

THE INFLUENCE OF EMPLOYEE LEADERSHIP AND EMPOWERMENT ON THE PERFORMANCE OF PENDERES EMPLOYEES WITH WORK MOTIVATION AS AN INTERVENING VARIABLE (Case Study: Kebun Tanah Raja PTPN III)

Arga Malona ¹, Yusniar Lubis ², Syaifuddin ³
^{1,2,3} Univercity of Medan Area North Sumatera, Indonesia

ARTICLE INFO

Keywords:
Leadership,
Empowerment,
Motivation,
Performance

E-mail:
syaifulbahri2108@gmail.com

ABSTRACT

This study aims to examine the impact of leadership and coercion of workers on the achievement of incised workers with worker motivation as an intervening agent at PTPN III Kebun Tanah Raja. This research will be carried out at PTPN III Kebun Tanah Raja which is located in the Region. Pls. Mengkudu, North Sumatera, this study took place from August 2022 until the end of this study the population consisted of 127 PTPN III Kebun Tanah Raja incisors, the sample used in this study was a permanent swamp sample where all 127 people were sampled, the technique The data analysis used in this study is the path analysis technique. For the results of this study, leadership affects the performance of PTPN III's Tanah Raja field workers. The bullying of the workers reflected the achievements of PTPN III's Tanah Raja field workers. Work motivation affects the performance of PTPN III's Tanah Raja field workers. Leadership affects the work motivation of PTPN III's Tanah Raja field workers. Worker harassment affects the work motivation of PTPN III's Tanah Raja field workers. Leadership influences worker performance through motivation in Taman Tanah Raja. Worker empowerment affects worker performance through motivation in Taman Tanah Diraja.

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1. INTRODUCTION

Performance basically focuses on the results achieved after planning, executing and working. Employee performance refers to the work done by individuals or groups in the organization based on their authority and legal responsibility to reach the focus of the organization according to good morals and ethics, not by violating laws and ethics (Sutrisno, 2016). the production realization of PTPN III's King Land Plantation RKAP was superior compared to other plantations in the Deli Serdang Region – II. This attracts the attention of the author to conduct research on what factors influence the performance of employees, especially tappers, so that they can achieve superior production. From the results of a pre-survey conducted by researchers on several employees by interviewing employees with high work motivation, as well as employees willing to work more hours than they should. The most important motivation for employees to do all of this is because of income, where by employees working more than the working hours they should, the income earned by these employees also increases, besides that what motivates employees is also one of them is leadership or leadership, the average employee believes that by democratic type of leader will increase their enthusiasm for work, where with this type of leader employees are given the opportunity to express opinions about the obstacles that may be faced by employees in the field.

2. METHODS

This research will be conducted at PTPN III Kebun Tanah Raja which is located at Kecamatan. Pls. Mengkudu, North Sumatera, this study took place from August 2022 until the end of this research population consisted of 127 employees of PTPN III Kebun Tanah Raja tappers, the sample used in this study was fixed random sampling where all populations totaling 127 people were sampled, analysis technique the data used in this study is a path analysis technique

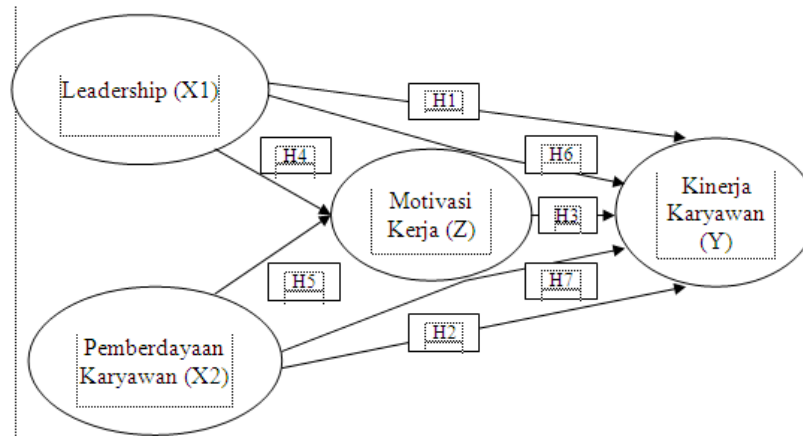


Figure 1. Conceptual Framework

Hipotesis :

