



The Influence Of Work Engagement, Organizational Culture, Workload And Work Stress On The Performance Of Implementing Employees In The Kebun Area Of Serdang District

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Abstract:

The cause of a company's declining income is close to employee performance, which is not optimal. So, an in-depth analysis is needed to see whether there are various causal factors. Therefore, this research wants to test whether work engagement, organizational culture, workload, and work stress influence employee performance. This research was conducted in the Gardens of Serdang District. The data collection method uses quantitative description. The research results show that work engagement has a positive and significant effect on employee performance with a significance level of $0.001 < 0.05$, organizational culture has a positive and significant effect on employee performance with a significance level of $0.000 < 0.05$, workload has a positive and significant effect on employee performance with a level of significance $0.038 < 0.05$, Job stress has a positive and significant effect on employee performance with a significance level of $0.000 < 0.05$, and simultaneously work engagement, organizational culture, workload and work stress have a significant effect on employee performance with a significance level of $0.000 < 0.05$. This research only focuses on four research variables, so other variables can still influence employee performance This research is fundamental because it will provide new knowledge that several things are important in improving employee performance. So it is concluded that all research variables have a positive and significant effect on employee performance..

Keywords: *employee performance; Organizational Culture; Work Engagement; Organizational Culture, Workload, Work Stress.*

Introduction

PT Perkebunan Nusantara III (Persero) has had this happen several times in the motto implemented by the company in the last five years. Namely, there was a change in 2016 to Honest, Sincere, and Sincere; in 2018, it changed to SIPro (Synergy, Integrity, and Professionalism), and now it has changed to AKHLAK. Since September 2020, PTPN III has implemented the cultural value "AKHLAK" as organizational culture. The meaning of "AKHLAK" is trustworthy: holding firm beliefs; competent, continuing to learn and develop oneself; harmonious, caring, and always respecting differences; and loyal, prioritizing the nation's interests. The state is adaptive, always innovating collaboratively and continuing to build cooperation. Building cooperation is certainly not only from the external sector but also from building a working relationship with employees in the company because work engagement is essential in a company (Ramdhani & Sawitri, 2017; Putra, 2018). Because by creating engagement, employee performance is considered to be maximized. Apart from that, organizational culture must be applied to all

employees so that it becomes their daily work behavior so that organizational culture can become a habit for themselves and be beneficial for all parties (Muis et al., 2018; Wardani et al., 2016). Organizational culture is a system of shared meaning that is shared by all members of an organization and which differentiates the organization from other organizations, which can have an impact on employee performance levels (Meutia & Husada, 2019; Robbins & Judge, 2015; Riono et al., 2020). Based on the observations by researchers, it was found that slogans about PTPN III's organizational culture were posted in every workspace so that employees always remembered the company's organizational culture. However, it is not easy to create a new habit; it requires encouragement and effort so that this culture can be realized well and can have an impact on improving employee performance, especially as there have been several cultural changes that have been instilled into the PTPN III organization in the last 4 years.

Based on the observations by researchers, it was found that the working hours of PTPN III employees were 40 hours/week. Apart from that, it was also found that the high load and volume of work triggers employees to experience stress where employees are required to work from Monday to Saturday. The obligation to complete their work on time makes employees spend their energy and thoughts on work and causes "potential" work stress. (Wartono, 2017; Steven & Prasetyo, 2020; Harrisma & Witjaksono, 2013). The phenomenon in rubber plantations is based on boosting dry rubber production. In 2021, a policy was made to harvest wet rubber at 04.00 WIB with additional lighting equipment and Extra food for penderes employees (Manalu & Harsono, 2023).

