

The Influence of Individual Characteristics, Work Environment, Paternalistic Leadership Style and Competencies on Employee Performance at PT Fajar Saudara Kusuma Sebawi Mill In West Kalimantan

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ABSTRACT

This study aims to evaluate the influence of individual characteristics, work environment, and paternalistic leadership style on employee performance and competence at PT Fajar Brother Kusuma Sebawi Mill in West Kalimantan, which operates in the palm oil, plantation, and sea transportation sectors. The research uses a quantitative approach, employing a survey method to gather data from employees. The data was analyzed using statistical techniques to identify the relationships between the variables. The results indicate that individual characteristics do not have a significant effect on employee performance or competence at PT Fajar Saudara Kusuma Sebawi Mill. However, the work environment has a significant positive impact on employee performance, while it does not affect competence. The paternalistic leadership style is found to significantly influence both employee performance and competence. Moreover, competence positively affects employee performance, highlighting the importance of improving employees' skills and abilities for enhanced work outcomes. In conclusion, the study demonstrates that while individual characteristics are not significant, the work environment and paternalistic leadership style play crucial roles in improving employee performance and competence. The results suggest that PT Fajar Brother Kusuma Sebawi Mill should focus on optimizing the work environment and leadership styles to enhance employee productivity and skills, thereby driving the company's growth. The study provides valuable insights for companies aiming to improve their human resource management strategies, especially in the plantation and sea transportation sectors.

Keywords: individual characteristics, work environment, paternalistic leadership style, employee competence and performance

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INTRODUCTION

Palm oil mills are one of the most important agricultural products industries in Indonesia. Reporting from the Central Statistics Agency (BPS), in 2022 Indonesia exported 25.01 million tons of CPO and its derivative products. This figure is down compared to the number of exports in 2021 which was 25.62 million tons. The main export destinations for Indonesian palm oil are the European Union, India, Pakistan, and Africa (Putra & Rizana, 2023).

Palm oil and palm kernel production in 2018 was recorded at 48.68 million tons, consisting of 40.57 million tons of crude palm oil (CPO) and 8.11 million tons of palm kernel oil (PKO). The amount of production comes from smallholder plantations of 2.49 million tons (5%), and large private plantations of 29.39 million tons (60%) (Kasanah, 2022).

The wealth and glory of plantations in the archipelago has been famous since ancient times and has a long history in the journey of the Indonesian nation, plantation commodities are the mainstay for national income and state foreign exchange, where the total plantation

exports in 2018 reached 28.1 billion dollars or equivalent to 393.4 trillion rupiah. The contribution of the plantation sub-sector to the national economy is expected to increase and strengthen the overall plantation development (Laksminarti & Salustyo, 2015).

The palm oil industry in Indonesia is built with an approach that prioritizes a balance between social, economic and environmental aspects. This is in line with the Government of Indonesia's commitment to implementing sustainable development, which has been specifically regulated in the 2020-2024 National Medium-Term Development Plan (RPJMN) (Herlina, Arafat, & Rahman, 2023).

Palm oil is a plant used in the commercial agricultural materials business for palm oil production. Palm oil is used as a raw material for producing industrial oil, cooking, and fuel. Palm oil has an important role in the oil industry, namely it can replace coconut as a source of raw materials. The plantations generate huge profits so that many forests are converted into oil palm plantations. Indonesia is the world's largest producer of palm oil, beating Malaysia. Of the 64 million tons of world palm oil production, Indonesia accounts for more than half, namely 35 million tons or 54 percent of the world's palm oil production. In Indonesia, it is spread in the provinces of Jambi, West Kalimantan, East Kalimantan, South Sumatra, North Sumatra, Central Kalimantan, and Riau (Indartinah, Syah, Rojuaniah, Hafidz, & Azizah, 2023).

There are several species of oil palm, namely *E. guineensis* Jacq., *E. oleifera*, and *E. odora*. Palm oil varieties or types are classified based on two characteristics, namely endocarp thickness and fruit color. Based on the thickness of the endocarp, oil palm is classified into three varieties, namely Dura, Pisifera, and Tenera, while according to the color of the fruit, oil palm is classified into three varieties, namely Nigrescens, Virescens, and Albescens. In general, oil palm consists of To date, palm oil productivity is the largest among other vegetable oils, at 4–5 tons per hectare, while rapeseed oil is only 900 kg per hectare, sunflower oil is 700 kg per hectare, and soybean oil is 500 kg per hectare (Kunanti, Wulandari, & Hermawati, 2022).

For a long time, Indonesia has been planning for sustainable palm oil development, in the form of ISPO (Indonesia Sustainable Palm Oil) which is mandatory. Indonesia's sustainable palm oil scheme has strong concerns about various aspects, namely the licensing and plantation management system, the application of cultivation techniques, environmental monitoring, responsibility to workers, community economic empowerment, community social responsibility, and sustainable business improvement. The hard work so far to formulate a sustainable palm oil plantation scheme and its implementation, has been able to produce achievements as a country with the largest certified sustainable palm oil prosi in the world. Of the world's certified palm oil production, Indonesia accounts for 59 percent, while Malaysia only accounts for 27 percent (Pancasasti, 2023).

Indeed, the majority of palm oil produced in Indonesia is exported (see table below). However, as Indonesia's population continues to grow (accompanied by a rapidly growing middle class) and government support for the biodiesel program, domestic demand for palm oil in Indonesia also continues to grow. The increasing demand for domestic palm oil could actually mean that crude palm oil shipments from Indonesia will stagnate in the coming years if the Indonesian government remains committed to a moratorium on peatland conversion (Ulfah, Murniati, & Sudana, 2023).

The success of an organization depends on the necessary workforce. Human resources are one of the most valuable assets owned by an agency, organization or company. Therefore, many companies are always trying to improve the quality of human resources (Pratiwi & Rahmawati, 2022).