- H1: Leadership influences the performance of PTPN III Kebun Tanah Raja employees.
- H2: Employee empowerment affects the performance of PTPN III Kebun Tanah Raja employees.
- H3: Work motivation influences the performance of PTPN III Kebun Tanah Raja employees.
- H4: Leadership influences the work motivation of PTPN III Kebun Tanah Raja employees.
- H5: Employee empowerment influences the work motivation of PTPN III Kebun Tanah Raja employees.
- H6: Leadership influences employee performance through motivation in the royal land garden. H7: Employee empowerment influences employee performance through motivation on Raja's Tanah Gardens

3. RESULTS AND DISCUSSION

1. Classic assumption test

a. Normality Test

The normality test of the data uses SPSS Kolmogorov Smirnov statistics on the basis of which decisions can be made with probability, namely:

1. If the probability is > 0.05 , then the distribution of the regression model is normal.
2. If the probability < 0.05 then the distribution of the regression model is not normal.

Tabel 1. Normality Test

Model	Sig	Information
X to Z	0,589	Normality Fullfilled
X dan Z to Y	0,916	Normality Fullfilled

b. multicollinearity test

The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables. Multicollinearity can also be seen from (1) the value of Tolerance and its opposite (2) Variance Inflation Factor (VIF). These two measures show which each independent variable is explained by other independent variables. The value commonly used to indicate the presence of multicollinearity is the Tolerance value < 0.10 or the same as the Variance Inflation Factor (VIF) value > 10 . (Ghozali, 2016).

Table 2. Multicollinearity test

Model	Tolerance	Variance Inflation Factor (VIF)	Information
X1 to Y	0,408	2,450	Free Of Multicollinearity
X2 to Y	0,389	2,573	Free Of Multicollinearity
Z to Y	0,601	1,663	Free Of Multicollinearity
X1 to Z	0,431	2,318	Free Of Multicollinearity
X1 to Z	0,431	2,318	Free Of Multicollinearity

c. Test heteroscedasticity

Whether there is heteroscedasticity can be determined by looking at the Scatterplot graph between the predicted values of the independent variables and their residual values. Basic analysis that can be used to determine heteroscedasticity, among others:

1. If there is a certain pattern, such as the dots forming a certain regular pattern (wavy, widened then narrowed), then it indicates that heteroscedasticity has occurred.
2. If there is no clear pattern, such as the dots spreading above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity or homoscedasticity occurs

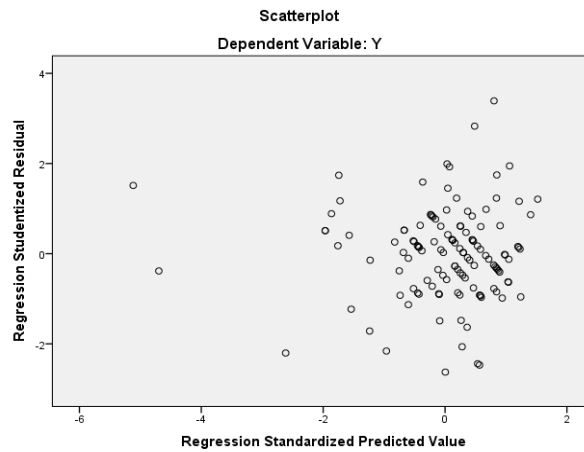


Figure 2. Scatterplot Model X and Z to Y graphs

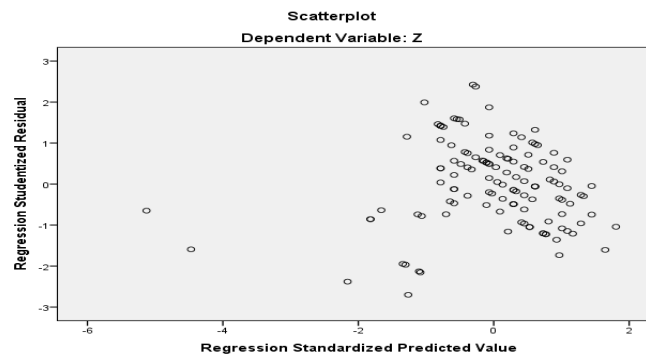


Figure 3 Scatterplot Graph Model X to Z

From the results of the Heteroscedasticity Test above on the Scatterplot graph presented in Image 1 and Image 2, it can be seen that the dots spread randomly and do not form a clear pattern and are spread both above and below zero on the Y axis. This means that there is no heteroscedasticity on the regression model.

