The Influence of Incentives, Motivation, Work Environment and Leadership Style on Tapper Performance Kalikempit Plantation PT. Perkebunan Nusantara

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Abstract. *The performance of an organization or company is influenced greatly and even depends on the quality and competitive ability of its human resources. Various factors can affect employee performance including incentives, motivation, work environment, and leadership style in the company. The purpose of this study was to test and analyze the effect of incentives, motivation, work environment, leadership style on the performance of tappers of Kalikempit Kebun PTPN I Regional 5. This research uses a quantitative approach with explanatory research type. The population in this study was 103 tappers of Kebun Kalikempit PT Perkebunan Nusantara I Regional 5. The sampling method uses saturated samples, where all employees totaling 103 tappers were sampled in this study. The data in this study were obtained using a questionnaire. Data analysis techniques use multiple linear regression analysis with SPSS 25. The results showed that: 1). Partially incentives have a significant influence on the performance of tappers, 2). Partially motivation has a significant influence on the performance of tappers, 3). Partially, the work environment has a significant influence on the performance of tappers, 4). Partially leadership style has a significant influence on the performance of tappers and 5) simultaneously incentive variables, motivation, work environment, and leadership style have a significant influence on the performance of tappers Kalikempit PTPN I Regional 5.*

Keywords: Incentives, Motivation, Work Environment, and Leadership Style, Tappers' Performance

1. INTRODUCTION

Every business entity is required to improve its performance in order to achieve its goals. Therefore, the existence of human resources is the most important thing that must be considered by the company. Potential human resources and large capital capabilities of the company can lead the company to success. Realizing how important valuable human resources are, the company needs to pay attention to compensation as a reward and a good working environment for employees.

Every company needs employees as workers who carry out every activity in the company organization. Employees are the most important assets that have a very large influence on the success of a company. As quoted by Hamzah & Nina in the book Performance Theory and Measurement (2014:97), employees are essentially human elements for an organization or institution, which are also resources for the institution. That is why employees are called human resources. Because of the existence of these human resources, organizations or institutions are the same as other organizations, so they are also called living organizations. However, employees as human workers need to fulfill their needs as developed by Maslow,

Herzberg, McClelland and Vroom, where these needs are the source of motivation in order to increase their work enthusiasm.

Another important component in motivating employees to work in the context of work is their motivation. The three main elements in motivation are effort, goals, and needs (Seo, Rumampuk, & Potolau, 2020). Effort is a requirement of intensity. A motivated person will try their best to achieve their goals, but great effort does not always result in good performance. To achieve this, the quality and intensity of effort must be high and focused on organizational goals. Needs are conditions that give rise to desires in a person; unmet needs will create tension that drives desires from within. This drive drives people to do something to achieve certain goals. Various work motivation factors can improve employee performance, in general, humans work in a company with the aim of getting wages to meet their life needs with the fulfillment of employee needs, a pleasant working atmosphere will be created in the company environment.

Employee performance is influenced by many factors, both internal and external factors. Internal factors are knowledge, skills and competencies possessed, work motivation, personality, attitudes and behaviors that have an influence on performance. External factors include the leadership style of superiors, relationships between employees, and the work environment where employees work.

Ratnasari and Mahmud (2020) also said that human resources act as drivers, thinkers, and planners in the external and internal environment of a company. This implies that HR is an asset that can drive the growth and performance of the company so that it can generate maximum profit for the company. Quality human resources will have a positive impact on the company.

Therefore, the performance of an organization or company is greatly influenced and even depends on the quality and competitive ability of its human resources. Timpe (1992) stated that performance is the level of achievement of a person or employee in an organization or company that can increase productivity. Employees who have an attitude of struggle, dedication, discipline, and professional ability are very likely to have achievements in carrying out their duties, so that they are useful and effective. Professional employees can be interpreted as a view to always think, work hard, work full time, be disciplined, honest, have high loyalty, and be fully dedicated for the success of their work (Hamid, 2003).

According to Riyadi (2011) there are two factors that can affect employee performance, namely internal factors and external factors. Internal factors are factors related to a person's

characteristics, including attitudes, personality traits, physical characteristics, desires or motivations, age, gender, education, work experience, cultural background and other personal variables. External factors are factors that affect employee performance that come from the environment, leadership, actions of coworkers, types of training and supervision, wage systems and social environment.

