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How External Adaptation, Internal Integration, and Basic Assumptions Affect the Performance of Indonesian Palm Oil Companies

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ABSTRACT

The point of this study is to look into and try how organisational culture can be used to predict how well a palm oil company in Indonesia will do. It is a quantitative type of field study that is being used. Using purposive sampling, the population and group for this study were all managers of private oil palm plantation companies. There were 103 people in total, so 100 respondents were studied, and a Likert scale was used to measure them. The method for analysing the data uses both descriptive and proof analysis, along with the Partial Least Square (PLS) method and Smart PLS software. The study shows that external adaptation has a big and positive effect on how well people do their jobs. Adapting to changes outside the company has a positive and significant effect on its performance. On the other hand, integrating within the company does not have a positive and significant effect on overall work performance. and have a big impact on how well the company does, It is true that basic beliefs have a positive and significant effect on work performance, but they don't have any positive or significant effect on company performance. Additionally, work performance has a positive and significant effect on company performance.

ABSTRAK

Inti dari penelitian ini adalah untuk melihat dan mencoba bagaimana budaya organisasi dapat digunakan untuk memprediksi seberapa baik kinerja perusahaan kelapa sawit di Indonesia. Ini adalah jenis studi lapangan kuantitatif yang digunakan. Dengan menggunakan purposive sampling, populasi dan kelompok penelitian ini adalah seluruh manajer perusahaan perkebunan kelapa sawit swasta. Jumlahnya ada 103 orang, sehingga responden yang diteliti berjumlah 100 orang dan digunakan skala likert untuk mengukurnya. Metode analisis data menggunakan analisis deskriptif dan analisis bukti, serta metode Partial Least Square (PLS) dan software Smart PLS. Studi tersebut menunjukkan bahwa adaptasi eksternal mempunyai dampak besar dan positif terhadap seberapa baik orang melakukan pekerjaannya. Adaptasi terhadap perubahan di luar perusahaan berpengaruh positif dan signifikan terhadap kinerjanya. Sebaliknya, integrasi dalam perusahaan tidak berpengaruh positif dan signifikan terhadap prestasi kerja secara keseluruhan. dan berdampak besar pada seberapa baik kinerja perusahaan. Memang benar bahwa keyakinan dasar berpengaruh positif dan signifikan terhadap prestasi kerja, namun tidak berpengaruh positif atau signifikan terhadap kinerja perusahaan. Selain itu, prestasi kerja berpengaruh positif dan signifikan terhadap kinerja perusahaan.

INTRODUCTION

Palm oil companies are aware that human resource management (HR) is a very important and urgent action. Human resource management is important in corporate management. Knowing exactly the ability of individual efficiency affects the productivity of palm oil companies. Therefore, potential employee competencies and their relationship with individual job performance are important to know. In principle, the achievement of individual work or

from employees is a reflection of the productivity of the palm oil company as a whole.

The success of the development of oil palm plantations in Indonesia has become a supporter of the country's economic development. The area of palm oil plantations in Indonesia spread over 22 regions each until 2007 reached 7 million hectares, and in 2016 reached 11.67 million hectares. With the composition of the people's oil palm plantations of 4.76 million hectares, private palm oil plantations of 6.15 million hectares and government plantations of 756 thousand hectares. This is based on data from the Ministry of Agriculture Chief 2017. In the last ten years, the average oil palm plantation area has increased by 5.9 percent (Mundi, 2017).

Through good human resource management it is expected to produce palm oil optimally. Palm oil is a fundamental part of Indonesia's economy. Head of Bappenas Bambang Brodjonegoro stated that the palm oil industry plays an important role in improving the well-being of the people. Because, this palm oil industry can absorb 16.2 million people with a breakdown of 4.2 million direct labor and 12 million indirect labor (Anggraeni, 2018).

Palm oil production in Indonesia is still low. The average production of fresh fruit bunches (TBS) is only 3-4 tons per hectare. With good management, palm oil TBS production can reach 8 tons per hectare (Henson, 1990). To date, the low production of palm oil in Indonesia can be attributed to various factors including the low quality of human resources and the organizational culture of palm oil plantation companies. Therefore, this study examines the relationship between organizational culture and individual work performance through employee competencies in palm oil companies in Indonesia.