2. Multiple linear regression analysis

Multiple linear regression analysis was used to determine how much influence the independent variables Leadership (X1), Employee Empowerment (X2), to the dependent variable, namely Employee Performance (Y) through the intervening variable Work Motivation (Z). The multiple linear regression coefficient values can be seen in Table 3 below

Table 3. Multiple linear regression X and Z to Y
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	4,027	2,170		1,856	,066		
	X1	,228	,061	,282	3,742	,000	,408	2,450
	X2	,393	,072	,422	5,470	,000	,389	2,573

Z	,247	,060	,620	4,100	,000	,601	1,663
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a. Dependent Variable: Y

Based on the results of data processing in Table 4.11, the Multiple linear regression equation model can be formulated as follows

$$Y = a + b_1X_1 + b_2X_2 + b_3Z + e$$

$$Y = 4,027 + 0,228 X_1 + 0,393 X_2 + 0,247 Z + e$$

Information:

- Y = coefficients variabel Kinerja Karyawan
- a = constan
- b₁ = coefficients variabel Leadership
- b₂ = coefficients variabel Employee Empowerment
- b₃ = coefficients variabel Work Motivation
- X₁ = Leadership
- X₂ = Employee Empowerment
- Z = Work Motivation
- e = Standar error

Based on the equation above, it can be described as follows:

- a. Constant (a) = 4.027 This shows a constant level, where if the variable Leadership, Employee Empowerment and Work Motivation is 0, then the Employee Performance of Kebun Tanah Raja PTPN III is 4.027.
- b. Coefficients β₁ (X₁) = 0.228. This shows that the Leadership variable has a positive and significant effect on Employee Performance, or in other words, if the Leadership variable is increased by one unit, then the Employee Performance at PTPN III's Raja Tanah Gardens will increase by 0.228 assuming other variables are constant.
- c. Coefficients β₂ (X₂) = 0.393. This shows that the Employee Empowerment variable has a positive and significant effect on Employee Performance, or in other words, if the Employee Empowerment variable is increased by one unit, then Employee Performance at PTPN III's Tanah Raja Gardens will increase by 0.393 assuming other variables are constant.
- d. Coefficients β₃ (Z) = 0.247. This shows that the Work Motivation variable has a positive and significant effect on Employee Performance, or in other words, if the Work Motivation variable is increased by one unit, then the Employee Performance at PTPN III's Tanah Raja Gardens will increase by 0.247 assuming other variables are constant.

Table 4. Multiple linear regression X to Z

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	15,518	2,917		5,321	,000		
1 X1	,234	,088	,622	2,653	,009	,431	2,318
X2	,375	,102	,785	3,693	,000	,431	2,318

a. Dependent Variable: Z

Based on the results of data processing in Table 4.12, the multiple linear regression equation model can be formulated as follows

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 15,518 + 0,234 X_1 + 0,235 X_2 + e$$

Information:

- Y = coefficients variabel Kinerja Karyawan
- a = constan
- b₁ = coefficients variabel Leadership
- b₂ = coefficients variabel Employee Empowerment
- X₁ = Leadership
- X₂ = Employee Empowerment
- e = Standar error

Based on the equation above, it can be described as follows: a. Constant (a) = 15.518 This shows a constant level, where if the Leadership and Employee Empowerment variable is 0, then the Work Motivation of Kebun Raya PTPN III Employees is 15.518. b. Coefficients β_1 (X1) = 0.234. This shows that the Leadership variable has a positive and significant effect on Work Motivation, or in other words, if the Leadership variable is increased by one unit, then the Work Motivation of Kebun Raya PTPN III Employees will increase by 0.234 assuming other variables are constant. c. Coefficients β_2 (X2) = 0.375. This shows that the Employee Empowerment variable has a positive and significant effect on Work Motivation, or in other words, if the Employee Empowerment variable is increased by one unit, then the Work Motivation of Kebun Raya PTPN III Employees will increase by 0.375 assuming the other variables are constant.