Human resources are a major asset that must be owned by a company. When the human resources owned by the company are qualified, it will have the potential to increase the company's competitiveness which will directly impact the improvement of the company's performance.

PT. Fajar Saudara Kusuma Sebawi Mill West Kalimantan is a company engaged in plantations and marine transportation. Initially, this company's business focused on wood processing products. Over time, the Company has expanded with other potential businesses, palm oil industry, plantations and marine transportation. The company has been developing a business structure based on expansion for nearly 40 years. This is done in order to direct and optimize business management. The focus of the Company is to ensure sustainable growth to create value for stakeholders through good Corporate Governance and maintain social responsibility in the local community. The current business structure of KSK Group is designed to respond to business developments that have occurred during the Company's 30 years of existence. This business structure ensures that each business remains focused and cross-cutting performance can be optimally achieved.

Oil Palm plantations are located in the provinces of West Kalimantan and Central Kalimantan and the Company manages more than half a million hectares of oil palm plantations (including plasma). KSK is a leading and integrated agribusiness company from seedling to final products – including oil palm cultivation with local farmers to producing food products for the present and the future.

Various other agricultural businesses developed are in the form of horticultural crops, food crops, livestock, fisheries and industrial crops. The management of agricultural businesses is carried out with a profit-sharing system with field workers. In addition to CPO as a result of processed palm oil, we have processed beverage products from plantations that we manage, namely Ciayow Lemon Drink.

Thus, individual character has organizational character that gives rise to a form of interaction of individual performance in the organization. Every individual in an organization has different behaviors from others. Individuals have different characters, both their character abilities, personal beliefs, expectations, needs, and past experiences. The relationship between individuals and organizations will bring individual characteristics in the organization, so that there is an interaction between individual characteristics and organizational characteristics. Differences in individual characteristics can explain the causes of different employee performance. The good or bad characteristics of individual employees depend on how they apply them, (Umar, 2018).

Likewise, the phenomenon that occurred at PT Fajar Saudara Kusuma Sebawi Mill has several different tribes, including Dayak, Chinese and Malay tribes, so that they make different characters and habits, besides that there are several factors that influence, namely age, so that there are some employees who have less skills and experience.

In addition, the work environment also affects employee performance due to the Company's lack of attention to what happens around the environment, namely poor access to the company, slum messes and there are also some tools that have begun to be damaged, this can have an impact on the performance of employees because they feel a lack of facilities and discomfort during work and rest.

The work environment can be interpreted as forces that influence, either directly or indirectly, on the organization or company. The work environment is everything around employees that can affect their work. The work environment is one of the important factors in creating employee performance. Because the existence of a clean environment will affect employees in completing their work and will improve organizational performance (Nurjaya, 2021). Meanwhile, according to Rahmawati et al., (2021) the work environment is a social, psychological and physical life contained in the company that affects employees in carrying out their duties.

To improve employee performance, there must be good leadership traits, Leadership in PT. Fajar Saudara Kusuma Sebawi Mill has a paternalistic leadership where Mr. Rudi tan sauqi

as the president of the Director embraces and protects the employees regardless of his position even though he is the owner of the Company.

Paternalistic leadership also combines high discipline and authority, with the virtue of a father figure, and moral integrity in a personal atmosphere. The concept of paternalistic leadership is based on the values of reciprocity, consideration, and mutual respect. Superiors will respect, consider, and provide management information to teachers, as well as responses, teachers who are satisfied spontaneously cooperate and are wholeheartedly committed to the Company. according to Farh, J.L, (2006) as a style that combines strong discipline and authority with a fatherly attitude and moral integrity. The ideal leader according to this model is a person who acts as a "father" to his subordinates, where the leader places himself as a parent, is protective and provides advice or direction as a parent. Leaders also know each of their subordinates intimately and know the best for their subordinates, the leader's experience and wisdom are also used as the best guidelines for his subordinates.

So that from what happened, employees at PT. Fajar Saudara Kusuma Sebawi Mill has a very extraordinary competence, we can see this from their performance who are very persistent and able to do something according to their respective fields even though there are some employees who do not have work experience, but the employees in this company embrace each other so that everything runs according to the existing SOP according to Spencer in Kusumah (2017), Competence is a characteristic that underlies a person in relation to the effectiveness of individual performance that has a causal relationship or as a causal effect that is used as a benchmark for effective and superior performance in the workplace or in certain situations.

The following is an appendix to several previous studies as reference materials for research that the author needs to do, which is as follows. Syifah Fauziah entitled *The Influence of Individual Characteristics, Work Environment and Job Satisfaction on the performance of Pt. Ocean Medika Indonesia employees in 2023*. This research is a correlation research. The sample in this study Based on the partial test, it shows that each of the three independent variables has a positive and significant effect on the bound variable with a significance value for each variable, which is less than 0.05. Meanwhile, based on simultaneous tests, it shows that all independent variables have a positive and significant effect.

Luthfi Azhar is entitled *The Influence of Individual Characteristics, Workload and Work Characteristics on Employee Performance Mediated by Job Satisfaction in 2023*. The results of this study The influence of individual characteristics, workload and work performance on employee performance mediated by job satisfaction. This research is a quantitative research. The results of this study show that job satisfaction has succeeded in mediating between individual characteristics, workload, and work stress on the performance of Semarang High Court employees.

Achmadini Rizky Dwiyana, et al. entitled *The Influence of Individual Characteristics and Organizational Commitment on the Performance of State Civil Apparatus in Blimbing District and the Role of Self Efficacy as a Moderation Variable in 2023*. This research is an Explanatory research research. As for the results of organizational commitment, this study shows that: 1) Individual Self Efficacy Performance Characteristics are able to have a significant effect on performance, 2) Organizational commitment is able to have a significant effect on performance, 3) Self efficacy is able to have a significant effect on performance, 4) Self efficacy is able to strengthen the relationship between individual characteristics6 to performance, 5) Self Efficacy is able to strengthen the relationship between organizational commitment and performance.