PT. Perkebunan Nusantara III (Persero) is a State-Owned Enterprise (BUMN) Plantation Holding engaged in the management, processing and marketing of plantation commodities. Plantation products that are cultivated include palm oil, rubber, sugar cane, tea, coffee, cocoa, tobacco, wood, fruits and various other plants. In December 2023, Holding Perkebunan Nusantara PTPN officially announced the merger of 13 companies under Holding Perkebunan Nusantara. the merger of PT Perkebunan Nusantara (PTPN) V, VI and II into PTPN IV while Subholding Supporting Co was formed through the merger of PTPN II, VII, VIII, IX, X, XI, I, and XIV into PTPN I. The merger of the companies is one of the schemes implemented by the Ministry of BUMN as an implementation of the National Strategic Program (PS) which aims to realize independence, especially in the fields of food and energy security as well as efficiency and improvement of various financial indicators, as well as the company's operations. As stated by Winardi (2008) that organizational change is an act of shifting an organization from its current condition to a desired future condition in order to increase its effectiveness. Change also means doing things in a new way, applying a new system, adopting new technology, creating new management procedures, merging, reorganizing, or having a significant disruptive event (Davidson 2005). Organizational change is driven by the emergence of new technologies, mergers and acquisitions, restructuring, various new strategies, changes in organizational culture and globalization (Kotter 2002).

PTPN I is a company engaged in the plantation sector that manages rubber commodities into semi-finished raw materials for the domestic and foreign rubber industry. PTPN I Kalikempit Plantation as of November 1, 2023, has merged with the Kalisepanjang and Jatirono Plantations. Kalikempit and Kalisepanjang Plantations are located in Sumbergondo and Tulungrejo Villages in the Glenmore District. Jatirono Plantation is located in Kajarharjo Village and Kalibaru Wetan is included in the Kalibaru District, Banyuwangi Regency. Kalikempit Plantation has a rubber plantation area of 406.35 Ha, and the plan in 2025 is that the rubber plantations in the Kampung Lima Afdeling will be dismantled by 50 ha and the total area will be 356.15 Ha. In his research, the author took a saturated sample from the total population of 103 tapper employees (2023 data).

In the scope of rubber plantations, the benchmark for tapper performance can be seen from the acquisition of Dry Rubber Content (K3) values and the amount of dry rubber production produced. Referring to K3 data for the 2021-2023 period and rubber production for the last 5 years, the cause of the low performance of tappers is suspected to be due to the habit of rubber tapper employees mixing latex/rubber sap with water and incomplete tapping.

The negative behavior of rubber harvester/tapper employees mixing latex/rubber sap with water causes the Dry Rubber Content (K3) to decrease, causing a further effect, namely that latex that is in the process of being sent to the factory becomes susceptible to damage before being received, so that the use of ammonia as a coagulation delay and the use of formic acid in the factory increases. This habit occurs because of the tendency of tapper employees to assess the quality of latex by measuring the amount of latex, so this habit of mixing water is still carried out from generation to generation.

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2. LITERATURE REVIEW

Classification and Morphology of rubber plants (Hevea brasiliensis) are plantation crops with high economic value. This perennial plant can be tapped for its rubber sap for the first time at the age of 5 years. From the rubber plant sap (latex) can be processed into rubber sheets, chunks (boxes), or crumb rubber which are raw materials for the rubber industry. Rubber tree wood, if the rubber plantation is to be rejuvenated, can also be used for building materials, for example to make houses, furniture and others (Purwanta et al., 2008).

Rubber plants are native to Brazil and have the Latin name Hevea brasiliensis. Rubber plants are monoecious plants. On one flower stalk in the form of compound flowers, there are 5 female flowers and 5 male flowers. Pollination can occur by self-pollination and cross-pollination. Cross-pollination occurs with the help of insects such as Nitudulidae, Phloeridae, Curculionidae, and types of flies.

Dry rubber content (DRR) is the solid rubber content per unit weight (%). Latex quality is determined by high DRR with low water content. DRR of latex needs to be known because in addition to being used as a guideline for determining prices, it is also a standard for providing chemicals for processing RSS, TPC and concentrated latex. DRR in latex depends on several factors including clone, plant age, tapping system, weather, height of the place above sea level (Anonymous, 2013). DRR can not only determine the quality of latex, but also as an indicator of the productivity value of rubber trees.