3. Coefficients Determinasi (R²)

Test coefficients of determination (R²) are used to determine the model's ability to explain the dependent variable. The results of the test coefficients of determination (R²) can be seen in Table 4.13 below

Table 5. Test Coefficients Determinasi (R²) X and Z to Y

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,846 ^a	,715	,708	1,95483

a. Predictors: (Constant), Z, X1, X2

b. Dependent Variable: Y

Based on Table 5, it can be concluded that the coefficient of determination that has been adjusted (Adjusted R Square) is 0.708 or 70.8% meaning that 70.8% of the Employee Performance variable can be explained by the Leadership, Employee Empowerment and Motivation Variables. Meanwhile, the other 29.2% is influenced or explained by other variables not discussed in this study.

Table 6. Test Coefficients Determinasi (R²) X to Z

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,631 ^a	,399	,389	2,91234

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Z

Based on Table 6, it can be concluded that the coefficient of determination that has been adjusted (Adjusted R Square) is 0.389 or 38.9% meaning that 38.9% of the Work Motivation variable can be explained by the Leadership and Employee Empowerment Variables. Meanwhile, the other 61.1% is influenced or explained by other variables not discussed in this study.

4. Test simultan (Test F)

Simultaneously an F test will be carried out, namely the calculated F value will be compared with the F table value with the decision making criteria, namely: 1. Ho is accepted if F count < F table at $\alpha = 5\%$ 2. Ho is rejected (H1 accepted) if F count > F table at $\alpha = 5\%$ (Sugiyono, 2018)

Table 7. Test simultan (Test F) X and Z to Y

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1178,777	3	392,926	102,824	,000 ^b
	Residual	470,026	123	3,821		
	Total	1648,803	126			

a. Dependent Variable: Y

b. Predictors: (Constant), Z, X1, X2

Based on Table 7 above, it can be concluded that the variables Leadership, Employee Empowerment and Work Motivation together have a positive and significant effect on Employee Performance at Kebun Raja PTPN III. This can be seen from the Fcount value of 102.824 with a

probability of 0.000 which is less than 0.05 and the value of $F_{count} < F_{table}$ is obtained by looking at table F using a 95% confidence level, $\alpha = 5\%$, the value $df_1 = k-1 = (4-1)=3$, and $df_2 = (n-k-1)=127-3-1=123$ is 2.68. Thus the value of $F_{count} > F_{table}$ is accepted and H_0 ($102.824 > 2.68$). Then the hypothesis is accepted.

Table 8. Test simultan (Test F) X to Z

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	697,166	2	348,583	41,098	,000 ^b
	Residual	1051,732	124	8,482		
	Total	1748,898	126			

a. Dependent Variable: Z

b. Predictors: (Constant), X2, X1

Based on Table 8. above, it can be concluded that the changes to Leadership and Worker Control together give a positive and significant impression to Work Motivation. This can be seen from the F_{count} value of 102,824 with a probability of 0.000 which is less than 0.05 and $F_{count} < F_{table}$ which is obtained by looking at table F using a 95% confidence level, $\alpha = 5\%$, value $df_1 = k-1 = (3-1)=2$, and $df_2 = (n-k-1)=127-2-1=123$ is 3.07. Therefore the value of $F_{count} > F_{table}$ is accepted and H_0 ($41.098 > 3.07$). Then the hypothesis is accepted.

5. Test Parsial (Test t)

Partial tests are carried out with the t test, namely the calculated t value will be compared with the T table value with the decision making criteria, namely: 1. H_0 is accepted if $t_{count} < t_{table}$ at $\alpha = 5\%$ H_0 is rejected (H_1 accepted) if $t_{count} > t_{table}$ at $\alpha = 5\%$ (Sugiyono, 2018)

Table 9. Test parsial (Test t) X and Z to Y

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4,027	2,170		1,856	,066		
	X1	,228	,061	,282	3,742	,000	,408	2,450
	X2	,393	,072	,422	5,470	,000	,389	2,573
	Z	,247	,060	,620	4,100	,000	,601	1,663

a. Dependent Variable: Y

1. Leadership

The Leadership variable has a t value of 3.742 while the value of t_{table} is 1.98. Thus the t_{count} ($3.742 > t_{table}$ (1.98) with a significance level of $0.000 < 0.05$. This shows that Leadership has a positive and significant effect on Employee Performance at PTPN III's Tanah Raja Gardens.

