

The Effect of Work Motivation, Work Discipline, and Work Experience on the Performance of Palm Oil Harvesters at the Silinda Plantation of PT. Cinta Raja

Yulius Threepleson Sagala^{1*}, Zulham²

^{1,2}Department of Plantation Cultivation, Faculty of Vocational Studies,
Indonesia Palm Oil Technology of Institute, Medan, Indonesia

*Email Korespondensi: threepleson@gmail.com

ARTICLE INFO

Article History:

Submitted 12-05-2026
Received 28-05-2026
Published 29-05-2026

Keywords:

Performance,
Productivity,
Work Motivation,
Work Discipline,
Work Experience.

ABSTRACT

A decline in employee performance within a company—particularly a palm oil plantation company—will lead to a drop in the company's productivity, resulting in losses that the company wishes to avoid. The performance of palm oil harvesters has fallen short of the company's expectations, leading to significant financial losses. This study was conducted at one of the oil palm plantation companies, PT. Cinta Raja, at the Silinda Plantation, Silinda Sub-district, Serdang Bedagai District, North Sumatra Province. The results of this study indicate that there is no influence on work motivation, work discipline, and work experience among harvesting employees. This was derived from the results of data calculations and field observations at the research site. However, work experience does influence employee performance.

INTRODUCTION

Harvesting is one of the routine tasks involved in maintaining oil palm plantations. The full productivity potential of oil palm trees can only be realized through the expertise and best efforts of a skilled harvester.

A decline in work performance will have a negative impact on the company's productivity, meaning it will result in significant losses or losses that the company wishes to avoid. Sometimes, within a company, some or all employees' performance falls short of the company's expectations; it is therefore important to ensure that each employee is motivated and maintains a disciplined work ethic in order to sustain optimal performance.

At the plantation company PT. Cinta Raja, Silinda Estate, many harvesters are breaching the rules set by the company. These breaches include failure to adhere to work schedules and a lack of discipline, which in turn leads to a decline in the performance of harvesters at the oil palm plantation. Furthermore, the rules that the harvesters have breached include failing to bring their work tools to the morning roll call, picking oil palm fruits that do not yet meet the ripeness criteria for harvesting, and failing to cleanly collect fallen oil palm fruits during the harvesting process from the base of the Palm Oil Trees.

According to Yoga (2020), as cited in Khaeruman et al. (2021) and Utama (2022), if something

needs to be improved, it must be driven by a purpose; motivation will then arise naturally. Furthermore, work experience is one of the factors that influences employee performance, as it shapes how employees carry out their duties within a plantation company.

Work discipline reflects the contribution made by harvesters to the operations and the achievement of objectives within a plantation company. Discipline has a strong and positive impact and plays a key role in helping the company achieve its desired results.

Motivation influences the efficiency of harvest workers in achieving organisational objectives, whilst their work experience is reflected in the skills and abilities they possess to deliver better results.

This study is therefore necessary to identify the factors that influence and are of interest in relation to the topic of the study: the effect of work motivation, work discipline and work experience on the performance of oil palm harvesters at the Silinda plantation of PT. Cinta Raja.

METHOD

This study was conducted at PT. Cinta Raja's Silinda Plantation, located in Silinda Sub-district, Serdang Bedagai Regency, North Sumatra Province 20984. The study was carried out from February 2026 to April 2026.

The method used in this study is quantitative descriptive analysis, which forms the research approach. A descriptive approach is a type of research aimed at explaining facts by evaluating the data obtained, thereby producing a more accurate picture. Quantitative research is an analysis of a phenomenon conducted methodically by collecting data that can be assessed through the use of statistical, mathematical, or computational methods (Jasmine, 2014).

Types and Sources of Data

1. Primary Data

Primary data is data obtained directly from observations, face-to-face interviews and questionnaires completed directly by respondents. In this study, the data recorded and collected relates to work motivation, work discipline and work experience in relation to the performance of harvesters at the Silinda plantation of PT. Cinta Raja.

2. Secondary Data

Secondary data is data derived from existing records held by plantation companies. For the purposes of this study, secondary data will be obtained from the relevant plantation companies. The data collected by all respondents includes: data on the general condition of the plantation companies, data on employee performance, and data on the working environment and work discipline.