Incentives as a means of motivation that encourages employees to work with optimal abilities, which are intended as extra income outside the salary or wages that have been determined. The provision of incentives is intended to meet the needs of employees and their families. The term incentive system is generally used to describe wage payment plans that are linked directly or indirectly to various employee performance standards or organizational profitability. The company's goal in providing incentives is to improve employee performance and is realized in the form of cash or other facilities to meet the individual needs of employees.

In rubber plantations, the bonus system in addition to salary is an element that can increase the productivity of tappers. The premium referred to in this case is a bonus (money) paid by the company to tappers who carry out their duties in accordance with company regulations. Tapping premiums are generally given to tappers whose achievements exceed the predetermined base. The determination of the premium is also based on the class of tappers and is influenced by the quality of tapping, discipline, and garden cleanliness standards (Nancy, 1997).

Siagian (1995) stated that motivation is the result of a person's interaction with a particular situation he/she faces. According to Kreitner (2003) motivation is a psychological process that enhances and directs behavior to achieve goals. Motivation is defined as a process that explains a person's strength, direction, and persistence in an effort to achieve goals. (Robbins and Judge, 2015: 127).

The definition of the work environment according to Sedarmayanti (2017) is a set of tools and materials encountered, the environment in which people work, how individuals and groups work and work arrangements. According to Sukanto and Indryo (2018), the work environment

includes everything around workers that may affect their work, such as lighting arrangements, noise control, workplace cleanliness, and safety precautions in the workplace.

3. METHODS

This research is located in the Kalikempit Plantation, PT. Perkebunan Nusantara I Regional 5 which is located in Kalikempit Hamlet, Glenmore District, Banyuwangi Regency, East Java. The implementation of this research will be carried out for 1 month. This research will be conducted in October-November 2024. Population is the entire object of research which can consist of living things, objects, symptoms, test scores, or events as a source of data that represents certain characteristics in a study (Sinaga, 2014) The population in this study were all employees of the Kalikempit Plantation tappers totaling 103 people. Definition of Sample Somantri (2006:63) states that a sample is a small part of the population members taken according to certain procedures so that they can represent the population. Furqon (1999:2), some members of the population are called samples. Pasaribu (1975:21) argues that a sample is part of the members of a group (a collection of objects) which is used as a basis for obtaining information (or drawing conclusions) regarding the group (the collection). The sampling technique used is saturated sampling. According to Sugiyono (2017:85) saturated sampling technique is a sampling determination technique where all members of the population are used as samples. Thus, the sample in this study amounted to 103 tapper employees at the Kalikempit Plantation.

The type of research used by the researcher is quantitative research. Quantitative research is used to find data and information from the reality of an existing problem, by referring to the evidence of the concept and theory used. In addition, this study aims to determine the relationship between research variables. The study did not produce treatment, because the researcher collected data based on data sources, not the researcher's views. This type of research is survey research. Information is obtained by finding data related to the research question. Therefore, the basis of the research is the collection of data on maintenance costs in the Afdeling (manual weed control costs, chemical weed control costs, and road repair costs), manager memo data on incentives, and K3 results obtained by rubber harvesters, as well as about the type of leadership that is appropriate to be applied in the Kalikempit Plantation.

At this stage, quantitative descriptive analysis was conducted on the data obtained from the results of the questionnaire distribution. Descriptive analysis was conducted using the Likert method. Data obtained from the distribution of questionnaires to respondents are presented in the form of percentages in a table showing respondents' answers to the statements submitted. Data from the distribution of questionnaires were processed and analyzed to help researchers find out how incentives and work environment affect employee performance and how style affects leadership.

Consisting of effectiveness testing using regression analysis using SPSS (Statistical Packet 42 for Social Science) 25 for Windows. Regression analysis is suitable for variables that are linearly related because it functions as the basis for analysis to prove a hypothesis. To determine the data analysis procedure in this study, the use of multiple linear regression models is carried out with the assumption of meeting the assumptions of normality, multicollinearity and heteroscedasticity tests.