Palm oil companies need productivity. Palm oil plantation companies to achieve good productivity must be supported by reliable and skilled personnel. In skills and management that is a competent authority, especially in plantation institutions that have been adjusted as required in the Regulation of the Minister of Manpower and Transmigration number 21 of 2007 and the Regulation of the President of the Republic of Indonesia number 31 of 2006.

Currently the high level of intention to quit is a serious problem for many companies. Some companies experience frustration when it is difficult to carry out the recruitment process and more when they find out when they have managed to capture qualified personnel in the end. It turned out to be useless because the staff hired by the manager had chosen a manager in another company. The high turnover rate of managers in companies increasingly leads to various potential costs, both training costs that have been invested in managers, performance levels that must be sacrificed, as well as recruitment and retraining costs (Suwandi and Indriantoro, 1999).

The area of oil palm plantations in Indonesia is larger than Malaysia, so the production of crude palm oil (CPO) plantations in Indonesia is higher than Malaysia. But palm oil productivity in Malaysia is higher than in Indonesia (Hudori, 2015). The difference in CPO prices in the export market and the difference in palm oil productivity between Malaysia and Indonesia has caused Indonesia to experience a loss of USD 55.60 billion or equivalent to Rp 544.55 trillion or an average of Rp 34.03 trillion per year (Hudori, 2015).

Most of the Indonesian people work in the field of oil palm plantations. This field of oil palm plantations absorbs a lot of workers (Pahan, 2008). According to Idris, 2017 stated that the Chief Directorate of Farms of the Ministry of Agriculture (Kementan), Bambang, revealed that the average productivity of Fresh Bunches of palm oil in people's farms is only 2-3 tons per hectare, It

is still much lower than the number of productivity in the soil Neighboring palm that can reach 12 tons per hectare. The fact is that currently the work performance of the development of cultivated area, the country of Indonesia is better than Malaysia, while the work performance of the development of land productivity, the country of Malaysia is better than Indonesia (Hudori, 2015).

Human resource management is important in corporate management. Knowing exactly the ability of individual efficiency affects the productivity of palm oil companies. Therefore, potential employee competencies and their relationship with individual job performance are important to know. In principle, the achievement of individual work or from employees is a reflection of the productivity of the palm oil company as a whole (Ananta, 2017).

Currently, there is still little empirical research that has been done to investigate the relationship and outcomes of this construct. Therefore, this study is unique which is expected to fill the gap to improve the understanding of the role of intangible resources and individual work performance in the environment of oil palm plantation companies. The role of human resources, especially individual competence and individual work achievement in the oil palm plantation environment in Indonesia. Study Qustion (1) Is there an influence of organizational culture (consisting of external adaptation, internal integration, and basic assumptions) on company performance in palm oil plantation companies in Indonesia? (2) Is there an influence of organizational culture (consisting of external adaptation, internal integration, and basic assumptions) through Work Performance as a mediating enabler on company performance in palm oil plantation companies in Indonesia?

RESEARCH METHODS

The unit of analysis is important for research to have a clear understanding of the analysis used in the research (Bhattacherjee, 2012; Yin, 2014). The unit of analysis describes the information and characteristics of a specific group of individuals, individuals or the entire organization (Kenny, 1996; Moorhead et,al., 2013).

The unit of analysis in this research is the manager of an oil palm plantation in Indonesia whose research was conducted in two provinces, namely Riau and North Sumatra. Riau Province is the region with the largest number of oil palm plantations in Indonesia (Badan Pusat Statistik, 2019). North Sumatra province becomes a barometer of oil palm plantations in Indonesia, Kartika, (2011). The population frame of this study is Private Oil Palm Plantation Enterprises totaling 103 enterprises registered with the Central Statistics Agency (BPS) since 2020. The most typical study sample size refers to the number of elements collected. However, sample size can be defined in various ways. The final sample size may be much smaller than the selected sample size if there are no responses, cancellations or both.

The sampling technique used is purposive sampling, which is a sampling technique that has a subjective purpose. The reason for sampling with purposive sampling (judgment sampling) is because only samples that meet the research criteria are selected so that they can provide answers that can support the course of this research. Sampling Criteria (1) The researcher has addresses and telephone numbers for the sample companies from the Central Statistics Agency (BPS) and visits/sends questionnaires to their companies and (2)

Questionnaires were distributed to the research sample, namely managers in each sample company.