Data Collection Techniques

1. Questionnaire

Questionnaire: A data collection method involving respondents providing written responses based on a Likert scale. The information gathered through the questionnaire is then evaluated using a rating system ranging from one to five. The questionnaire items are shown in Table 1 below.

Questionnaire

A questionnaire is a set of questions used to obtain information from respondents regarding their personal circumstances or matters within their knowledge. These questionnaires are distributed to

respondents and then returned to the author so that the collected data can be processed and analysed. The questionnaire items are shown in Table 1 below.

Table 1. Likert Scale

Statement	Weighting
Strongly Agree	5
Agree	4
Disagree (KS)	3
Disagree (TS)	2
Strongly Disagree	1

Interviews

The aim of the interview technique is to ascertain how human resource development and motivation influence the performance of harvesters. The researcher employed this method by conducting semi-structured interviews with harvester employees to supplement the data for this study.

Data Analysis

The data analysis method used was multiple linear regression. Regression analysis was used to determine the effect of the independent variables on the dependent variable. The regression equation in this study is expressed by the following formula:

$$Y = B_1X_1 + B_2X_2 + e$$

Note :

Y = Employee Performance
 B_1X_1 = Human Resources Development
 B_2X_2 = Motivation
 e = Error

RESULT AND DISCUSSION

Result

The findings of the research conducted are presented in the Results and Discussion section as follows:

Respondent Details

The identity of the respondents can be determined based on the respondent characteristics in Table 2 as follows:

No	Gender	Number	Percentage
----	--------	--------	------------

1	Man	63	100%
2	Woman	0	0%
Total		63	100%

Table 2. Distribution of Respondents by Gender

Age Group

The age group can be determined based on the age characteristics of the harvesters. To identify the age group of the harvesters, please refer to Table 3 below:

Table 3. Distribution of Respondents by Age Group

No	Age	Number	Percentage
1	21 – 30	10	16%
2	31 – 40	24	38%
3	41 – 50	23	37%
4	> 51	6	10%
Total		63	100%

Level of Education

To ascertain the educational background of the harvesters, this can be determined based on their level of education. To ascertain the educational level or qualifications of the harvesters, please refer to Table 4 below:

Table 4. Distribution of Respondents by Educational Level

No	Level of Education	Number	Percentage
1	SD	14	22%
2	SMP	22	35%
3	SMA	15	24%
4	SMK	12	19%
Total		63	100%

Length of Service

To determine the length of service of harvesters, this can be calculated based on their length of service or period of employment. To determine the length of service of harvesters, please refer to Table 5 below:

Table 5. Distribution of Respondents by Length of Service

No	Length of Service	Number	Percentage
1	< 10 Tahun	4	6%

2	11 - 20 Tahun	32	51%
3	> 21 Tahun	27	43%
Total		63	100%

Discussion

The Impact of Human Resource Development on Employee Performance

The results of the assessment indicate that PT. Cinta Raja Plantation Company's human resources development is, on the whole, sufficiently aligned with the company's operational needs. This is supported by improvements in theoretical and technical knowledge, the ability to manage work activities, and an increase in employee motivation.

This is supported by the view of Wahyunanto & Gilang (2020) that human resource development should be organized and provided by companies with the aim of enhancing and improving the performance of employees within an organization. Meanwhile, according to Septiawati (2022), leadership has a significant influence on employee performance.

The Effect of Motivation on Employee Performance

Optimization and effectiveness in employee performance, as well as employees who are unable to complete their work or make mistakes on the job, are due to the fact that employees have not yet received sufficient motivation from their superiors or the company organization. Consequently, many employees make mistakes, meaning the company has not yet achieved optimal productivity.

According to Farisi et al. (2021), motivation is a desire that arises from within an individual as a result of being inspired, encouraged and driven to perform activities earnestly, with the aim of achieving high-quality results. This aligns with the view of Sari (2019) as cited in Arif et al. (2022), who state that there is a highly significant influence of the motivation variable on the variables related to employee performance within a corporate organization.

The Impact of Human Resource Development and Motivation on Employee Performance

At the palm oil plantation company PT. Cinta Raja, there are still many employees who do not meet the company's quality standards, resulting in their performance falling short of productivity targets and failing to meet deadlines.