Puti Paramita, et al. entitled *The Influence of Individual Characteristics, Organizational Commitment, and Job Satisfaction on Employee Performance of Pt. Elshe Estetika Nusantara in 2023*. This research is a quantitative research. The results of this study bring the implication

that individual characteristics and organizational commitment can create job satisfaction that can improve employee performance.

The novelty of this research lies in its focus on examining the influence of paternalistic leadership style and its relationship with employee performance and competence within the context of PT. Fajar Saudara Kusuma Sebawi Mill in West Kalimantan. Unlike traditional leadership styles that emphasize authority or participative decision-making, paternalistic leadership combines strong discipline and moral integrity, offering a more familial approach to leadership. This study explores how this unique leadership style influences not only employee performance but also their competencies in a company operating within the plantation and sea transportation sectors, an area with limited research on leadership impact.

Therefore, this study aims to determine the influence of individual characteristics, work environment, and paternalistic leadership style on employee competence and performance at PT. Fajar Brother Kusuma Sebawi Mill, West Kalimantan. The purpose of this study is to prove and analyze the significance of several factors affecting employee performance at PT. Fajar Brother Kusuma Sebawi Mill, West Kalimantan, including the influence of individual characteristics, the work environment, paternalistic leadership style, and employee competence. Additionally, this research aims to examine the impact of individual characteristics, work environment, and paternalistic leadership style on employee competence within the company. The findings of this study are expected to contribute to the literature, particularly in the field of human resource management, serving as a valuable reference for future researchers exploring the relationships between individual characteristics, work environment, leadership styles, employee competence, and supervisor performance.

METHOD

This study is an explanatory research that will prove the causal relationship between individual characteristic variables, work environment and paternalistic leadership style on employee competence and performance at PT Fajar Saudara Kusuma Sebawi Mill West Kalimantan. The research method used is a quantitative method with smartPLS analysis. This research will be conducted at PT. Fajar Brother Kusuma Sbawi Mill, West Kalimantan. This research will be carried out in October 2024-November 2024.

RESULTS AND DISCUSSION

Analysis of Research Results

Before further data analysis, a validity and reality test will be carried out to ensure that the data to be further processed is valid and variable, while the test can be explained as follows:

Validity Test

Validity is a degree of accuracy of the research measuring tool about the actual content being measured. Item validity analysis aims to test whether each question item is really valid, at least we can establish a high degree of proximity of the data obtained to what we believe in the measurement. As a measurement tool used, this analysis is carried out by correlating the item score with the total item score. If the correlation between each variable and the total number of variables as a whole is less than the significance level of 0.05, the variable is declared valid. The full validity test results are in table 1 as follows:

Table 1. Validity Test

Variable	Items	Pearson Correlation	Sig.	Information
Individual characteristics (X1)	X1.1	0,743	0,000	Valid
	X1.2	0,636	0,000	Valid
	X1.3	0,702	0,000	Valid

	X1.4	0,773	0,000	Valid
	X1.5	0,827	0,000	Valid
	X1.6	0,717	0,000	Valid
	X1.7	0,817	0,000	Valid
	X1.8	0,687	0,000	Valid
Work Environment (x2)	X2.1	0,677	0,000	Valid
	X2.2	0,526	0,000	Valid
	X2.3	0,726	0,000	Valid
	X2.4	0,578	0,000	Valid
	X2.5	0,777	0,000	Valid
	X2.6	0,656	0,000	Valid
	X2.7	0,701	0,000	Valid
Leadership style (x3)	X3.1	0,578	0,000	Valid
	X3.2	0,777	0,000	Valid
	X3.3	0,656	0,000	Valid
	X3.4	0,701	0,000	Valid
	X3.5	0,701	0,000	Valid
	X3.6	0,721	0,000	Valid
Employee Competency (Z)	Z.1	0,830	0,000	Valid
	Z.2	0,758	0,000	Valid
	Z.3	0,807	0,000	Valid
	Z.4	0,778	0,000	Valid
	Z.5	0,409	0,000	Valid
	Z.6	0,840	0,000	Valid
Employee Performance (Y)	Y.1	0,703	0,000	Valid
	Y.2	0,634	0,000	Valid
	Y.3	0,722	0,000	Valid
	Y.4	0,650	0,000	Valid
	Y.5	0,695	0,000	Valid
	Y.6	0,558	0,000	Valid
	Y.7	0,603	0,000	Valid
	Y.8	0,635	0,000	Valid

Source: SPSS analysis results appendix

Based on table 1, it is shown that all the validity of the question variables for each dimension is said to be valid if the correlation with a significant value is below 0.05 or a significance of 5%. From the results above, it can be seen that the significant value of all questions is less than the predetermined significant value of 0.05. Thus, it can be concluded that every statement contained in the questionnaire can be understood by the respondents, or it can be said that the data obtained is valid.

Reality Test

Reliability tests are carried out to determine the consistency of whether the measuring instrument is reliable or not. The measuring tool has high reliability if in several measurements of the same group of subjects the results are relatively consistent. SPSS provides facilities to measure reliability with statistical tests Cronbach Alpha (α). A construct or variable is said to be reliable if it provides a value of Cronbach Alpha > 0.60. The results of reliability data processing are in the appendix. A summary is presented in table 5.11 as follows:

Table 2 Reliability Tests for Sampling

Variable	Number of Items	Cronbach's Alpha	Information
Individual characteristics (X1)	8	0,728	Reliable
Work Environment (x2)	7	0,756	Reliable
Leadership style (X3)	6	0,781	Reliable
Employee Competency (Z)	6	0,740	Reliable
Employee performance (Y)	8	0,713	Reliable

Source : SPSS analysis results

From the results of the SPSS calculation, it can be seen that each variable gives an alpha cronbach value above 0.700. The alpha Cronbach value is clearly above the minimum limit of 0.60, so it can be concluded that the measurement scale of individual characteristics (X1), work environment (X2), leadership style (X3), employee competence (Z) and employee performance (Y) has good reliability.

