

The Influence of Innovation Culture, Career Development, and Employee Involvement on Employee Performance of PTPN IV Regional II Kebun Adolina Perbaungan District

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Abstract

The phenomenon of employee performance at PTPN IV Regional II Kebun Adolina, Perbaungan District shows a downward trend from year to year. Based on performance assessment data, there are still certain aspects that require attention and strengthening, one of which is through the role of innovation culture, career development, and increasing employee involvement. The purpose of the study was to determine the Influence of Innovation Culture, Career Development and Employee Involvement on Employee Performance at PTP N IV Regional II Kebun Adolina, Perbaungan District. The type of research used in this study is quantitative research. Quantitative research is a research method based on the positivism paradigm, where the data collected is in the form of numbers and analyzed using statistical techniques. The location of the research was conducted at PTPN IV Regional II Kebun Adolina, which is located in Perbaungan District, Serdang Bedagai Regency, North Sumatra Province. Thus, this study will focus on employees in Afd 3 and 4 to understand the culture of innovation, career development, and employee involvement on the performance of PTPN IV Regional II Kebun Adolina Kecamatan employees with a sample of 75 employees. Based on the results of the simultaneous test (F test), it is known that the Fcount value is 26.445 and the significance value is 0.000 which is smaller than 0.05. By using the Ftable value of 3.226 (df1 = 3 and df2 = 71), then Fcount > Ftable, so it can be concluded that Innovation Culture, Career Development, and Employee Involvement simultaneously have a significant effect on Employee Performance at PTPN IV Regional II Kebun Adolina Kecamatan Perbaungan.

Keywords: Innovation Culture; Career Development; Employee Performance

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1. Introduction

Innovation culture is a system of values, beliefs, and practices within an organization that encourages the emergence of new ideas, creativity, and implementation of change to improve the company's performance and competitiveness. According to (Andriani & Puspitasari, 2021), innovation culture is a pattern of organizational behavior that consistently supports the creation, dissemination, and implementation of new ideas to create added value. This culture is reflected in the courage to take risks, openness to change, and empowerment of employees in innovative decision making.

Career development is a systematic process carried out by organizations to help employees plan and manage their career journeys to achieve personal and organizational goals. According to (Prabowo & Hartono, 2022), career development is an effort made by companies to expand employee work potential through training, promotion, job rotation, and providing learning opportunities so that individuals are prepared to face future work challenges. Career development is not only important for individual growth, but also has a direct impact on increasing company productivity.

Employee engagement refers to the level of emotional commitment and attachment of employees to their work, team, and the organization as a whole. According to (Fitriani & Nugroho, 2023), employee engagement is a positive psychological condition in which individuals feel encouraged, motivated, and have a sense of belonging to their

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workplace, thus influencing their desire to make optimal contributions. Employees who are actively involved tend to show loyalty, high performance, and greater participation in organizational processes. Human resource management cannot be separated from employees who are expected to perform as well as possible in order to achieve organizational goals (Behavior et al., 2023). One of the strategic efforts that organizations can make to improve collaboration capabilities is through the implementation of Human Resource Management (HRM) (Hudiyah et al., 2023).

Employee performance is the work results achieved by an individual based on certain standards or criteria within a certain period of time. In the view of (Hasanah & Widodo, 2021), employee performance reflects the extent to which an employee can complete his/her tasks and responsibilities effectively and efficiently according to the targets set by the organization. Performance is not only measured by the final results, but also by work behavior, quality of interaction, and contribution to the strategic goals of the organization. Human resources are one of the most strategic production factors as invaluable assets in determining the future success of the company, in addition to land, capital, equipment, raw materials, electricity, and others (Anggraini & Safina, 2021).