4. RESULTS

PT Perkebunan Nusantara Kebun Kalikempit is located on Jalan Jember, Dusun Wadung Kamidin, Tulungrejo Village, Glenmore District, Banyuwangi Regency, East Java. Kalikempit Plantation is one of several large plantations located in the Banyuwangi area. Kalikempit Plantation is part of the PTPN I Regional 5 area which oversees several departments. The subjects of the study were employees of the Kalikempit Plantation tappers of PTPN I Regional 5. The characteristics of the respondents in the statement instrument (questionnaire) distributed consisted of gender, age, education level, status and length of service. The number of respondents representing 103 people/respondents, thus the statement instrument (questionnaire) that will be analyzed in this discussion is 103 respondents. From the results of the distribution of the questionnaires obtained, it shows that there were 103 questionnaires returned, 0 damaged and incomplete questionnaires.

Multiple linear regression calculations are used to predict the magnitude of the relationship between the dependent variable, namely the tapper's performance, and the independent variables, namely the incentive, motivation, work environment, and leadership style variables.

Table 1 Results of Multiple Linear Regression Analysis

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	1.139	2.615		.435	.664
	Incentive	.297	.103	.246	2,886	.005
	Motivation	.391	.113	.291	3.454	.001
	Work environment	.241	.104	.183	2.318	.023
	Leadership_Style	.307	.102	.260	3.007	.003

a. Dependent Variable: Performance

Source: data processed by researchers, 2024

The table above presents the results of multiple linear regression analysis to measure the influence of the variables Incentive, Motivation, Work Environment, and Leadership Style on Performance. The constant coefficient of 1.139 with a Sig. value of 0.664 indicates that the constant value is not statistically significant. This means that without the influence of the four independent variables, performance cannot be predicted accurately based on the constant alone.

The results of the analysis show that the Incentive variable has a regression coefficient of 0.297 with a significance value of 0.005, which means that this variable has a positive and significant effect on performance. Likewise, the Motivation variable has a regression coefficient of 0.391 and a significance value of 0.001. This shows that increasing motivation will significantly improve performance. The Work Environment shows a regression coefficient value of 0.241 and is significant at 0.023. Thus, a good work environment also contributes positively to improving performance.

Finally, the Leadership Style variable has a coefficient of 0.307 with a significance value of 0.003. This shows that an effective leadership style can significantly improve performance. Based on the t value and significance value of each variable, it can be concluded that all independent variables studied have a significant positive effect on performance. The Motivation variable has the greatest effect with the highest coefficient value (0.391). This shows the importance of providing motivation to employees in supporting improved performance. This interpretation provides practical implications for organizations to pay attention to these factors in increasing work productivity.

The F test aims to assess the feasibility of the regression model, whether the independent variables are able to explain the dependent variable well. The criteria used in this test are, if the significance is <0.05 then it can be stated that the research model is suitable for use as a testing model in research. Conversely, if the significance is > 0.05 then the model is not suitable for use as a testing model in research.

Table 2. Results of F Statistic Test

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1177.787	4	294,447	98,474	.000b
Residual	293,029	98	2,990		

	Total	1470.816	102			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Leadership Style, Work Environment, Motivation, Incentives						

Source: data processed by researchers, 2024

Table 2 shows the results of the F statistical test from the multiple linear regression analysis that measures the influence of independent variables (Leadership Style, Work Environment, Motivation, and Incentives) on Performance. The F value of 98.474 with a significance value of 0.000 indicates that the regression model used is statistically significant. This means that there is a strong and significant relationship between the independent variables together with the dependent variable (Performance).

*Sum of Squares*for regression of 1177.787 indicates the variation that can be explained by the regression model, while the residual value of 293.029 represents the variation that is not explained by the model. With the number of Df (degrees of freedom) regression 4 and residual 98, the Mean Square value for regression is 294.447 and the residual is 2.990. These results provide the conclusion that the model built is effective in explaining performance variations based on the independent variables used in the study

Table 3. Results of Determination Coefficient

Model Summaryb				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895a	.801	.793	1,729
a. Predictors: (Constant), Leadership Style, Work Environment, Motivation, Incentives				
b. Dependent Variable: Performance				

Source: data processed by researchers, 2024

Table 3 shows the results of the coefficient of determination (Model Summary) from the multiple linear regression analysis that measures the relationship between independent variables (Leadership Style, Work Environment, Motivation, and Incentives) with the dependent variable (Performance). The R value of 0.895 indicates a very strong correlation between the independent variables simultaneously to the dependent variable.