Results of Data Management with SmartPLS

Structural Equation Model (SEM) Analysis The quantitative analysis used in this study is path analysis or path analysis and SEM assumption test. This path analysis model is used Structural Equation Model (SEM) analysis is a set of analysis techniques that analyze the influence of individual characteristics, work environment, and paternalistic leadership style on the competence and performance of employees at PT. Fajar Brother Kusuma Sebawi Mill. several variables against other variables simultaneously. The Structural Equation Model (SEM) path analysis was chosen to find out. The analysis of the Structural Equation Model (SEM) path also proves the hypothesis of this research. The results of SEM analysis are as follows:

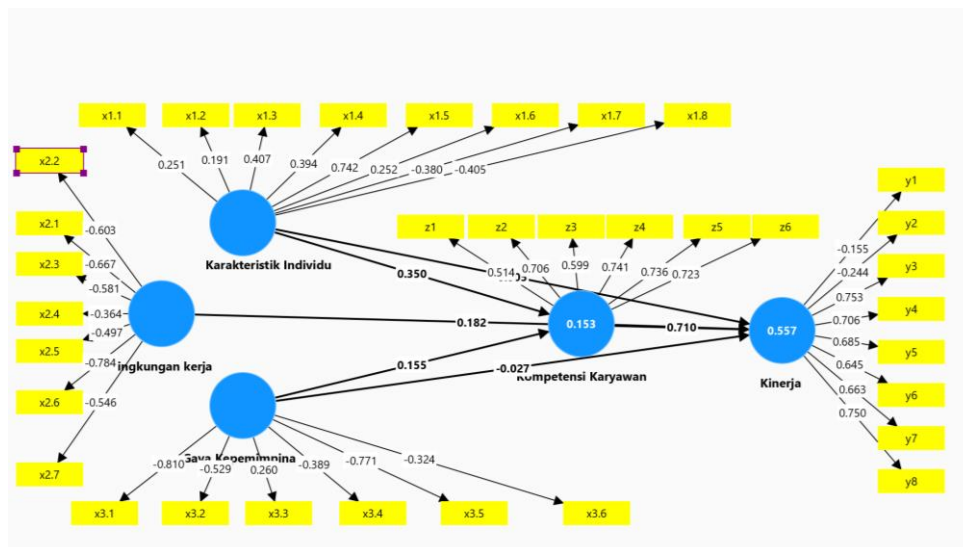


Figure 1. Structural Equation Model (SEM) Analysis

Analyzing SEM using smartPLS includes Cronbach's alpha values, composite reliability, average variance extracted (AVE), R square, T statistics, and P values. These values can explain the final results of the research that is carried out in stages. An explanation of the results of the values obtained from data processing with smartPLS, as follows:

Measurement Evaluation (Outer Model)

The outer model is a measurement model between one variable and another. In addition, the outer model specifies the relationship between variables and indicators. The results of the outer model in the smartPLS application can be seen from the value of construct

reliability and validity. The construct reliability and validity values include Cronbach's alpha, composite reliability, and average variance extracted (AVE) values. The explanation of the construct reliability and validity value in this study is as follows:

Table 3. Construct Reliability and Validity Values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0,76	0.85	0.87	0.76
X2	0.72	0.89	0.80	0.84
X3	0.81	0.85	0.85	0.7
Z	0.77	0.89	0.86	0.84
Y	0.71	0.75	0.87	0.8

Cronbach's alpha

Cronbach's alpha is a value that can determine whether a variable is said to be reliable or unreliable. Cronbach's alpha is a measure of reliability that has a value in the range of zero to one. The reliability level value of cronbach's alpha of at least 0.70 is said to be reliable with SmartPLS.

Based on the Construct Reliability and Validity table, it can be seen that this study has a Cronbach's Alpha value on the individual characteristics variable of 0.76, the work environment variable of 0.72, the leadership style variable of 0.81, the competency variable of 0.77 and the employee performance variable of 0.71. The results show that all variables are said to be reliable and can be used for further research. The lowest Cronbach's alpha value in this study was the employee performance variable of 0.71 and the highest value was the paternalistic leadership variable of 0.81. The diagram of Cronbach's alpha value in this study is as follows: Figure 5. Cronbach's Alpha Diagram.

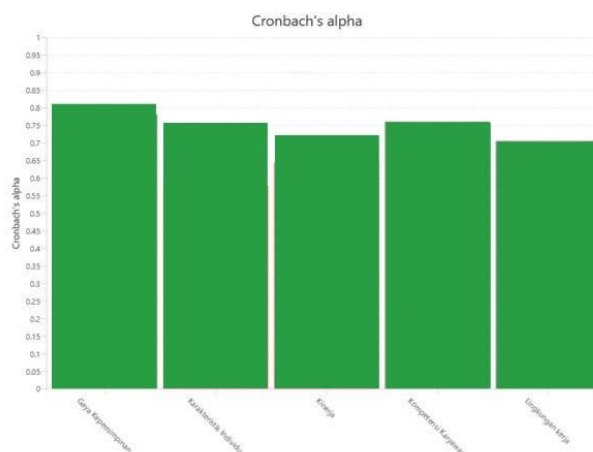


Figure 2 Cronbach's alpha

Composite reliability

Composite reliability That can be said to look at the internal Consistency Reliability. The measure of internal consistency of the indicators of a variable indicates the degree in another variable called Consistency Reliability. Composite reliability is one of the values to know the value of reliability. Value composite reliability high indicates the consistency value of each indicator in measuring its construction. Value composite reliability qualified as a

determinant of variables that are said to be reliable, if the composite reliability value has a value of >0.70 .