In conditions in the field, even though the workload is added to the employees. Implementing employees continue to carry out their duties without complaining; this is proven by the absence of demonstrations in the last five years; this is suspected to be the role of employee work engagement, which enables implementing employees to work with enthusiasm to achieve company targets (Hakman et al., 2021; Lukito & Alriani, 2019). Employee engagement significantly influences employee performance (Irawati & Carollina, 2017; Muliawan et al., 2017). This proves that the significance level of 0.000 is smaller than $\alpha = 0.05$ ($0.000 < 0.05$), which means that there is an influence between employee engagement and employee performance at PT. Badja Baru Palembang. Based on various literacies and research problems that have been tested previously. So, the research wants to see whether work engagement, organizational culture, workload, and work stress affect the performance of implementing employees in the Kebun area of Serdang District.

Literature Review

Work Engagement

Mitchell et al. (2006) proposed work engagement to help overcome problems that can cause employees to leave their work-related and non-work-related jobs. According to Holtom et al. (2006), a person's chances of remaining in an organization are more significant if they have a stronger relationship with the organization and its community. Turnover intention is influenced by work engagement (Shafique et al., 2011; Kismono, 2011; Garnita and Suana, 2014). According to many studies, work engagement can also indicate a desire to leave the company (Clinton, 2012). In addition to having a solid connection to their work and company, employees should feel supported by their company. Companies should always provide helpful support, also known as organizational support.

Organizational Culture

The unique relationship of norms, values, beliefs, and behavior patterns is usually called organizational culture. These relationships determine how groups and individuals get things done (Muis et al., 2018). Values are in organizational culture. These values must be understood, imbued, and practiced by everyone involved. In addition, an organization's culture will have an impact on the efficiency and effectiveness of the organization as well as the empowerment of its employees. Organizational culture can help employee performance because it creates a high level of motivation for employees to maximize the opportunities available to them. A strong culture is essential for a company's success (Meutia & Husada, 2019).

Workload

The busy season at the beginning of the year causes a lot of work because most companies have a fiscal year that ends in December (Setiawan, 2014). This season is hectic because companies have to report financials every weekend. This is due to the imbalance between the number of clients the auditor must handle and the time available to conduct the audit (Rizky & Suhariadi, 2021). Auditors who experience pressure produce lower audit results (Fadhilah & Halmawati, 2021). Excessive work hurts audit results and quality (Ishak et al., 2015). This is in line

with the results of other research, which shows that workload greatly influences audit quality (Pertwi & Erinos, 2020).

Work Stress

Work stress is a stressful condition that impacts a person's physical health, emotions, and way of thinking while working. Stress that is not handled correctly is usually the cause of a person's inability to interact positively with their environment (Makkira et al., 2022). People who are stressed experience anxiety and discomfort that lasts all the time. Stress is a condition that causes physical and mental imbalance that affects an employee's emotions, way of thinking, and condition. Excessive stress can harm a person's ability to adapt to their environment (Steven & Prasetyo, 2020). Since each employee's work will not affect the company's goals, managers must understand their employees' circumstances. This is especially true for work stress, which must be addressed consistently to avoid disrupting business performance (Ahmad et al., 2019). Therefore, handling work stress must be done well and consistently, and leaders must respond quickly to this problem because it impacts business performance

Research methods

This research uses quantitative descriptive methods. According to Lubis (2021), descriptive statistics is a part of statistics that studies procedures for compiling, presenting, and searching for data, efforts to present data in a more concise and complete form but easily understood by users, grouped into the descriptive statistics group. Quantitative descriptive research is research that aims to describe or describe the characteristics (characteristics) of a situation or research object. This research process followed planned procedures (Sugiyono, 2015). This research was carried out at PTPN III Serdang District 1 area from July 2023 to October 2023. The population in this research was 336 employees implementing palm oil plantations and palm oil factories in Serdang I District PTPN III. Determining the research sample used purposive random sampling. Determining the number of samples in this study used the Slovin formula (Umar, 2001).