The R Square value of 0.801 indicates that 80.1% of the variation in performance can be explained by the independent variables used in the model. The Adjusted R Square of 0.793 indicates a more conservative adjustment, which takes into account the number of variables in the model, ensuring that the model is not too overfitting. The Std. Error of the Estimate of 1.729 indicates the level of data deviation from the model that has been built. Overall, this regression model has good predictive ability in explaining performance variations based on the variables studied.

5. DISCUSSION

The Effect of Incentives on Tapper Performance

The first hypothesis proposed that incentives have a significant effect on employee performance. The results of the t-test on the effect of incentive variables on tapper performance show that incentives have a positive and significant effect on employee performance. Based on these results, the first hypothesis stating that incentives have a significant effect on tapper performance is accepted. This shows that if the implementation of the incentive system at the Kalikempit Plantation is better, the tapper performance will also increase.

Sarwoto (2001) stated that incentives as a means of motivation can be limited to stimulants or drivers that are given intentionally to workers so that they have a greater enthusiasm to achieve for the organization. The results of this study provide empirical evidence that tappers working in the Kalikempit Plantation make the form of incentive distribution something that encourages increased performance. The forms of incentives that have been given in the Kalikempit plantation are: progressive premiums, provision of basic necessities, provision of tapping work tools and other work tools, provision of work promotions. This is in line with what was stated by Mustafa (2012) that incentives given to employees are not only a means for employees to meet their needs and life expectations. The results of interviews with respondents showed that incentives have a positive effect on the performance of tappers, with the intention that providing appropriate and appropriate incentives will provide high enthusiasm for working for the tappers. Incentives function as an award for the efforts and contributions made by tappers. When they feel appreciated, they tend to be more committed and try harder in their work. In addition, incentives can create a healthy competitive atmosphere among tappers.

This study is in line with research by Rani (2018), Mustofa (2018) and Rozi (2019), Nuzleha, Yamin, Safitri, Mirnasari (2020, Indra and Munthe (2024) that there is a significant relationship between incentives and employee performance. This means that a person's incentives are correlated with the employee performance they do.

The Influence of Motivation on Tapper Performance

Testing the second hypothesis, the influence of motivation on tapper performance shows that motivation has a significant influence on the performance of tappers at the Kalikempit Plantation. 2. Results of the t-test on the influence of motivation variables on employee performanceshows that motivation has a significant effect on the performance of the tapper. Based on this, it means that the motivation possessed by an employee will help in improving their performance.

Achieving good performance in employees is often associated with an employee's motivation in working. With motivation, an employee will carry out the work that is his responsibility for the goals he wants to achieve. This is because motivation is a driving force that causes an organization member to be willing and willing to take the time to carry out various activities as his responsibility and fulfill his obligations in achieving the goals and various organizational targets that have been determined previously (Siagian, 2012). Employees who have high work motivation will find it easy to complete their work, face difficulties and be able to overcome their problems and be able to think creatively to solve every problem that exists, provide a sense of enthusiasm for facing their work and be able to face any conditions, work pressure (Siregar, Sjahril Effendy & Syafruddin Ritonga, 2021).

Many factors influence the motivation of Kalikempit Plantation tappers' performance, including the facilities provided such as health facilities, housing facilities including electricity and drinking water, opportunities to advance and develop, tappers are expected to continue to achieve according to targets, awards or rewards given by the company. Tappers will feel comfortable in the work environment and a harmonious situation is formed in the relationship between fellow co-workers and superiors/plantation leaders. This is as stated by Maslow in Hosnawati (2016) Indicators used to measure work motivation such as physiological needs, security and safety needs, social needs, need for appreciation, and self-actualization.

This research is in line with research by Magfirani (2018), Munawirsyah (2018), Siregar, Sjahril Effendy & Syafruddin Ritonga (2021) and Wibowo and Syafii (2023), Indra and Munthe (2024) which stated that the results of their research showed that work motivation on performance had a positive and significant effect on employee performance.

The Influence of Work Environment on Tapper Performance

Testing the third hypothesis, the influence of the work environment on the performance of tappers, shows that the work environment has a significant influence on the performance of tappers at the Kalikempit Plantation of PTPN I Regional 5. With the improvement of the work

environment, the performance of tappers at the Kalikempit Plantation of PTPN I Regional 5 will increase.