The numbers are scaled on a scale of 5 to a scale of 1 from strongly agree to strongly disagree based on a literature review of work performance developed in plantation companies in Indonesia. Ordinal numbers use a five-point likert scale. The variable is to measure the extent to which organizational culture affects company performance with Work Performance as a mediating variable in oil palm plantation companies in Indonesia.

Data analysis was performed using the Partial Least Square (PLS) method. PLS is a multivariate statistical technique that compares dependent and independent variables. PLS is one of the SEM-based statistical methods designed to solve multiple regression equations. The selection of the PLS method is based on the consideration that in this study there are three latent variables formed by mediating and moderate variables. Formative models assume that constructs or latent variables affect indicators, which is the direction of causality from constructs to indicators (Ghozali, 2006).

Table 1. Company Sample

No	Information	Amounth
1	Oil Palm Plantation Private Company	103
2	The address of the Palm Oil Company is not clear	0
3	Palm oil companies that cannot be contacted	2
4	Palm Oil Companies that are not willing to participate	1
Number of sample companies		100

Source: Primary Data Processed, 2023

RESULTS AND DISCUSSION

In this study, the method used is Partial Least Square (PLS). The reason for using this method is to explain whether or not there is a relationship between hidden variables. Then test the theory-based modeling based on expert opinion and the results of studies. Based on the results of theory and previous result, the variables tested consist of independent variables, namely: External Adaptation (X1), Internal Integration (X2), Basic Assumptions (X3). The mediating variabels is Work Performance (Z1) After determining each validator of the theory and independent study, the investigator has provided data from field observations and the collection of probing questions.

Model Evaluation

Convergent Validity

Here is the outer loading of each pointer in the search modifier:

Table 2 ***Outer loading***

	X1	X2	X3	Z1	Y
X1.1	0.846				
X1.2	0.808				
X1.3	0.827				
X1.4	0.864				

X1.5	0.819				
X1.6	0.754				
X1.7	0.824				
X1.8	0.800				
X2.1			0.753		
X2.2			0.812		
X2.3			0.861		
X2.4			0.821		
X2.5			0.809		
X2.6			0.826		
X3.1		0.86			
X3.2		0.84			
X3.3		0.80			
X3.4		0.80			
X3.5		0.85			
X3.6		0.78			
X3.7		0.81			
X3.8		0.89			
Y1.1					0.746
Y1.2					0.741
Y1.3					0.748
Y1.4					0.779
Y1.5					0.737
Y1.6					0.811
Y1.7					0.801
Y1.8					0.837
Z1.1				0.898	
Z1.2				0.858	
Z1.3				0.895	
Z1.4				0.850	
Z1.5				0.873	

Source: Primary Data Processed, 2023

Based on Table 2, it is known that each study enabling indicator has a value of outer loading > 0.7. The results of outer loading show that there are no variable indicators whose outer loading value is below 0.6.

Discriminat Validitiy

The pointer is stated to meet discriminant validity if the indicator's cross loading value in the modifier is the largest compared to the other modifiers. The cross loading value of each pointer is as follows:

Table 3 ***Cross Loading***

	X1	X2	X3	Z1	Y1
X1.1	0.846	0.575	0.526	0.458	0.362
X1.2	0.808	0.524	0.513	0.412	0.295
X1.3	0.827	0.483	0.469	0.479	0.172

X1.4	0.864	0.586	0.467	0.535	0.272
X1.5	0.819	0.532	0.492	0.378	0.270
X1.6	0.754	0.573	0.471	0.508	0.317
X1.7	0.824	0.562	0.498	0.481	0.363
X1.8	0.800	0.532	0.469	0.391	0.317
X2.1	0.551	0.504	0.367	0.753	0.321
X2.2	0.393	0.455	0.275	0.812	0.345
X2.3	0.499	0.624	0.429	0.861	0.467
X2.4	0.445	0.469	0.176	0.821	0.214
X2.5	0.407	0.492	0.329	0.809	0.286
X2.6	0.405	0.456	0.304	0.826	0.289
X3.1	0.609	0.862	0.644	0.519	0.455
X3.2	0.561	0.848	0.566	0.581	0.431
X3.3	0.453	0.800	0.548	0.507	0.424
X3.4	0.587	0.809	0.540	0.540	0.404
X3.5	0.598	0.856	0.575	0.559	0.473
X3.6	0.510	0.786	0.452	0.476	0.339
X3.7	0.545	0.812	0.528	0.500	0.403
X3.8	0.593	0.893	0.610	0.498	0.539
Y1.1	0.371	0.497	0.683	0.321	0.746
Y1.2	0.215	0.368	0.513	0.274	0.741
Y1.3	0.193	0.351	0.473	0.301	0.748
Y1.4	0.267	0.358	0.527	0.286	0.779
Y1.5	0.330	0.431	0.533	0.304	0.737
Y1.6	0.378	0.443	0.561	0.429	0.811
Y1.7	0.283	0.445	0.554	0.351	0.801
Y1.8	0.216	0.335	0.498	0.266	0.837
Z1.1	0.578	0.643	0.646	0.384	0.553
Z1.2	0.537	0.548	0.555	0.382	0.589
Z1.3	0.564	0.571	0.568	0.370	0.468
Z1.4	0.652	0.567	0.650	0.411	0.451
Z1.5	0.489	0.526	0.603	0.450	0.528

Source: Primary Data Processed, 2023

Based on Table 3, it can be seen that each indicator in the study modifier has the largest crossload value in the modifier it forms compared to the cross loading value in the other modifiers. Based on the decisions obtained, it can be stated that the indicators used in this study have good discriminatory validity in preparing their respective modifiers. In addition to paying attention to the cross loading value, the validity of discrimination can also be known through another method, namely by looking at the average extracted variant (AVE) for each indicator.

Table 4 ***Average Variant Extracted*** **(AVE)**

	Cronbach 's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
External Adaptation	0.929	0.932	0.942	0.670
Basic Assumptions	0.937	0.942	0.948	0.695
Internal Integration	0.899	0.921	0.922	0.663
Work Performance	0.923	0.925	0.942	0.765
Company Performance	0.905	0.907	0.923	0.602

Source: Primary Data Processed, 2023

Based on Based on Table 4 it is known that the AVE value for the variables External Adaptation (X1), Internal Integration (X2) and Basic Assumptions (X3), Work Performance Z1) and Company Performance, (Y) > 0.5. Therefore it can be stated that each variable has good discriminant validity.

Model Goodness Test (Goodness of Fit)

Table of 5 Goodness Of Fit

	R Square	Adjusted R^2
	0.506	
Company Performance	0.570	0.532

Source: Primary Data Processed, 2023

Based on Table 5 it can be seen that the Adjusted R-Square value for the Work Performance (Z1) is 0.490. Obtaining this value explains that a large percentage of Work Performance (Z1) can be explained by External Adaptation (X1), Internal Integration (X2) and Basic Assumptions (X3) by 49%, Then for the Adjusted R-Square value obtained by the variable Company Performance (Y) of 0.532. this value explains that the Company Performance (Y) can be explained by External Adaptation (X1), Internal Integration (X2), Basic Assumptions, (X3) 53.2%.

Hypothesis Testing

Based on the data processing that has been carried out, the results can be used to answer the hypotheses in this study. Testing the hypothesis in this study can be done by looking at the T statistic and the P value. The hypothesis of this study can be said to be accepted if the P value <0.05. The results of the hypothesis testing obtained in this study are through the inner mode.

Test the Direct Effect Hypothesis

Table 6. T-statistic

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T StEV|)	P Values
X_1-> Z_1	0.378	0.378	0.116	3.249	0.002
X_1-> Y	-0.277	-0.257	0.106	2.617	0.010
X_3-> Z_1	0.407	0.402	0.129	3.156	0.002
X_3 -> Y	-0.004	-0.026	0.093	0.042	0.967
X_3 -> Z_1	0.602	0.619	0.098	6,115	0.000
X_2-> Z_1	-0.010	-0.006	0.131	0.077	0.938
X_2-> Y	0.208	0.209	0.119	1.759	0.081
Z_1 -> Y	0.236	0.225	0.086	2.738	0.007