Validity and Reliability Test

Validity testing is carried out regarding the accuracy of the measuring instrument on the concept being measured so that it measures what it is supposed to measure. Validity is a measure that shows the level of reliability or validity of a measuring instrument. A questionnaire is valid if the questions can reveal something that the questionnaire will measure. So, validity wants to measure whether the questions in the questionnaire that have been created can measure what we want to measure. Akdon and Riduwan (2013) stated that the formula that can be used to test validity is the Pearson product-moment formula :

Where :

r count = Correlation coefficient n = Number of respondents

$\sum X$ = total score X

$\sum Y$ = total score Y

$\sum XY$ = the sum of the products of the scores X and Y

$\sum X^2$ = square of the sum of the X scores

$\sum Y^2$ = square of the sum of the scores Y

The decision regarding the validity of the statement items in the questionnaire is as follows:

- The statement item is valid if $r_{count} >$ table with a 0.05 or 5% significance level.
- The statement item is invalid if $r_{count} <$ table with a significance level of 0.05 or 5%.

Results and Discussion

Respondent Characteristics

The study's respondents' characteristics consisted of age, education, and length of work. There were 100 male respondents (55%) and 83 female respondents (45%). Based on this description, it can be concluded that male employees dominate the implementing employees in the Serdang-I District plantation area of PTPN III. The age of the respondents was 15 people (8%) aged 26-30 years, 36 people aged 31-35 years (20%), 17 people aged 36-40 years (9%), 45 people aged 41-45% (24 %), 18 people aged 46-50 years (10 %) 51-55 years old 40 (22 %) 12

people aged > 55 years (7%). Based on this description, it can be concluded that the implementing employees in the Serdang-I District plantation area of PTPN III are dominated by employees aged 51 – 55 and are still productive. Characteristics of plantation employee respondents in the Serdang-I District of PTPN III based on education: 19 respondents had junior high school education (10%), 76 people had a high school education (42%), 21 people had a D3 education (11%), and 67 had a bachelor's degree. People (37%). Based on this description, the implementing employees in the Serdang-I District plantation area of PTPN III are dominated by employees with a high school education. Characteristics of plantation employee respondents in the Serdang-I District of PTPN III based on length of work: 52 people (28%) worked for 1 - 5 years, 32 people (17%) worked for 6 - 10 years, worked for 11 - 15 years as many as 30 people (16%) and working for 16 – 20 years as many as 69 people (39%). Based on this description, it can be concluded that implementing employees in the Serdang-I District plantation area of PTPN III generally work for more than 16 – 20 years. The PTPN III company is large, so employees feel at home because they have a perfect career path.

Variable Description for Work Engagement

The tabulation results of respondents regarding the work engagement variable can be seen in Table 1.

Table 1. Tabulation of Work Engagement Variables

Question	5	4	3	2	1	Total				
	f	F	F	f	f	F	Score	TCR	Mean	Category
1	50	88	29	15	1	183	720	78,69	3,93	Good
2	48	89	29	16	1	183	716	78,25	3,91	Good
3	50	85	30	16	2	183	714	78,03	3,90	Good
4	43	83	35	22	0	183	696	76,07	3,80	Good
5	49	82	36	16	0	183	713	77,92	3,90	Good
6	51	78	33	21	0	183	708	77,38	3,87	Good
7	50	80	34	19	0	183	710	77,60	3,88	Good
8	60	74	30	19	0	183	724	79,13	3,96	Good
9	47	78	45	12	1	183	707	77,27	3,86	Good
Average Value							712	77,81	3,89	Good

Of the 9 questions regarding the work-relatedness variable, the average respondent's answer was in the excellent category, with an average answer score of 3.89 (good). Based on the answers of the respondent employees regarding work engagement, employees who work in the Serdang-I District plantation area of PTPN III have good work engagement to increase employee performance.

Organizational culture

The tabulation results of respondents regarding organizational culture variables can be seen in Table 2.