Based on the construct reliability and validity table, it can be seen that this study has a composite reliability value in individual characteristic variables of 0.85, work environment variables of 0.89, paternalistic leadership style variables of 0.85, competency variables of 0.89 and employee performance variables of 0.75. The results state that all variables are reliable. The lowest composite reliability value in this study is the employee performance variable of 0.75 and the highest value is the competency variable of 0.89. The composite reliability value diagram obtained in this study is as follows:

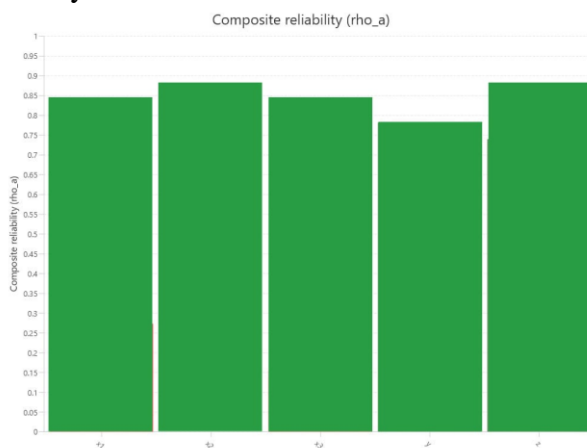


Figure 3 Composite Reliability Diagram

Average variance extracted (AVE)

AVE is a value that determines the validity value of a research instrument in SEM analysis using the smartPLS application. The AVE value describes the magnitude of the indicator that the latent variable can have, the larger the indicator in the latent variable, the greater the representation of the indicator to the latent variable. In line with Fornell and Larcker in Juliandi (2019: 73) recommend the use of AVE to measure the reliability of a construct as a criterion for assessing validity.

Based on the construct reliability and validity table, it can be seen that this study has an AVE value in the individual characteristic variable of 0.76, the work environment variable of 0.84, the paternalistic leadership style variable of 0.7, the competency variable of 0.84 and the employee performance variable of 0.8. The results state that all variables are valid and can be used as a tool to retrieve research data. The lowest AVE value in this study was the paternalistic leadership style variable of 0.7 and the highest value was the work environment variable of 0.84. The chart of AVE values in this study is as follows:

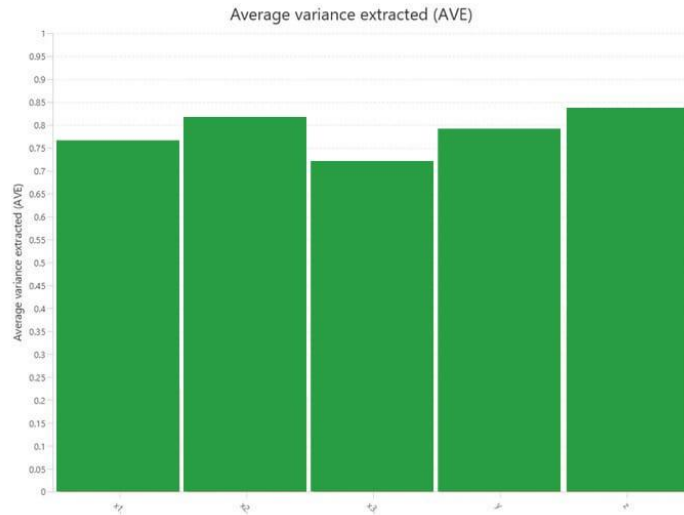


Figure 4 Extracted Variant Average Diagram (AVE)

Testing the Structural Model (Inner Model)

The inner model or inner measurement is called the structural model. An inner model is a model that specifies the relationship between latent variables. The values estimated for pathway relationships in structural models should be evaluated in terms of the strength and significance of the relationship. The inner model is nothing but the answer to the research hypotheses.

Path Coefficients (bootstrapping)

Path coefficients are the value of the path coefficients or the magnitude of the relationship/influence of variables. If the value of the path coefficient is said to be positive, then the influence of a variable is said to be unidirectional. In addition, the value of an exogenous/free variable (affecting) is said to be positive, then the endogenous/bound (influenced) variable will also increase. As for the value of the path coefficient is said to be negative, the influence of a variable is in the opposite direction. The value of an exogenous/free variable is said to be negative, then the value of the endogenous/bound variable will decrease.

Bootstrapping is a procedure that solves abnormal data problems to obtain SEM results through statistical significance testing with path coefficients. Bootstrapping, in other words, can answer the research hypotheses by analyzing the value. Bootstrapping analysis can be seen from the T value of statistics compared to the T value of the table. The hypothesis is proven to be positively accepted or not, if the T value of statistics is greater than the T value of the table. In addition, it can be seen from the probability value (P values) to find out whether the value of the influence is said to be proven to be significantly accepted or not with a positive or not. P values are said to be significant, if the P values are less than 0.05 or 5% (P values < 0.05). The significance probability value (sig.) in the F test to answer all research hypotheses. The explanation of the results of path coefficients is as follows:

Table 4. Path Coefficients Results

	Path coefficients
x1. -> Y	0.058
x1. -> z	0.239
x2. -> Y	0.202
x2. -> z	0.223
x3. -> Y	0.126
x3. -> z	0.128
z -> y	0.675

Based on the results of path coefficients , the hypothesis can be answered through R square values, T statistics, and P values. The explanation of the value of the path coefficients in this study is as follows:

R Square

R square is the value of an independent variable or independent variable that contributes to the bound variable or dependent variable. R square is also referred to as a determination coefficient that describes how far dependent data can be explained by independent data. In addition, r square is a coefficient of determination value that is useful for seeing how much influence is contributed by independent variables simultaneously (together) to the dependent variables.