Human resource management cannot be separated from employees who are expected to perform as well as possible in order to achieve organizational goals. (Aprilia & Lubis, 2021). A culture of innovation influences employee performance through several important factors, such as encouragement of creativity, courage to take risks, open Career Development, and managerial support for new ideas. When organizations build an innovative work environment, employees are more motivated to work effectively and efficiently. Meanwhile, career development contributes to performance through ongoing training, promotion opportunities, clear career planning, and a transparent evaluation system. Employees who see opportunities for development tend to have higher work enthusiasm. On the other hand, employee engagement has a major impact on performance through emotional commitment to the organization, intrinsic motivation, participation in decision-making, and support from the work environment. Employees who feel involved will show better loyalty and productivity, thus having a positive impact on the achievement of the company's overall performance.

The phenomenon of employee performance at PTPN IV Regional II Kebun Adolina, Perbaungan District shows a downward trend from year to year. Based on performance assessment data, there are still certain aspects that require attention and strengthening, one of which is through the role of innovation culture, career development, and increasing.

Table 1. Employee Performance Assessment Aspects of PTPN IV Regional II Adolina Plantation, Perbaungan District

Performance Assessment Aspects	2022	2023	2024
Discipline/ Attendance	85,00	80,00	75,23
Job Knowledge and Expertise	84,00	80,00	77,62
Speed, Quality, and Productivity	83,00	79,00	78,00
Teamwork	85,72	80,00	76,24
Honesty, Sincerity, and Sincerity	75,00	75,00	74,00
Average	82,14	78,80	76,21
Category	Good	Fair	Less

Source: PTPN IV Adolina Perbaungan Plantation Location 2025

The last year, namely 2022, 2023, and 2024. This assessment is based on five main aspects, namely discipline/attendance, job knowledge and expertise, speed, quality, and productivity, teamwork, and honesty, sincerity, and sincerity. Based on the data displayed, it can be seen that the average employee performance score has decreased from year to year. In 2022, the average performance score reached 82.14 and was included in the "Good" category. However, in 2023 there was a decrease to 78.80 with the "Fair" category, and again decreased in 2024 to 76.21 which was categorized as "Less".

The decline in performance assessment scores occurred in almost all aspects, with the most significant decline seen in the discipline/attendance and teamwork aspects. This indicates an indication of declining discipline and effectiveness of cooperation between employees. This condition can have an impact on productivity and the achievement of the organization's targets as a whole. Therefore, the results of this assessment can be used as a basis for company management to evaluate and improve the human resource management system, especially in efforts to improve

discipline, competence, and cooperation between employees in order to encourage more optimal performance improvements in the future. The decline in employee performance is thought to be related to several factors, including the suboptimal innovation culture implemented in the work environment, limited career development opportunities given to employees, and low employee involvement in decision-making and organizational activities. An innovation culture that is less adaptive to change and innovation has an impact on low employee work motivation and productivity. Likewise, unclear career paths and minimal training and development programs will hinder the improvement of employee competence and loyalty to the company. In addition, the lack of employee involvement in various organizational activities can reduce the sense of belonging and commitment to the company, thus negatively impacting the overall quality of performance. Therefore, it is necessary to evaluate and improve these aspects so that employee performance can increase again according to the company's targets.

Based on the results of a pre-survey on the variables of innovation culture, career development, employee engagement, and employee performance at PTPN IV Regional II Kebun Adolina, Perbaungan District, it can be seen that although most respondents showed a positive tendency, there are still several aspects that are not optimal and require further attention. Therefore, the hope of this study is that the company can improve the quality of a more innovative work environment, provide a clear and fair career development path, and increase active employee involvement in the work process and decision making. Thus, it is hoped that employee performance can be improved as a whole.

As a solution, companies need to design structured internal programs to encourage a culture of innovation through idea discussion forums, appreciation for creativity, and active involvement of all lines in the innovation process. On the other hand, employee career development needs to be strengthened through regular training, mentoring, and a transparent performance-based promotion system. To increase employee engagement, management needs to open up wider Career Development space, listen to aspirations, and build a participatory and collaborative work atmosphere. These steps are expected to create a conducive work environment and have a positive impact on improving employee performance in a sustainable manner.