Table 2. Tabulation of Organizational Culture Variables

Question	5	4	3	2	1	Total				
	f	F	F	f	f	F	Score	TCR	Mean	Category
1	49	76	24	32	2	183	687	75,08	3,75	Good
2	53	52	44	31	3	183	670	73,22	3,66	Good
3	39	74	37	29	4	183	664	72,57	3,63	Good
4	49	56	38	39	1	183	662	72,35	3,62	Good
5	48	73	31	29	2	183	685	74,86	3,74	Good
6	48	67	33	31	4	183	673	73,55	3,68	Good
7	64	42	42	34	1	183	683	74,64	3,73	Good
8	47	65	36	32	3	183	670	73,22	3,66	Good
9	54	54	39	32	4	183	671	73,33	3,67	Good
10	67	46	31	34	5	183	685	74,86	3,74	Good
11	42	59	40	37	5	183	645	70,49	3,52	Good
12	50	60	33	38	2	183	667	72,90	3,64	Good

Question	5	4	3	2	1	Total				
	f	F	F	f	f	F	Score	TCR	Mean	Category
13	48	56	38	36	5	183	655	71,58	3,58	Good
14	43	62	31	43	4	183	646	70,60	3,53	Good
15	38	72	26	42	5	183	645	70,49	3,52	Good
16	42	73	20	41	7	183	651	71,15	3,56	Good
17	71	61	23	23	5	183	719	78,58	3,93	Good
18	56	77	25	23	2	183	711	77,70	3,89	Good
Average Value							672	73,40	3,67	Good

Of the 18 questions related to the organizational culture variable, the average respondent's answer was in a suitable category, with an average score of 3.67, which shows that the organizational culture in the Serdang-I District plantation area of PTPN III is excellent, which contributes to improving employee performance.

Workload

Respondents' tabulation results regarding workload variables can be seen in Table 3.

Table 3. Tabulation of Workload Variables

Question	5	4	3	2	1	Total				
	F	F	F	f	f	F	Score	TCR	Mean	Category
1	32	121	18	12	0	183	722	78,91	3,95	Good
2	32	110	26	15	0	183	708	77,38	3,87	Good
3	38	68	62	15	0	183	678	74,10	3,70	Good
4	48	82	40	13	0	183	714	78,03	3,90	Good
5	33	92	43	13	1	183	732	80,00	4,00	Good
6	41	94	32	15	1	183	708	77,38	3,87	Good
7	37	94	33	18	1	183	697	76,17	3,81	Good
8	35	94	35	18	1	183	693	75,74	3,79	Good
9	34	95	35	19	0	183	693	75,74	3,79	Good
10	56	74	38	15	0	183	720	78,69	3,93	Good
11	56	77	38	12	0	183	726	79,34	3,97	Good
12	63	75	31	14	0	183	736	80,44	4,02	Good
Average Value							711	77,66	3,88	Good

Of the twelve questions related to the workload variable, the average respondent's answers were in a suitable category, with an average score of 3.88 (good). Based on respondents' answers regarding the workload variable, it can be concluded that employees in the Serdang-I District plantation area of PTPN III have a sufficient workload, and there is the possibility of improving their performance..

Job Stress

The tabulation results of respondents regarding the work stress variable can be seen in Table 4.

Table 4. Tabulation of Work Stress Variables

Question	5	4	3	2	1	Total				
	f	f	f	f	f	F	Score	TCR	Mean	Category
1	75	89	13	6	0	183	782	85,46	4,27	Good
2	58	92	27	5	1	183	750	81,97	4,10	Good
3	68	76	32	7	0	183	754	82,40	4,12	Good
4	66	80	30	7	0	183	754	82,40	4,12	Good

Question	5	4	3	2	1	Total				
	f	f	f	f	f	F	Score	TCR	Mean	Category
5	57	78	19	28	1	183	711	77,70	3,89	Good
6	73	43	29	36	2	183	698	76,28	3,81	Good
7	77	51	28	25	2	183	725	79,23	3,96	Good
8	80	38	27	38	0	183	709	77,49	3,87	Good
9	63	84	29	5	2	183	750	81,97	4,10	Good
10	67	92	21	3	0	183	772	84,37	4,22	Good
Average Value							741	80,93	4,05	Good

Of the ten questions involving the work stress variable, the average respondent's answers were in the excellent category, with an average score of 4.05, which indicates that employees have high work stress and can improve their performance.