Sedarmayati (2015:1), defines the work environment as all the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements, both as individuals and as a group. The results of this study indicate that the work environment has a significant influence on employee performance in line with the theory of work motivation, where a supportive environment can increase employee motivation and performance. The positive influence of physical conditions such as cleanliness and others also shows the importance of investing in the work environment. In addition, good interpersonal relationships between employees create a collaborative and productive work atmosphere. The work environment can affect the emotions of the tapper. If the tapper likes the work environment where he works, then the tapper will stay in his workplace to carry out activities so that work time is used effectively and optimally, the tapper's work performance is also high.

In addition, leadership has also been shown to play an important role in creating a positive work environment. Leaders who are able to provide support and feedback can increase employee motivation to achieve optimal performance. Thus, a conducive work environment provides a sense of security and allows employees to work optimally.

This research is in line with research conducted by Rosa (2015), Roswaty & Kurniawan (2020) and Armansyah (2024) which states that the work environment has a significant influence on employee performance.

The Influence of Leadership Style on Tapper Performance

The fourth hypothesis test is about the influence of leadership style on the tapper's performance. The results of the t-test on the influence of leadership style variables on tapper performance show that leadership style has a significant effect on tapper performance.

It can be concluded that leadership style has a significant influence on the performance of tappers. The right leadership style will create work motivation so that employees work according to company expectations. A good leader can use various approaches to tappers so that they are able to provide the motivation, emotional support, and inspiration needed to achieve company goals. Tapper employees who feel appreciated and empowered tend to work harder and be more productive. Effective leadership can create a positive work environment, which ultimately improves the performance of tappers at the Kalikempit Plantation.

This research is in line with research by Susanto (2016), Kamal, Winarso, and Sulistio (2019), Nur (2022), and Wibowo and Syafii (2023) which show that there is a significant influence between leadership style and employee performance.

The Influence of Independent Variables (Incentives, Motivation, Work Environment, and Leadership Style) Simultaneously on Tapper Performance

Based on the results of the F test, it can be concluded that simultaneously the variables of incentives, motivation, work environment, and leadership style have a significant influence on the performance of tappers at the Kalikempit Plantation of PTPN I Regional 5.

Employee performance is the work results in terms of quality and quantity achieved by employees in carrying out their duties and in accordance with the responsibilities given to employees (Melayu & Spd, 2012). An employee's performance is not only assessed based on quantity, namely how much output is produced, the time to complete the task, but also assessed in terms of quality, including accuracy in working, ability to evaluate, employee abilities and skills.

High employee performance improvement is very important in an organization, because with high employee performance will be able to increase employee work productivity with increased productivity then the goals of the organization will be achieved by itself. Therefore, an organization always tries to be able to improve the performance of its employees, so that the goals of the organization can be achieved immediately.

This study supports research by Rani (2018), Mustofa (2018) and Rozi (2019) which stated that the results of their research showed that incentives, motivation, work environment and leadership style simultaneously had a significant effect on the performance of tappers.

6. CONCLUSION

This study concludes that incentives, motivation, work environment, and leadership style significantly affect the performance of tappers at Kalikempit Plantation PTPN I Regional 5. Incentives provided in a timely and appropriate manner can motivate tappers to work more efficiently. Motivation provided with a good strategy has been proven to increase productivity. In addition, a conducive work environment provides a positive contribution to the work results

of tappers, while an effective leadership style can encourage employee performance to be more optimal.

Simultaneously, the four variables have a significant effect on the performance of the tapper. This finding has practical implications for companies in designing more effective incentive systems, increasing motivation through training, and creating a safe and comfortable work environment. Companies also need to provide leadership training for field managers so that they are able to apply a leadership style that supports optimal performance. This conclusion provides a basis for developing more strategic policies in human resource management in the company.

7. LIMITATION

This study has several limitations that need to be considered. First, the scope of the research location is only in the Kalikempit Plantation of PTPN I Regional 5. Therefore, the results of this study are only relevant to the conditions in the plantation and cannot be generalized to other PTPN plantations without further research. This limits the external validity of the study in the broader company context.

Another limitation is the research implementation period which only lasted from October to November 2024. Thus, the results obtained reflect the tapper performance conditions in a certain period which may not be stable or representative throughout the year. In addition, other factors that may affect performance such as market dynamics and weather are not fully measured in this study.

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