Table 5 R Square Value Results

	R-square	R-square adjusted
Y	0.529	0.517
Z	0.140	0.627

Based on the table of R square values with conditional provisions, the results of the r square value in this study can be described that the influence of individual characteristic variables, work environment variables, paternalistic leadership style variables on competency variables and employee performance variables is 0.627 and which means that the qualifying value in the category is rather low. The r square diagram in this study is as follows:

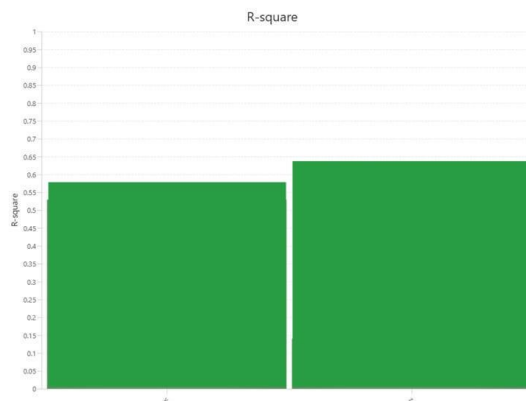


Figure 5 R Square Value Diagram

T Statistics

By table path coefficients (path coefficient), it can be seen that the positive probability value in the path coefficient test has answered the research hypothesis. Variable X1 has no effect on Y by $1,718 < 1,985$ Variable X1 has no effect on Z by $1,417 < 1,985$. The X2 variable is positive for Y by $3,218 > 1,985$. Variable X2 has no effect on Z by $1,217 < 1,985$. The X3 variable has a positive effect on Y by $2,112 > 1,985$. The X3 variable had a positive effect on Z by $2,817 > 1,985$. and there is an influence of Z on Y $2,818 > 1,985$. All results from data processing show that all hypotheses are proven to be accepted with positive values.

P Values

Based on the path coefficients table, it can be seen that the significance probability value (sig.) in the F test has answered the research hypothesis as a solution to the problem that occurred. Variable X1 has a positive effect on Y by $0.372 > 0.05$. Variable X1 has a positive effect on Z by $0.024 < 0.05$ Variable X2 has a positive effect on Y by $0.018 < 0.05$. Variable X2 has a positive effect on Z by $0.020 < 0.05$ Variable X3 has a positive effect on Y by $0.024 < 0.05$. The X3 variable has a positive effect on Z by $0.027 < 0.05$ and there is an influence of Z on Y by $0.032 < 0.05$. In line with Yeung's opinion (2002: 9) stated that customer satisfaction has a

significant positive dampk on the value of probability. This shows that all hypotheses are proven to be accepted with significant positive values. As the basis for decision-making, the probability value < 0.05 or 5%, so it is said to have a significant effect between variables and other variables. Therefore, the requirement to be able to interpret the value of the determination coefficient in multiple linear regression analysis has been met.

Results of Research Hypothesis Test

The hypothesis formulated in this study consists of 3 hypotheses. This can be proven by the probability value (P values) less or equal than $\alpha=5\%$ or 0.500, it can be concluded that the research hypothesis is proven to be significantly accepted/supported by the data of this study. In addition, it is possible to use the value of T statistics, where the value of T statistics is equal to or greater than the T of the table in this study. Based on SEM data analysis using SmartPLS, the results of hypothesis testing are obtained as follows:

Table 6 Research Hypothesis Test

Variable	T Statistics	P Values
Individual characteristics - Employee performance	1.718	0.372
Individual characteristics - Competence	1.417	0,424
Work environment – Employee performance	3.218	0.018
Work environment – Competencies	1.217	0,160
Paternalistic leadership style – Employee performance	2.112	0.024
Paternalistic leadership style – Competencies	2.817	0020
Competencies – Employee Performance	2.818	0.032

The table above can be defined answering each research hypothesis. The research hypothesis can use the comparison between the T table (1,985) and the T statistics obtained by each hypothesis. The hypothesis is said to be proven to be accepted, if the T value of statistics is greater than the T value of the table. In addition, it can use P values (probability values). The hypothesis is said to be proven accepted, if the probability value (P values) is equal to or less than 0.05 (5%). The explanation of the results of the hypothesis test in the research is as follows:

The Influence of Individual Characteristics on Employee Performance

The first alternative hypothesis that has been put forward is that "the influence of individual characteristics on employee performance". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of $1,718 < 1,985$ (T table). In addition, the probability value (P values) is $0.372 > 0.05$ or 5% (α). The results of the hypothesis test concluded that "There is no significant influence of individual characteristics on employee performance.

The Influence of Individual Characteristics on Competence

The second alternative hypothesis that has been put forward is that "the influence of individual characteristics on competence". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of $1,417 < 1,985$ (T table). In addition, the probability value (P values) is $0.424 > 0.05$ or 5% (α). The results of the

hypothesis test concluded that "There is no significant influence of individual characteristics on competence.

The Influence of the Work Environment on Employee Performance

The third alternative hypothesis that has been put forward is that "the influence of the work environment on employee performance". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 3,218 > 1,985 (T table). In addition, the probability value (P values) is 0.018 < 0.5m or 5% (a). The results of the hypothesis test concluded that "There is a significant positive influence of the work environment on employee performance.

The Influence of the Work Environment on Competence

The fourth alternative hypothesis that has been put forward is that "The influence of the work environment on competence" Hypothesis testing with the SEM route using the SmartPLS application is the T statistics value of 1,217<1,985 (T table). In addition, the probability value (P values) is 0.160< 0.05 or 5% (a). The results of the hypothesis test concluded "There is no significant influence of the work environment on competence.

The influence of paternalistic leadership style on employee performance

The fifth alternative hypothesis that has been proposed is that "the influence of paternalistic leadership style on employee performance". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 2,112 > 1,985 (T table). In addition, the probability value (P values) is 0.024 < 0.500 or 5% (a). The results of the hypothesis test concluded that "There is a positive influence of paternalistic leadership style on employee performance significantly.