Employee performance

Respondents' tabulation results regarding employee work performance variables can be seen in Table 5.

Table 5. Tabulation of Employee Performance Variables

Question	5	4	3	2	1	Total				
	F	f	F	f	f	F	Score	TCR	Mean	Category
1	61	64	29	27	2	183	704	76,94	3,85	Good
2	67	63	34	19	0	183	727	79,45	3,97	Good
3	58	62	33	30	0	183	697	76,17	3,81	Good
4	47	79	31	26	0	183	696	76,07	3,80	Good
5	56	46	49	30	2	183	673	73,55	3,68	Good
6	48	46	60	28	1	183	661	72,24	3,61	Good
7	57	72	21	30	3	183	699	76,39	3,82	Good
8	41	86	25	30	1	183	685	74,86	3,74	Good
9	60	45	37	39	2	183	671	73,33	3,67	Good
10	67	50	38	26	2	183	703	76,83	3,84	Good
11	71	41	37	34	0	183	698	76,28	3,81	Good
12	71	46	31	33	2	183	700	76,50	3,83	Good
Average Value							693	75,72	3,79	Good

Of the 12 questions related to employee performance variables, the average respondent's answers were in a suitable category, with an average score of 3.79, which shows that employees in the Serdang-I District plantation area of PTPN III have good performance. Next, the reliability and validity of the question items for each variable were tested.

Validity Test

The validity test is carried out by comparing the r_{count} value with r_{table} . The r value shows the correlation coefficient between the statement items and the respondent's total answers. The significance level is 5% with $n = 30$, so the r_{table} value is 0.361. If r_{count} is positive, and $r_{count} > r_{table}$, then the item is valid, whereas if $r_{count} < r_{table}$, then the item is invalid. Test the validity of the statement to be seen in Table 6.

Table 6. Validity Test of Work Engagement Variables (X_1)

Statement	r_{count}	R_{table}	Validity
1	0,840	0,361	Valid
2	0,947	0,361	Valid
3	0,866	0,361	Valid
4	0,904	0,361	Valid
5	0,921	0,361	Valid

Statement	r _{count}	R _{table}	Validity
6	0,951	0,361	Valid
7	0,959	0,361	Valid
8	0,853	0,361	Valid
9	0,626	0,361	Valid

Source: SPSS Processing Results

The test results show that all statements regarding the work engagement variable are valid and meet the validity requirements. Table 7 shows the validity test of the statement for the organizational culture variable.

Table 7. Validity Test of Organizational Culture Variables (X₂)

Statement	R _{count}	R _{table}	Validity
1	0,685	0,361	Valid
2	0,825	0,361	Valid
3	0,861	0,361	Valid
4	0,784	0,361	Valid
5	0,799	0,361	Valid
6	0,870	0,361	Valid
7	0,829	0,361	Valid
8	0,821	0,361	Valid
9	0,818	0,361	Valid
10	0,842	0,361	Valid
11	0,856	0,361	Valid
12	0,867	0,361	Valid
13	0,808	0,361	Valid
14	0,862	0,361	Valid
15	0,914	0,361	Valid
16	0,846	0,361	Valid
17	0,820	0,361	Valid
18	0,870	0,361	Valid

Source: SPSS Processing Results

The test results show that all statements regarding organizational culture variables are valid and meet the validity requirements. Table 8 shows the validity test of the statement for the workload variable.

Table 8. Validity Test of Workload Variables (X₃)

Statement	r _{count}	R _{table}	Validity
1	0,428	0,361	Valid
2	0,431	0,361	Valid
3	0,781	0,361	Valid
4	0,861	0,361	Valid
5	0,795	0,361	Valid
6	0,846	0,361	Valid
7	0,830	0,361	Valid
8	0,861	0,361	Valid
9	0,817	0,361	Valid
10	0,433	0,361	Valid
11	0,437	0,361	Valid
12	0,448	0,361	Valid

Source: SPSS Processing Results

The test results show that the statements related to the work stress variable are overall valid and meet the validity requirements. Table 9 shows the validity test of the statement for the work stress variable.