2. Employee Empowerment

The Employee Empowerment variable has a t-count value of 5.470 while the t_{table} value is 1.98. Thus the value of t_{count} ($5.470 > t_{table}$ (1.98) with a significance level of $0.000 < 0.05$. This shows that Employee Empowerment has a positive and significant effect on Employee Performance at PTPN III's Tanah Raja Gardens.

3. Work Motivation

The variable Work Motivation has a t value of 4.100 while the value of t_{table} is 1.98. Thus the t_{count} ($4.100 > t_{table}$ (1.98) with a significance level of $0.000 < 0.05$. This shows that Employee Empowerment has a positive and significant effect on Employee Performance at PTPN III's Tanah Raja Gardens.

Table 10. Test parsial (Test t) X to Z
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15,518	2,917		5,321	,000		
	X1	,234	,088	,622	2,653	,009	,431	2,318
	X2	,375	,102	,785	3,693	,000	,431	2,318

a. Dependent Variable: Z

1. Leadership

The Leadership variable has a t value of 2.653 while the ttable value is 1.98. Thus the tcount (2.653) > ttable (1.98) with a significance level of 0.009 < 0.05. This shows that Leadership has a positive and significant effect on Employee Work Motivation at PTPN III's Tanah Raja Gardens.

2. Employee Empowerment

The Employee Empowerment variable has a calculated t value of 3.693 while the value of ttable is 1.98. Thus the tcount (3.693) > ttable (1.98) with a significance level of 0.000 < 0.05. This shows that Employee Empowerment has a positive and significant effect on Employee Work Motivation at PTPN III's Tanah Raja Gardens.

Path Analysis

Path analysis is a statistical technique used to test the causal relationship between two or more variables. Path analysis is different from other regression techniques, where path analysis allows testing using mediating/intervening/intermediary variables, for example X→Y→Z (Ghozali, 2018).

Coefficients Path Model I

Referring to the output of the Regression Model I (X and Z to Y) in the Coefficients table, it can be seen that the significance values of the three modifiers, namely X1 = 0.000, X2 = 0.000 and Z = 0.000, are smaller than 0.05. This decision concludes that the Regression Model I, namely the modifiers X1, X2 and Z have a significant effect on Y. The value of R² Barrel or the R quadrilateral Barrel contained in the Model Summary table is 0.708. This shows that the contribution of X1, X2 and Z to Y is 70.8% when the remaining 29.2% is contributed by another variable that is not checked. Meanwhile for the value of e1 = $\sqrt{(1-0.708)}=0.5403$. Therefore Imageajah path structure model I is obtained as follows

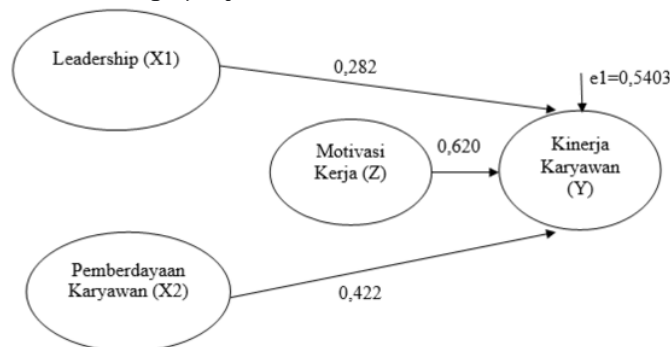


Figure 4. Diagram Path Model I

Coefficients Path Model II

Referring to the output of the Regression Model II (X to Z) in the Coefficients table, it can be seen that the significance values of the three modifiers, namely X1 = 0.009 and X2 = 0.000, are smaller than 0.05. This decision concludes that the Regression Model I, namely the modifiers X1 and X2, gives a significant effect to Y. The value of the same quadrilateral R² Barrel or R Barrel contained in the Model Summary table is 0.389. This shows that the contribution of X1 and X2 to Y is 38.9% when the remaining 61.1% is contributed by another variable which is not checked. Meanwhile for the value of e1 = $\sqrt{(1-0.389)}=0.7816$. Therefore Image path structure model II is obtained as follows