What is meant is that the number of harvesters is still considered insufficient to carry out the work required to meet the company's targets and thereby achieve the company's productivity goals.

In line with the statement by Afandi and Bahri (2020) in Barmas et al. (2022), Chaerul et al. (2022) state that performance is the outcome of work achieved by an individual or group within an organisation or company who have the authority or responsibility to achieve the organisation's objectives, whilst not breaching the law and, it is hoped, adhering to applicable ethical and moral standards.

CONCLUSION

Based on the results of this study, the following conclusions were drawn:

1. The human resources at the plantation company PT. Cinta Raja have not yet been developed; therefore, there is a need to develop human resources within the company, particularly at PT. Cinta Raja.
2. The incentives offered to harvesters yield little return, which means they are not particularly motivating for the harvesters themselves.
3. The influence of human resources and work motivation on harvesters at PT. Cinta Raja remains relatively limited; therefore, it is necessary to provide regular work motivation to the harvesters.

ACKNOWLEDGEMENTS

I would like to thank all the staff and departments of the palm oil plantation company PT. Cinta Raja for allowing me to carry out this research as part of my final-year project at the Indonesian Palm Oil of Institute (ITSI) in Medan.

REFERENCES

- Adella, N. E., & Kustini. (2022). Pengaruh Kemampuan Kerja dan Beban Kerja terhadap Kinerja Pegawai PT. BS. *Jurnal Pendidikan Ekonomi (JURKAMI)*, 7(2). DOI: 10.31932/jpe.v7i2.1847.
- Arif, M., Taufik, M., & Lesmana, M. T. (2022). Pengaruh Disiplin Kerja dan Kemampuan Kerja terhadap Prestasi Kerja Karyawan. *Jurnal Humaniora*, 4(1).
- Ekhsan, M. (2019). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan, *Optimal: Jurnal Ekonomi dan Kewirausahaan*, 13(1). Sekolah Tinggi Ilmu Ekonomi Pelita Bangsa. DOI: 10.33558/optimal.v13i1.1734.
- Farisi, S., Harsawardhna, & Wirianata, H. (2021). Pengaruh Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan. *Jurnal Humaniora*, 4(1). Universitas Abulyatama, Aceh.
- Kiky, R., & Ruhana, I. (2021). Pengaruh Kemampuan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan. *Jurnal Administrasi Bisnis*, 22(1), 1-9, Universitas Brawijaya.
- Santosa, B. (2019). *Manajemen Sumber Daya Manusia III*. Bumi Aksara. Jakarta.
- Sari, Y. K. (2019). Pengaruh Pelatihan Kerja, Motivasi dan Disiplin Kerja terhadap Kinerja Karyawan pada PT. Perkebunan Nusantara IV (Persero) Medan. Universitas Muhammadiyah Sumatera Utara, Medan.
- Septiawati, D. (2022). Pengaruh Pengembangan Sumber Daya Manusia terhadap Kinerja Karyawan pada PT. Perkebunan Nusantara V Pekanbaru. Skripsi, Universitas Islam Riau, Pekanbaru.
- Siregar, S., Effendi, S., & Ritonga, S. (2022). Pengaruh Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Karyawan Bagian Produksi Pengolahan PTPN III Rantaupraptat. *Journal of Education Humaniora and Social Sciences (JEHSS)*.
- Tanjung, H. (2022). Pengaruh Disiplin Kerja, Kompetensi, dan Budaya Organisasi terhadap Kepuasan Kerja pada Dinas Perkebunan Sumatera Utara. *Jurnal Konsep Bisnis dan Manajemen*, 3(1), 111-122.
- Terry, R., & Leslie, W. R. (2019). *Dasar-Dasar Organisasi dan Manajemen*. Ghalia Indonesia, Jakarta. Hal. 172.
- Wahyunanto, F. D., & Gilang, A. (2020). Pengaruh Pengembangan Sumber Daya Manusia terhadap Kinerja Pegawai pada PT. Perkebunan Nusantara IV (Persero) Medan. *Jurnal Ilmu Administrasi Publik*, 7(2), Prosiding, Fakultas Komunikasi dan Bisnis, Universitas Telkom.