Table 9. Validity Test of Job Stress Variables (X_4)

Statement	R _{count}	R _{table}	Validity
1	0,390	0,361	Valid
2	0,615	0,361	Valid
3	0,564	0,361	Valid
4	0,402	0,361	Valid
5	0,551	0,361	Valid
6	0,714	0,361	Valid
7	0,627	0,361	Valid
8	0,599	0,361	Valid
9	0,400	0,361	Valid
10	0,457	0,361	Valid

Source: SPSS Processing Results

The test results show that all employee performance variable statements are valid and meet the validity requirements. Table 10 shows the validity test of the statement for employee performance variables.

Table 10. Validity Test of Employee Performance Variables (Y)

Statement	R _{count}	R _{table}	Validity
1	0,686	0,361	Valid
2	0,735	0,361	Valid
3	0,693	0,361	Valid
4	0,686	0,361	Valid
5	0,546	0,361	Valid
6	0,494	0,361	Valid
7	0,702	0,361	Valid
8	0,699	0,361	Valid
9	0,656	0,361	Valid
10	0,681	0,361	Valid
11	0,654	0,361	Valid
12	0,715	0,361	Valid

Source: SPSS Processing Results

The test results show that all performance variable statements are valid and meet the validity requirements. Thus, the question as a whole can be included in the regression test.

Reliability Test

Cronbach Alpha was used to conduct reliability analysis for this research. The goal is to find out how well the questions in the questionnaire relate to each other. Table 11 shows the reliability test of each variable used in this research.

Table 11. Data Reliability Test

Variabel	Alpa	Cronbach alpha	Reliability
Work Engagement (X_1)	0,948	0,6	Reliabel
Organizational Culture (X_2)	0,884	0,6	Reliabel
Workload (X_3)	0,870	0,6	Reliabel
Job Stress (X_4)	0,635	0,6	Reliabel
Employee Performance (Y)	0,848	0,6	Reliabel

Source: SPSS Processing Results

Based on the Cronbach Alpha reliability test, each research variable is considered reliable because the Alpha value is greater than 0.6. Thus, the test equipment has met the reliability test.

Classic assumption test for Normality test

The Kolmogorov-Smirnov Test can determine whether the data is usually distributed. This test is considered normal if the significance value (sig) exceeds 0.5. The results of one sample test show that the significance value of 0.214 is more significant than 0.05, which means that the data is usually distributed. To determine whether the data is standard, you can also look at the distribution of points on the diagonal axis of the P-plot or the residual histogram. If the data spreads around the diagonal line and follows the direction of the diagonal line, or if the histogram shows a typical distribution pattern, then the regression model meets the normality assumption.

Multicollinearity Test

The multicollinearity test is carried out to determine whether the regression model shows a correlation between the independent variables. The data shows no multicollinearity interference in the variables of work engagement, organizational culture, workload, and work stress, with tolerance values of 0.608, 0.607, 0.822, and 0.706, respectively, more significant than 0.10. Meanwhile, the respective VIF values of 1.646, 1.648, 1.217, and 1.411 are lower than 10. Based on the data, the Durbin-Watson test is used to determine whether there is positive autocorrelation. The dw value of 1.710 was by the criteria from the Durbin-Watson table, which shows that the value is at $dl < dw < du$. Therefore, it can be concluded that the value of $dl < dw < du$ or $1.67 < 1.710 < 1.738$ indicates no positive autocorrelation.

Data Analysis Results

Multiple Linear Regression Analysis

Table 15 shows the multiple linear regression analysis results regarding the influence of work engagement, organizational culture, workload, and work stress on employee performance.