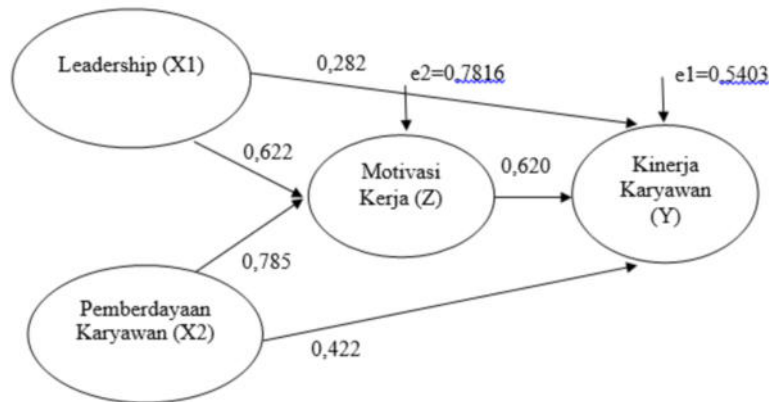


Figure 5. Diagram Path Model II

X1 Influence Analysis through Z to Y

It is known that the direct effect exerted by X1 on Y is 0.282. Meanwhile, the indirect effect of X1 through Z over Y is $0.622 \times 0.620 = 0.385$. Then the number of impressions that X1 has on Y is the direct impression plus the indirect impression, namely: $0.282 + 0.385 = 0.667$. Based on the calculation decisions above, it is known that the direct impression value is 0.282 and the indirect impression is 0.385 which is greater than the direct impression value. This decision shows that indirectly X1 through Z has a significant influence on Y.

X2 Influence Analysis through Z to Y

It is known that the direct effect given by X2 to Y is 0.422. While the indirect effect of X2 through Z to Y is $0.785 \times 0.620 = 0.486$. Then the total effect given by X2 to Y is the direct effect plus the indirect effect, namely: $0.422 + 0.486 = 0.908$. Based on the calculation results above, it is known that the direct effect value is 0.422 and the indirect effect is 0.486, which is greater than the direct effect value. These results indicate that indirectly X2 through Z has a significant effect on Y.

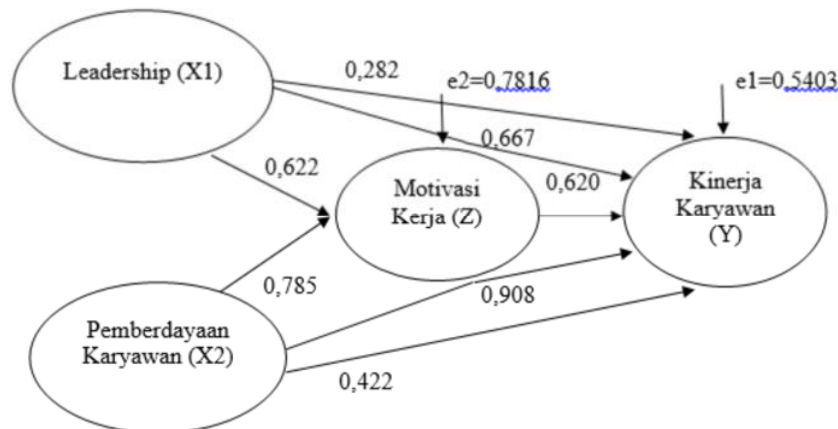


Figure 6. Diagram Analisis Path

Discussion

The Effect of Leadership on Employee Performance at PTPN III's Tanah Raja garden

Based on $\beta_1 (X1) = 0.228$. This shows that the Leadership variable has a positive and significant effect on Worker Achievement, or in other words, if the Leadership variable is increased by one unit, then Worker Achievement at Taman Raja Tanah PTPN III will increase by 0.228 assuming the other variables are constant. From the estimation results of the partial test the Leadership Variable has a t value of 3.742 while the t schedule is 1.98. Therefore, estimate $(3.742) > t_{table} (1.98)$ with a significance level of $0.000 < 0.05$. This shows that leadership has a positive and significant impact on employee performance at PTPN III's Tanah Raja Park. This investigation is in line with the study conducted by Gede (2018) entitled The Influence of Leadership on Employee Performance Moderated by Work Motivation in BPRs throughout