The influence of paternalistic leadership style on competence

The sixth alternative hypothesis that has been put forward is that "the influence of paternalistic leadership style on competence". Hypothesis testing with the SEM pathway using the SmartPLS application, namely T statistics values of 2,817 > 1,985 (T tables). In addition, the probability value (P values) is 0.027 < 0.500 or 5% (a). The results of the hypothesis test concluded that "There is a positive influence of paternalistic leadership style on competence significantly.

The influence of competence on employee performance

The seventh alternative hypothesis that has been put forward is that "the influence of competence on employee performance". Hypothesis testing with the SEM pathway using the SmartPLS application, namely the T statistics value of 2,818 > 1,985 (T table). In addition, the probability value (P values) is 0.032 < 0.500 or 5% (a). The results of the hypothesis test concluded "There is a positive influence of competence on employee performance significantly.

Recapitulation of hypothesis test results

The overall analysis of the hypothesis test can be concluded as follows:

Table 7. Recapitulation of hypothesis test results

Hypothesis	Explanation of the hypothesis	Hypothesis test results			Ket
		T Table	T Statistic	P Values	
H1	There is no positive influence of Individual Characteristics on employee performance	1.985	1.718	0.372	Invalid

H2	There is no Influence of Individual Characteristics on competence	1.985	1.417	0,424	Invalid
H3	There is a positive influence of the work environment on employee performance	1.985	3.218	0.018	Valid
H4	There is no influence of the work environment on competence	1.985	1.217	0,160	Invalid
H5	There is a positive influence of leadership style on the performance of the staff	1.985	2.112	0.024	Valid
H6	There is a positive influence of leadership style on competence	1.985	2.817	0.027	Valid
H7	There is a positive influence of competence on employee performance	1.985	2.818	0.032	Valid

Discussion of Research Results

The Influence of Individual Characteristics on Performance at PT. Fajar Brother Kusuma Sebawi Mill.

Hypothesis 1 (H1), individual characteristics have no effect on the performance of PT Fajar Saudara Kusuma Sebawi Mill. Based on the results of data processing in table 16, it is known that the P value is 0.372. The results show that the P value of > 0.05 can be concluded that individual characteristics have no effect on employee performance, so the H1 in this study is rejected and H0 is accepted.

The absence of an influence of individual characteristics on performance is caused by individual characteristics that are not good at work. This is also evidenced by the results of the research instrument, namely that most of the employees who are respondents are not able to achieve the targets that have been set by the company and employees have characteristics that lack enthusiasm at work so that this affects employee performance. According to Rahmawati et al., (2021) the work environment is a social, psychological and physical life contained in the company that affects employees in carrying out their duties. The work environment is one of the important factors in creating employee performance.

Meanwhile, Adhari (2020) said that employee performance is the result produced by a certain job function or activities on a certain job during a certain period of time, which shows the quality and quantity of the work. According to Yulianto (2020) there are five indicators used to measure the performance of an employee. In line with research conducted by Saputri & Prijati (2020) that individual characteristics do not have a significant effect on employee performance. PT. Pos Indonesia (Persero) Jemur Andayani because each individual has

different characteristics so that it is difficult to change a person's character in order to encourage his performance.

The Influence of Individual Characteristics on Competence in PT. Fajar Brother Kusuma Sebawi Mill.

Hypothesis 2 (H2), individual characteristics have no effect on competence in PT Fajar Saudara Kusuma Sebawi Mill. Based on the results of data processing in table 16, it is known that the P value is 0.424. The results show that the P value of > 0.05 can be concluded that individual characteristics have no effect on employee competence, so H2 in this study is rejected.

The absence of the influence of individual characteristics on competence at PT Fajar Saudara Kusuma Sebawi Mill, is caused by the characteristics of individuals who are less supportive where each individual has different characteristics so that it is difficult to change a person's character in order to encourage his competence. Characteristics are that each individual has characteristics such as his or her abilities, personal beliefs, hopes, needs, and past experiences. Not everyone has the same ability in the field of management, but the ability is in other fields (Purnamasari (2021).

Research by Diah & Nugraheni, (2021) which shows that characteristics affect work competence less. The results of the research instrument found that most of the employees while working in the company each employee did not receive a guarantee of work safety from PT. Fajar Saudara Kusuma and most of the employees are not comfortable with the atmosphere in the company's service office, this will have an impact on the lack of self-ability of employees. In line with Mulyono's research (2020), which states that there is no influence of individual characteristics on the competence of employees of the Central Lampung Regency Water Service.

The Influence of the Work Environment on Employee Performance at PT. Fajar Brother Kusuma Sebawi Mill.

Hypothesis 3 (H3), the work environment has a significant effect on the performance of PT Fajar Saudara Kusuma Sebawi Mill. Based on the results of data processing in table 16, it is known that the P value is 0.018. The results show that the P value of < 0.05 can be concluded that the work environment has a significant effect on, so that the H3 in this study is accepted.

According to Rahmawati et al., (2021) the work environment is a social, psychological and physical life contained in the company that affects employees in carrying out their duties. The work environment is one of the important factors in creating employee performance. Meanwhile, Performance is a work achievement in the form of the results of the implementation of a work plan prepared by the institution and carried out by all employees working in the institution to achieve organizational goals (Hutagalung, 2022). Meanwhile, Performance is a work achievement in the form of the results of the implementation of a work plan prepared by the institution and carried out by all employees working in the institution to achieve organizational goals (Hutagalung, 2022). Dewi Sukesi, et al entitled Human Resource Planning and Competency on Employee Performance in 2023. Research conducted by Gita Saputri, et al 2023 "The Influence of Organizational Commitment, Organizational Culture and Work Environment on Employee Performance with Work Motivation as a Moderating Variable". With a good work environment, an employee will do his job as best as possible, with a conducive work environment will make employees feel comfortable at work.