Source: Primary Data Processed, 2023

Based on Table 6, the results of the partial exam are obtained as follows:

1. The calculated value for External Adaptation is 3.249 which is greater by comparing the

degrees of freedom (DF=n-k=100-3=97) then the ttable value is (1.66), or the sig t value for External Adaptation is 0.002 smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1 for External Adaptation (X1). Therefore, part of External Adaptation (X1) has a positive and significant effect on Work Performance (Z1), that is, the direction of positive influence shows that the better the External Adaptation variable (X1), the results obtained from Work Performance (Z1) increase. From the results of the study, the t-count value for External Adaptation (X1) is higher than the t-count of other variables so that the Outer Adaptation variable (X1) has a more dominant effect on Work Performance (Z1) when compared to External Adaptation (X1) and Basic Assumptions (X3).

2. Nilai The estimated value for External Adaptation (X1) is 2,617. which is greater by comparing the degree of freedom (DF=n-k=100-3=97) then the ttable value (1.66) is obtained, or the sig t value for External Adaptation (X1) is 0.010 smaller than alpha (0.05), Based on the decision obtained , reject H0 and accept H1 for External Adaptation (X1). Therefore, some External Adaptation (X1) has a positive and significant impact on the Company Performance (Y), meaningfully, the direction of positive influence, indicates that the better the enabler of External Adaptation (X1), the greater the impression on the Company Performance (Y).
3. External Adaptation (X1) is 0.010 smaller than alpha (0.05), Based on the results obtained, reject H0 and accept H1 for External Adaptation (X1), Therefore, some External Adaptation (X1) has a positive and significant effect on Work Perfomance (Y), means, Positive direction of influence, indicating that the better the External Adaptation variable (X1), the greater its impact on Company Performance (Y).
4. The calculated value for Internal Integration (X2) is 0.077 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) is 0.938 greater of alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, partially Internal Integration (X2) does not have a positive and insignificant effect on Work Performance (Z1), meaning that Internal Integration (X2) does not have a significant effect on the improvement of Work Performance (Z1).
5. The calculated value for Internal Integration (X2) is 1.759 greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) (0.081) is more greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, in part, Internal Integration (X2) does not have a positive and insignificant effect on the Company Performance (Y), meaning that Internal Integration (X2) does not have a real effect on the improvement of the Company Performance (Y).
6. The calculated value for the Basic Assumption (X3) is 3.156 which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) is 0.002 more smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, some of the Basic Assumptions (X3) have a positive and significant effect on the Work Performance (Z1), meaning that the existence of the Basic Assumptions (X3) has a real effect on the improvement of the Work Performance (Z1).
7. The calculated value for the Basic Assumption (X3) is 0.042 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value (1.66) is obtained, or the sig t value for the

Basic Assumption (X3) is 0.967 greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, some of the Basic Assumptions (X3) do not have a positive and insignificant effect on the Company Performance (Y), meaning that there is a Basic Assumption (X3), but it does not have a significant effect on the improvement of the Company Performance (Y) as a whole.

8. The calculated value of Work Performance (Z1) is 2.738, which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Work Performance (Z1) is 0.007 is smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Thus, some of the Work Performance (Z1) have a positive and significant effect on the Company Performance (Y), meaning that the Work Performance (Z1) have a real effect in improving the Company Performance (Y).

Test the Indirect Effect Hypothesis

Table 7. Indirect Effect

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X_1-> Z_1 -> Y	0.089	0.084	0.042	2.143	0.034
X_3 -> Z_1 ->Y	0.096	0.090	0.046	2.088	0.039
X_2-> Z_1 -> Y	-0.002	0.000	0.033	0.072	0.943

Source: Primary Data Processed, 2023

Based on Table 7, the partial test results are obtained as follows:

1. The calculated value for the Effect of External Adaptation on Company Performance (Y) through Work Performance (Z1) as an intervening variable is 2.143 greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the t value table (1.66), or sig t value for the Effect of External Adaptation (X1) on Company Performance (Y) through Work Performance (Z1) as an interval variable of 0.034 which is smaller than alpha (0.05).
2. The calculated value for the Influence of Internal Integration (X2) on the Company Performance (Y) through Work Performance (Z1) as an interval variable is 0.072 greater by comparing the degrees of freedom (DF= n -k=100-3= 97) then the value of the table (1.66) obtained, or the sig t value for the Influence of Internal Integration (X2) on Company Performance (Y) through Work Performance (Z1) as an intervening variable of 0.943 which is greater than alpha (0.05), Based on the results obtained, accept H0 and reject H1. Therefore, partly the Work Performance (Z1) as an intervening variable do not have a positive and insignificant effect in showing the effect of Internal Integration (X2) on the Company Performance (Y), which means indirectly that the Work Performance (Z1),) have no effect which significantly increases the influence of Internal Integration (X2) on Company Performance (Y).
3. The calculated value for the effect of the Basic assumption (X3) on the company performance

(Y) through the Work Performance (Z1) as an intervening variable is 2.088, which is greater by comparing the degrees of freedom (DF), =n-k=100-3=97) then the value obtained is ttable (1.66), or the sig t value of the Effect of the Basic Principle (X3) on the Company Performance (Y) through the Work Performance (Z1) as an intervening variable (0.039) is smaller than alpha (0.05).

Test the Total Influence Hypothesis

Table 8 Total Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X_1 -> Z_1	0.378	0.378	0.116	3.249	0.002
X_1 -> Y	-0.188	-0.173	0.098	1.924	0.057
X_3 -> Z_1	0.407	0.402	0.129	3.156	0.002
X_3 -> Y	0.092	0.064	0.094	0.980	0.329
X_2 -> Z_1	-0.010	-0.006	0.131	0.077	0.938
X_2 -> Y	0.206	0.208	0.117	1.765	0.080
Z_1 -> Y	0.236	0.225	0.086	2.738	0.007

Source: Primary Data Processed, 2023

Based on Table 8, The total impact test results are obtained as follows:

1. The calculated value for External Adaptation is 3.249 which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value is (1.66), or the sig t value for External Adaptation is 0.002 smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1 for External Adaptation (X1). Therefore, part of External Adaptation (X1) has a positive and significant effect on Work Performance (Z1), that is, the direction of influence is positive, meaning that the better External Adaptation (X1), Work Performance (Z1) increases. The results of the study show that the t-count value for External Adaptation (X1) is higher than the t-count of other variables so that External Adaptation (X1) has a more dominant effect on Work Performance (Z1) when compared to External Adaptation (X2) and Basic Assumptions (X3).
2. The calculated value for External Adaptation (X1) is 1.924 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for External Adaptation (X1) is 0.057 greater than or equal to alpha (0.05). Based on the results obtained, it accepts H0 and rejects H1 for External Adaptation (X1). Therefore, partly External Adaptation (X1) does not have a positive and insignificant effect on the Company Performance (Y), indicating that External Adaptation (X1) does not have a positive effect on the improvement of the Company Performance (Y).
3. The calculated value for Internal Integration (X2) is 0.077 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value is obtained (1.66), or the sig t value for Internal Integration (X2) is 0.938, which is more greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, partially Internal Integration (X2) does not have a positive and insignificant effect on Work Performance (Z1), meaning that Internal Integration (X2) does not have a significant effect on the improvement of Work Performance (Z1).

4. The calculated value for Internal Integration (X2) is 1.765 greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Internal Integration (X2) is 0.080 greater of alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, in part, Internal Integration (X2) has a positive but insignificant effect on the Company Performance (Y), meaning that Internal Integration (X2) does not have a significant effect on the improvement of the Company Performance (Y).
5. The calculated value for the Basic Assumption (X3) is 3.156, which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table value (1.66) is obtained, or the sig t value for the Basic Assumption (X3) is 0.002 more smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, partly Basic Assumptions (X3) have a positive and insignificant effect on Work Performance (Z1), meaning that Basic Assumptions (X3) have a real effect in improving Work Performance (Z1).
6. The calculated value for the Basic Assumption (X3) is 0.980 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the table value is obtained (1.66), or the sig t value for the Basic Assumption (X3) 0.329 is greater than alpha (0.05). Based on the results obtained, accept H0 and reject H1. Therefore, some of the Basic Assumptions (X3) do not have a positive and insignificant effect on the Company Performance (Y), meaning that the Basic Assumptions (X3) do not have a real effect on the improvement of the Company Performance (Y).
7. The calculated value of Work Performance (Z1) is 2.738, which is greater by comparing the degrees of freedom (DF=n-k=100-3=97) then the table t value (1.66) is obtained, or the sig t value for Work Performance (Z1) is 0.007 is smaller than alpha (0.05). Based on the results obtained, reject H0 and accept H1. Therefore, in part, the Work Performance (Z1) have a positive and significant effect on the Company Performance (Y), meaning that the Work Performance (Z1) has a real impact on the improvement of the Company Performance (Y).