The Influence Of Employee Leadership And Empowerment On The Performance Of Penderes Employees With Work Motivation As An Intervening Variable (Case Study: Kebun Tanah Raja PTPN III. Arga Malona, et.al

the Sukawati Gianyar Region. The decisions in this study show that leadership has a positive and significant impact on employee performance. Leadership style can affect worker performance because leadership can direct workers to work optimally and improve worker performance. Veithzal (2014) argues that leadership style is a set of strategies used by a leader to influence workers so that organizational goals are achieved or it may be said that leadership style is a style of strategy or style of behavior that is preferred and often applied. by a leader.

The Effect of Employee Empowerment on Employee Performance at PTPN III's Tanah Raja garden

Based on $\beta_2 (X_2) = 0.393$. This shows that the Employee Efficiency variable has a positive and significant impact on Worker Achievement, or in other words, if the Worker Effort variable is increased by one unit, then Worker Achievement at Taman Tanah Raja PTPN III will increase by 0.393 assuming other variables. is constant. From the partial testan estimation decision the Employee Effort Variable has a t value of 5.470 while the value of t_{schedule} is 1.98. Then the tnumber (5.470) > t_{table} (1.98) with a significance level of $0.000 < 0.05$. This shows that Worker Examination has a positive and significant impact on Worker Achievement at Taman Tanah Raja PTPN III. Expenditures CV Jorand Semarang). The results of the study show that employee empowerment, self-efficacy and compensation have a positive and significant impact on employee performance. This means that efforts to improve worker performance so that it is better in a company need to do things that can improve performance, one of which is employee abuse. Checking workers is a process to increase self-confidence so that managers can be trusted in planning and overseeing the implementation of the plans for workers who are their responsibility (Mulyadi, 2015).

The Effect of Work Motivation on Employee Performance at Tanah Raja PTPN III Garden

Based on Coefficients $\beta_3 (Z) = 0.247$. This shows that the Work Motivation variable gives a positive and significant effect on Worker Achievement, or in other words, if the Work Motivation variable is increased by one unit, the Work Motivation variable in Kebun Raya PTPN III will increase by 0.247 if other variables are. still. From the partial test estimation results, the Work Motivation modifier has a t value of 4.100 while the value of t_{schedule} is 1.98. Then estimate (4.100) > t_{table} (1.98) with a significance level of $0.000 < 0.05$. This shows that Worker Examination has a positive and significant impact on Worker Achievement in PTPN III's Tanah Raja Land. This investigation is in line with the study conducted by Gede (2018) entitled The Influence of Leadership on Employee Performance Moderated by Work Motivation in BPRs throughout the Sukawati Gianyar Region. The decisions in this study show that Work Motivation has a positive and significant impact on employee performance. According to Nitisusastro (2013), motivation is an encouragement within the individual and forces him to do something. The results of the data analysis show that Work Motivation has a positive influence on worker achievement, with Work Motivation as a driving force for workers to show attitudes in improving their performance.

Effect of Leadership to Work Motivation of PTPN III Coefficients's Tanah Raja plantation employees

$\beta_1 (X_1) = 0.234$. This shows that the Leadership variable has a positive and significant impact on Work Motivation, or in other words, if the Leadership variable is increased by one unit, the Work Motivation of PTPN III's Tanah Garden Workers will increase by 0.234 assuming other variables. is fixed. From the estimation results of the partial test the Leadership Variable has a t value of 2.653 while the t schedule is 1.98. Then the estimate (2.653) > t_{table} (1.98) with a significance level of $0.009 < 0.05$. This shows that leadership has a positive and significant impression of Work Motivation of Workers at Taman Tanah Raja PTPN III. This investigation is in line with a study conducted by Rego (2017) entitled The Effect of Leadership on Employee Motivation and Achievement at the Directorate General of Administration and Finance, Ministry of Laandg Timor Leste. The results obtained in this study are that leadership has a positive and significant impact on motivation, meaning that if the leadership is getting better, then Work Motivation will increase. In order to influence, direct and galvanize the desired potential of human resources, a leader in an organization must be able and necessary to provide motivation to his workers so that they can work optimally. Work Motivation is very much needed by every worker in order to be able to make an optimum contribution to his work, this is where the important role of leadership for a boss is to foster Work Motivation in employees.