Table 12. Multiple Linear Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.052	3.782		.014	.989
Work engagement	.272	.078	.225	3.488	.001
Organizational culture	.191	.035	.353	5.455	.000
Workload	.131	.063	.116	2.089	.038
Work stress	.421	.098	.257	4.289	.000

Dependent Variable: Performance

Source: SPSS Processing Results

Based on Table 15, the multiple linear regression equation obtained is as follows :

$$Y = 0,052 + 0,272 X_1 + 0,191 X_2 + 0,131 X_3 + 0,421 X_4$$

- The constant value from the results of this research shows a value of 0.052. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all the independent variables, which include work engagement (X1), organizational culture (X2), workload (X3) and work stress (X4), have a value of 0 percent or have not changed, then employee performance is 0.052.
- The work engagement variable on employee performance has an influence of 0.272, meaning it has a positive effect in accordance with hypothesis 1, where 1% change in the work engagement variable partially influences 0.272% of the employee performance variable.
- The organizational culture variable on employee performance has an influence of 0.191, meaning it has a

positive effect in accordance with hypothesis 2, where 1% change in the organizational culture variable partially influences 0.191% of the employee performance variable.

- d. The workload variable on employee performance has an influence of 0.131, meaning it has a positive effect in accordance with hypothesis 3, where 1% change in the workload variable partially influences 0.131% of the employee performance variable.
- e. The work stress variable on employee performance has an influence of 0.421, meaning it has a positive effect in accordance with hypothesis 4, where 1% change in the work stress variable partially influences 0.421% of the employee performance variable.

Individual Parameter Significance Test (t Test)

The t-test is carried out to show how much influence one independent variable has on the variation in the dependent variable. The results of the t-test statistical analysis, which was carried out using the SPSS program, are shown in the following table.

**Table 13. t test results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.052	3.782		.014	.989
Work engagement	.272	.078	.225	3.488	.001
Organizational culture	.191	.035	.353	5.455	.000
Workload	.131	.063	.116	2.089	.038
Work stress	.421	.098	.257	4.289	.000

Dependent Variable: Performance
Source: SPSS Processing Results

Based on the table above it can be explained :

- a. Based on the t-test results, it can be seen that the work engagement variable has a calculated t-value of 3.488 with a significance value of 0.001 < 0.05. Work engagement significantly affects employee performance. The better the work engagement, the more employee performance will increase.
- b. Based on the t-test results, it can be seen that the organizational culture variable has a calculated t-value of 5.455 with a significance value of 0.000 < 0.05. It can be concluded that organizational culture significantly affects employee performance. The higher the organizational culture, the more employee performance will increase.
- c. Based on the t-test results, it can be seen that the workload variable has a calculated t-value of 2.089 with a significance value of 0.038 < 0.05. It can be concluded that workload significantly affects employee performance. The better the workload is, the more employee performance will increase.
- d. Based on the results of the t-test, it can be seen that the work stress variable has a calculated t-value of 4.289 with a significance value of 0.000 < 0.05. So, work stress significantly affects significantly affects employee performance. The better work stress management, the more employee performance will increase.

F test

The results of statistical analysis of data using the SPSS program obtained the output shown in the table below .

Table 14. F Test Results

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7326.385	4	1831.596	54.045	.000 ^a
Residual	6032.511	178	33.891		
Total	13358.896	182			

a. Predictors: (Constant), Job stress, Work load, Work engagement, Organizational culture

b. Dependent Variable: Performance

Source: SPSS Processing Results

From the calculations above, work engagement, organizational culture, workload, and work stress simultaneously influence employee performance. The calculation results show that the F-count number is 54.045 and the sig value. $0.000 < 0.05$.

Coefficient of Determination Test (R²)

Coefficient of determination analysis is intended to find out how big the relationship is between the independent variables.

Table 15. Coefficient of Determination Test Results

Model Summar

^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 ^a	.548	.538	5.82156

a. Predictors: (Constant), Job stress, Work load, Work engagement, Organizational culture

b. Variable: Performance

Source: SPSS Processing Results

The coefficient of determination (R Square) for this research is 0.548. This shows that work engagement, organizational culture, workload, and work stress influence employee performance by 54.80 percent. Another factor influenced by this research is 100 percent - 54.60 percent = 45.40 percent.

