

The Impact of Human Resource Development and Motivation on the Performance of Harvesters at PT. Cinta Raja

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ARTICLE INFO

Article History:

Submitted 13-05-2026
Received 28-05-2026
Published 29-05-2026

Keywords:

Human Resources,
Motivation,
Organization,
Quality,
Quantity.

ABSTRACT

Human resources are a key element in the establishment and structuring of an organization within a company. To manage activities relating to human resources, it is essential to foster motivation amongst the company's employees. The higher the quality of human resources, the better the performance of employees will be, and the better the outcomes in terms of productivity and strategic efficiency will be. This research was conducted at PT. Cinta Raja, Serdang Bedagai Regency, North Sumatra Province. The research was carried out from February to April 2026. The results of the study revealed that the human resource development programme and employee work motivation implemented at PT. Cinta Raja were of a significant standard and achieved their objectives more effectively. Furthermore, motivational training activities were maintained to uphold quality and quantity within the company, thereby ensuring that the provision of motivational rewards to employees for better performance had been achieved in line with the objectives set by PT. Cinta Raja.

INTRODUCTION

Human resource development is one of the activities aimed at enhancing the productivity of individuals or groups within an organization, with a view to achieving high-quality performance, strong skills and work capabilities, and a high level of loyalty to the company or organization.

Human Resources (HR) is a key component within a corporate organisation, playing a role in driving employee performance and quality to achieve the company's objectives. According to Santosa (2019) in Terry & Leslie (2019) and Tanjung (2022), management is a key element in achieving the desired productivity; therefore, managing human resources and motivating employees are essential for achieving quality. The higher the quality of human resources within an organization, the higher the motivation and competence of the employees, resulting in more effective performance and quality within the strategic management process.

A common problem in companies is that employees are late for work. Tardiness is one of the factors contributing to a lack of motivation among employees in an organization or company.

A phenomenon occurring within a plantation company is one of the factors contributing to a decline in employee performance; specifically, the lack of communication aimed at motivating employees and a lack of work discipline among staff, meaning that this decline in employee performance will impact

the plantation company's productivity. This is supported by the view of Siregar et al. (2022), who state that it is necessary to motivate employees to achieve the productivity expected by the company or organization, so that success in motivating employees and ensuring work discipline will have a positive impact on productivity and within the company organization.

One of the most important factors influencing the performance of harvesters in a plantation company is employee motivation. In this context, motivation is an inner drive that develops within an individual, enabling them to carry out specific activities in order to achieve certain goals.

When motivating harvesters at a palm oil plantation company, certain conditions must be taken into account. These conditions have a significant impact on employees' morale, which tends to decline rather than improve. This, in turn, has a negative impact on the company's labour productivity.

In line with the views of Ekhsan (2019); Kiky & Ruhana (2021) and Adella & Kustini (2022) state that, in order to achieve employee productivity and improve employee performance, motivation and work discipline are essential; therefore, the provision of motivation and work discipline within a plantation company will have an impact on the provision of fair wages for employees, accompanied by bonuses to help them meet their work targets and achieve productivity within the company.

In this regard, it is necessary to conduct research examining the impact of human resource development and motivation on the performance of harvesters at the plantation company PT. Cinta Raja, in Serdang Bedagai Regency, North Sumatra Province.

METHOD

The research was conducted at the plantation company PT. Cinta Raja, in Serdang Bedagai District, North Sumatra Province. The research was carried out from February 2026 to April 2026.

This study employs a quantitative descriptive research method. This method aims to describe or explain data as it is through a process of analysis, thereby providing a systematic and clear picture of the subject under investigation. Meanwhile, a quantitative approach is a structured investigative process applied to a phenomenon, relying on numerical and measurable data, which is analysed using statistical, mathematical, or computational methods (Rahmadhan, 2021).

Data collection was carried out directly in the field through observation of the research sample, followed by data processing and analysis, after which the researcher drew conclusions based on the findings. In this study, several methods were employed for data collection, with the aim that these would complement and refine one another. The data collection techniques used in this study are as follows:

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:

Table 2. Distribution of Respondents by Gender

No	Gender	Number	Percentage
1	Man	63	100%
2	Woman	0	0%
Total		63	100%

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.

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