the future. Therefore, empowerment of work discipline is needed to maintain the dynamic pattern of activities or activities carried out so that they run well and optimally, which leads to increased employee performance. This research is in line with research conducted by (Arif et al., 2019), (Nasution 2018), and (Prayogi et al., 2019), which state that work discipline affects employee work performance.

IMPLICATIONS

The problem found is that the employee's performance needs to be maximized at work. By knowing the factors that influence employee performance and the most dominant factors influencing employee performance, companies can improve and improve all of these factors to be able to improve employee performance to achieve company goals.

CONCLUSION

Using the factor analysis method, from 34 variables obtained 26 indicators and formed four factors that influence employee performance at PT. Perkebunan Nusantara II (Persero)

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Medan. The four factors are organizational culture, leadership, work motivation, and discipline. Of the four factors, the organizational culture factor has the most dominant influence in influencing the work performance of its employees, with an eigenvalue of 3,143 with a variance of 12,088%. The suggestions that can be given to PT. Perkebunan Nusantara II (Persero) Medan is to pay more attention to the organizational culture that is there because this is the most dominant factor in influencing the performance of its employees. Companies must change and improve the organizational culture that has yet to be good so far to create an excellent organizational culture. Good organizational culture practices are expected to influence PT's leadership, motivation, and work discipline factors. As a result, Perkebunan Nusantara II (Persero) Medan will be even better in the future, ultimately maximizing its employees' work performance.

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