Discussion

The Effect of Work Engagement on Employee Performance

The research results show that work engagement significantly influences employee performance. Employee engagement is essential for improving employee performance (Maghfiraa, 2020; Lusianingrum et al., 2020; Natakusumah et al., 2022). If employees are not connected to the company, they can feel like they do not belong and do not have the right to use their full potential to help the company develop. Employees who have engagement will try as much as possible to help the company, and they hope to get rewards for their efforts (Darmawan & Mardikaningsih, 2021; Purnamasari et al., 2021; Jannatin & Puspawati, 2022). Employee engagement must be balanced with the company's efforts towards its employees, such as giving employees the freedom to complete their tasks and creating a work environment that respects and helps each other. There is a mutually necessary relationship between employees and the company. Anuary et al. (2020) found that work engagement influences employee performance.

The Influence of Organizational Culture on Employee Performance

The research results show that organizational culture significantly affects employee performance. A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals. Ultimately, it will shape employee behavior in a specific direction as the organization desires

(Ainanur & Tirtayasa, 2018; Wahyudi & Tupti, 2019). Research by Rijanto and Mukaram (2018) states that organizational culture significantly affects employee performance. Employees in an environment with an excellent organizational culture will increase their enthusiasm for work.

The Effect of Workload on Employee Performance

The research results show that workload has a significant effect on employee performance. The workload for employees in a company should remain the same, which could decrease employee performance potential (Rolos et al., 2018; Jeky et al., 2020). This means that companies should not give excessive workloads to employees because excessive workloads can reduce employee performance at work, so the influence of workload on employee performance is negative. Companies must provide workload according to employee abilities. So that an appropriate workload will create comfort for employees while working (Adityawarma et al., 2015).

The Effect of Job Stress on Employee Performance

The research results show that work stress significantly influences employee performance. All workers at PTPN III's Serdang-I District Regional Plantation face work pressure, which can cause work stress. However, with less stress or pressure, employees can become more diligent and better at their jobs, which is good. High levels of work stress in employees will result in poor work and be detrimental to the company because it is not balanced with the responsibility and value of complying with all company regulations (Ahmad et al., 2019; Wibowo et al., 2015). Employees who often experience work stress cannot manage their time and face time pressures. They may also experience excessive stress, such as a backlog of work, which can reduce their performance. Suprihanto et al. (2013) stated that management does not need to worry if employees experience mild stress from an organizational perspective. This is because experiencing a certain stress level will positively encourage them to perform tasks better. Massie et al. (2018) found that work stress affects performance.

The Influence of Work Engagement, Organizational Culture, Workload and Work Stress on Employee Performance

The results of the F test show that work engagement, organizational culture, workload, and work stress simultaneously greatly influence the performance of plantation employees in the Serdang-I District of PTPN III. This shows that if employees have the proper work engagement, organizational culture, workload, and stress, they will perform better at their jobs. The magnitude of the influence of work engagement, organizational culture, workload, and work stress on performance.

Conclusion

Based on the results of hypothesis testing in the research above, several research results can be concluded, including the following, Work engagement has a positive and significant effect on the performance of plantation employees in the Serdang-I District of PTPN III, with a significance level of $0.001 < 0.05$, Organizational culture has a positive and significant effect on the performance of plantation employees in the Serdang-I District of PTPN III with a significance level of $0.000 < 0.05$, Workload has a positive and significant effect on the performance of plantation employees in the Serdang-I District of PTPN III with a significance level of $0.038 < 0.05$, Work stress has a positive and significant effect on the performance of plantation employees in the Serdang-I District of PTPN III, with a significance level of $0.000 < 0.05$. Simultaneously, work engagement, organizational culture, workload, and work stress have a significant effect on the performance of plantation employees in the Serdang-I District of PTPN III with a significance level of $0.000 < 0.05$.

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