Discussion

The Influence of External Adaptation (X1) on Work Performance (Z1) on Palm Oil Companies in Indonesia

Based on the results obtained, reject H0 and accept H1. for External Adaptation (X1), Therefore, some External Adaptation (X1) has a positive and significant effect on the Work Performance (Z1), that is, the direction of influence is positive, meaning that the External Adaptation (X1), Work Performance (Z1) are better increased. The results of the study show that the t-count value for External Adaptation (X1) is higher than the t-count of other variables so that the Outer Adaptation variable (X1) has a more dominant effect on Work Performance (Z1) when compared to External Adaptation (X1) and Basic Assumptions (X3).

The Influence of External Adaptation (X1) on Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, it accepts H0 and rejects H1. Therefore, some of the External Adaptation (X1) do not have a positive and insignificant effect on the Company Performance (Y), meaning that the Basic Assumptions (X3) do not have a real effect on the improvement of the Company Performance (Y).

The Influence of Internal Integration (X2) on the Work Performance (Z1) on Palm Oil Companies in Indonesia

Based on the results obtained, he accepts H0 and rejects H1. Therefore, part of Internal Integration (X2) does not have a positive and insignificant effect on Work Performance (Z1), meaning that Internal Integration (X2) gives a positive impression in efforts to improve Work Performance (Z1) and does not give a real effect on the improvement of Work Performance (Z1).

The Influence of Internal Integration (X2) on the Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, reject H0 and accept H1. Therefore, in part, Internal Integration (X2) has a positive and significant effect on the Company Performance (Y), meaning that Internal Integration (X2) has a real effect on improving the Company Performance (Y).

The Influence of Basic Assumptions (X3) on Work Performance (Z1) on Palm Oil Companies in Indonesia

The result obtained is that the estimated value for the Basic Assumption (X3) is 3.156 smaller by comparing the degrees of freedom (DF=n-k=100-3=97) then the ttable value (1.66) is obtained, or the sig t value for the Basic Assumption (X3) is 0.002 greater than alpha (0.05). Based on the results obtained, he rejected H0 and accepted H1. Therefore, part of the Basic Assumption (X3) has a positive and significant effect on Work Performance (Z1), meaning that the Basic Assumption (X3) gives a true picture of the improvement of the Company Performance (Y).

The Influence of Basic Assumptions (X3) on Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, it accepts H0 and rejects H1. Therefore, some of the Principal Assumptions (X3) do not have a positive and insignificant effect on the Company's Work Performance (Y), meaning that the Basic Assumptions (X3) do not have a real effect on the improvement of the Company Performance (Y).

The Influence of Work Performance (Z1) on Company Performance (Y) on Palm Oil Companies in Indonesia

Based on the results obtained, reject H0 and accept H1. Therefore, in part, the Work Performance (Z1) have a positive and significant effect on the Company Performance (Y), meaning that the Work Performance (Z1) has a real impact on the improvement of the Company Performance (Y).

CONCLUSION

The research results show the following: External adaptation has a positive and significant impact on work performance. External Adaptation gives a positive and significant impact on the Company Performance. Internal Integration does not have a positive and insignificant impact on Work Performance. Internal Integration does not have a positive and significant impact on the

Company Performance. Basic Assumptions give a positive and significant impact on the Work Performance. Basic Assumptions do not give a positive and insignificant impression on the Company Performance. The Work Performance give a positive and significant impact on the Company Work Performance. Work Performance as a change maker have a positive and significant impact in showing the impact of external adaptation on the Company performance, Work Performance as an enabler of gaps do not give a positive impression and are not significant in showing the impression of Internal Integration on the Company Performance,Work Performance as a change maker have a positive and significant impact in showing the impact of the Principles on the Company Performance.

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