The Influence of the Work Environment on Competence at PT. Fajar Brother Kusuma Sebawi Mill.

Hypothesis 4 (H4), the work environment has no effect on competence at PT Fajar Saudara Kusuma Sebawi Mill. Based on the results of data processing in table 16, it is known that the P value is 0.160. The results show that the P value of > 0.05 can be concluded that the work environment has no effect on competence, so H4 in this study is rejected.

The absence of the influence of the work environment on competence at PT Fajar Saudara Kusuma Sebawi Mill is caused by a work environment that is not supportive in the development of knowledge where PT Fajar Saudara Kusuma Sebawi Mill in recruiting experts does not consider the level of education of the respondents and the absence of training that can increase the knowledge of the respondents as employees working in oil palm plantations. According to Rahmawati et al., (2021) the work environment is a social, psychological and physical life contained in the company that affects employees in carrying out their duties. The work environment is one of the important factors in creating employee performance. Meanwhile, Performance is a work achievement in the form of the results of the implementation of a work plan prepared by the institution and carried out by all employees working in the institution to achieve organizational goals (Hutagalung, 2022). In line with Suhartono's research (2017) which said that the work environment does not have a significant effect on competence.

The Influence of Paternalistic Leadership Style on Employee Performance at PT. Fajar Brother Kusuma Sebawi Mill.

Hypothesis 5 (H5), paternalistic leadership style has a significant effect on employee performance at PT Fajar Saudara Kusuma Sebawi Mill. Based on the results of data processing in table 16, it is known that the P value is 0.024. The results show that the P value < 0.05 can be concluded that the paternalistic leadership style has a significant effect on employee performance, so the H5 in this study is accepted.

Paternalistic leadership style is one of the leadership styles that is able to embrace and protect employees such as parents so that it can make employees feel comfortable and able to survive. Paternalistic leadership is a leadership style that upholds cultural values and morality in the organization (Firidinata & MAS'UD, 2017). According to Gibson, there are 4 general patterns of leadership styles, namely authoritarian, paternalistic, laissez faire and democracy (Kartono, 2006 in Erlangga, Frinaldi and Magriasti, 2013). Paternalistic leadership is a leader whose role is colored by a fatherly attitude in the sense of protecting, protecting, and helping the members of the organization he leads. Meanwhile, Adhari (2020) said that employee performance is the result produced by a certain job function or activities on a certain job during a certain period of time, which shows the quality and quantity of the work. According to Yulianto (2020:9) there are five indicators used to measure the performance of an employee, in Andika Eko Sulisty's 2015 research entitled "The Influence of Paternalistic Leadership on Employee Performance at the Public Broadcasting Institution (Lpp) Tvri Kalimantan Station"

With the existence of leadership that has the nature of protecting employees, employees do not hesitate to ask questions and opinions to the leaders in the company for the sake of achieving the company's progress.

The Influence of Paternalistic Leadership Style on Competence in PT. Fajar Brother Kusuma Sebawi Mill.

Hypothesis 6 (H6), paternalistic leadership style has a significant effect on employee competence at PT Fajar Saudara Kusuma Sebawi Mill. Based on the results of data processing in table 16, it is known that the P value is 0.027. The results show that the P value < 0.05 can be concluded that the paternalistic leadership style has a significant effect on employee performance, so the H6 in this study is accepted.

According to Dedahanov et al. (2022), a paternalistic (PL) leadership style provides employees with a sense of security, emotional support, and guidance, which can have a positive impact on organizational commitment and job satisfaction. Meanwhile, Performance is a work achievement in the form of the results of the implementation of a work plan prepared by the institution and carried out by all employees working in the institution to achieve organizational goals (Hutagalung, 2022). Meanwhile, Diah & Nugraheni, (2021) showed that work competence has a positive and significant effect on employee performance. A similar opinion was expressed by Distyawaty, (2019) who stated that competence has a significant effect on

employee performance. Therefore, Competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase the agreed benefits (Faiza et al. 2021) Research conducted by Anhar Januar Malik (2021) "The Influence of Paternalistic Leadership on Employee Task Performance and Contextual Performance; Mediator of Trust". With this leadership trait, employees always get good attention and guidance for the company's progress. **The Influence of Kayawan's Competence on Employee Performance at PT. Fajar Brother Kusuma Sebawi Mill.**

Hypothesis 7 (H4), employee competence has a significant effect on the performance of PT Fajar Saudara Kusuma Sebawi Mill. Based on the results of data processing in table 16, it is known that the P value is 0.032. The results showed that the P value < 0.500, it can be concluded that individual characteristics, work environment and paternalistic leadership style towards employee competence, so that H4 in this study is accepted.

According to Diah & Nugraheni, (2021) which shows that work competence has a positive and significant effect on employee performance. A similar opinion was expressed by Distyawaty, (2019) who stated that competence has a significant effect on employee performance. Therefore, competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase the agreed benefits (Faiza et al. 2021). Meanwhile, Performance is a work achievement in the form of the results of the implementation of a work plan prepared by the institution and carried out by all employees working in the institution to achieve organizational goals (Hutagalung, 2022). Dewi Sukesi, et al. entitled Human Resource Planning and Competency for Employee Performance in 2023. With the skills that employees have, employees are able to do their tasks well and on time.

CONCLUSION

Based on the formulation of the problem, literature review, research results, and discussions presented in the previous chapters, this study concludes that individual characteristics do not have a significant effect on employee performance or competence at PT Fajar Saudara Kusuma Sebawi Mill. However, the work environment significantly influences employee performance, while it does not affect competence. Additionally, the paternalistic leadership style has a significant effect on both employee performance and competence. Furthermore, employee competence is found to have a significant impact on employee performance, confirming the acceptance of Hypothesis 7 regarding the influence of paternalistic leadership on employee competence.

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