Effect of Employee Empowerment to Work Motivation of PTPN III's Tanah Raja plantation employees

Based on the coefficients $\beta_2 (X_2) = 0.375$. This shows that the Work Motivation variable has a positive and significant effect on Work Motivation, or in other words, if the Work Motivation variable is increased by one unit, the Work Motivation of Raja Gardens PTPN III Land Workers will increase by 0.375 assuming other variables is fixed. From the estimation results of the partial test, the Employee Efforts Variable has a t value of 3.693 while the value of t_{schedule} is 1.98. Therefore, estimate (3.693) > t_{table} (1.98) with a significance level of $0.000 < 0.05$. This shows that Worker Examination has a positive and significant impact on Worker Motivation in Taman Tanah Raja PTPN III. This investigation is in line with the study conducted by Dewi (2013) entitled The Effect of Implementation of Capacity Building and Empowerment of Human Resources To Work Employee Motivation at the Management Training Center of PT. Trains (PERSERO) Bandung. The results of the study stated that there was a positive and significant relationship between worker bullying and work motivation. Kadarisman (2012) proposes that control is the key to motivation. If it is associated with controlling workers, controlling workers is the key to increasing Work Motivation. If the company wants to increase employee motivation, empowerment is an important factor that must be taken into account.

The Effect of Leadership on Employee Performance at Tanah Raja PTPN III Plantation with the Mediation of the Work Motivation Variable as an Intervening Variable

It is known that the direct effect imposed by X_1 on Y is 0.282. Meanwhile, the indirect effect of X_1 through Z over Y is $0.622 \times 0.620 = 0.385$. Then the number of impressions that X_1 has on Y is the direct impression plus the indirect impression, namely: $0.282 + 0.385 = 0.667$. Based on the calculation results above, it is known that the value of the direct impression is 0.282 and the indirect effect is 0.385 which is greater than the value of the direct impression. These results indicate that indirectly X_1 through Z has a significant effect on Y . The decision of this study is in line with a study conducted by Gede (2018) titled The Influence of Leadership on Worker Achievement Moderated by Work Motivation at BPRs in the Sukawati Gianyar Region. The results in this study show that Work Motivation simplifies the influence of leadership in a positive and significant way on employee performance. Based on the results of data analysis it is known that Work Motivation simplifies or can strengthen the influence of leadership on employee performance. This means that the better the Work Motivation given by leadership to workers, the greater the influence or strengthening of the relationship between leadership and employee performance.

The Effect of Employee Empowerment on Employee Performance at Tanah Raja PTPN III Plantation with the Mediation of the Work Motivation Variable as an Intervening Variable

It is known that the direct effect that X_2 has on Y is 0.422. Meanwhile, the indirect effect of X_2 through Z over Y is $0.785 \times 0.620 = 0.486$. Then the number of impressions that X_2 has on Y is the direct impression plus the indirect impression, namely: $0.422 + 0.486 = 0.908$. Based on the calculation decisions above, it is known that the direct impression value is 0.422 and the indirect impression is 0.486 which is greater than the direct impression value. This decision shows that indirectly X_2 through Z has a significant effect on Y . Based on the results of data analysis, it is known that Work Motivation simplify or may reinforce the impression of employee empowerment to employee performance. This means that the better the control of workers carried out by the company, the greater the influence or strengthening of the relationship between the control of workers and the performance of workers.

4. CONCLUSION

Leadership influences the performance of PTPN III's Tanah Raja plantation employees. Empowerment of employees influences the performance of PTPN III's Tanah Raja garden employees. Work Motivation influences the Employee Performance of PTPN III's Tanah Raja garden. Leadership has an effect on Work Motivation of PTPN III's Tanah Raja plantation employees. Employee Empowerment influences the Work Motivation of PTPN III's Tanah Raja plantation employees. Leadership influences employee performance through motivation on Raja's Tanah Gardens. Employee Empowerment affects employee performance through motivation in the royal land garden.

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