Based on the background explanation, the author wishes to conduct a study entitled: "The Influence of Innovation Culture, Career Development and Employee Involvement on Employee Performance of PTPN IV Regional II Kebun Adolina, Perbaungan District" then the objectives to be achieved in this study are: To find out whether Innovation Culture affects Employee Performance of PTPN IV Regional II Kebun Adolina, Perbaungan District. To find out whether Career Development affects Employee Performance of PTPN IV Regional II Kebun Adolina, Perbaungan District. To find out whether Employee Involvement affects Employee Performance of PTPN IV Regional II Kebun Adolina, Perbaungan District. And To find out whether Innovation Culture, Career Development and Employee Involvement Affect Employee Performance of PTPN IV Kabun Adolina, Perbaungan District.

2. Literature Review

2.1. Relationship of Innovation Culture to Employee Performance of PTPN IV Regional II Kebun Adolina, Perbaungan District

Innovation culture is part of Innovation Culture that encourages individuals and groups to continue to think creatively, dare to try new things, and be responsive to changes in the work environment. A strong innovation culture will create a work environment that supports the birth of fresh ideas that can increase efficiency, effectiveness, and work productivity. In the context of the modern work world, innovation is an important key in maintaining competitiveness and maintaining the quality of services and products. Therefore, innovation culture is believed to have a close relationship with improving employee performance.

The results of Wulandari Okky's (2016) research show that work innovation has a positive and significant influence on employee performance at PTPN III Gunung Pamela. Likewise, research by Siregar and Suma (2024) also proves that innovative work behavior contributes 30.3% to employee performance. This proves that when employees feel supported to innovate, they tend to show higher performance at work.

2.2. Relationship of Career Development to Employee Performance of PTPN IV Regional II Kebun Adolina, Perbaungan District

Career development is a continuous process in improving employee knowledge, skills, and work experience to achieve a higher career level. When the organization provides space and support for career development, employees feel appreciated and have a clear future direction in their work. This has an impact on increasing motivation and loyalty, which ultimately has a positive impact on improving performance.

Research by Muhammad Nepo Fauzan and Suprpto (2023) shows that career development has a direct and significant effect on employee performance. Similar results were found in research by Isnu Widodoa and Bakhtiar (2024), where the human resource development variable (including career development) had a significant effect on performance, with a t-count value of $3.109 > t\text{-table } 2.0129$. This finding indicates that a good career development strategy can improve employee morale and performance.

2.3. Relationship between Employee Engagement and Employee Performance of PTPN IV Regional II Kebun Adolina, Perbaungan District

Employee engagement is the extent to which employees feel emotionally and psychologically involved in their work and organizational goals. Employees who are actively involved will show high enthusiasm, responsibility, and dedication in carrying out their duties. This high level of engagement makes a major contribution to achieving organizational performance targets.

Fajar Rezeki Ananda Lubis's (2023) research proves that work engagement has a significant influence on employee performance. When employees feel emotionally connected to their work, they will be more motivated to contribute optimally. Employees who are involved not only carry out their duties but also have the initiative to provide added value to the organization.

3. Research Method and Materials

The type of research used in this study is quantitative research. Quantitative research is a research method based on the positivism paradigm, where the data collected is in the form of numbers and analyzed using statistical techniques. This study focuses on testing hypotheses that have been formulated based on existing theories, and aims to determine the influence of independent variables, namely innovation culture, career development, and employee involvement on the dependent variable, namely employee performance.

In this study, a quantitative approach was used to analyze the influence of innovation culture, career development, and employee engagement on employee performance at PTPN IV Regional II Kebun Adolina, Perbaungan District. The data collected were then analyzed descriptively and inferentially using statistical software. Descriptive data analysis was used to provide an overview of the characteristics of respondents and research variables, while quantitative analysis was conducted to test the relationship and influence between variables using multiple linear regression. The location of the study was at PTPN IV Regional II Kebun Adolina, which is located in Perbaungan District, Serdang Bedagai Regency, North Sumatra Province.

Thus, this study will focus on employees in Afd 3 and 4 to understand the culture of innovation, career development, and employee involvement towards employee performance of PTPN IV Regional II Kebun Adolina, Perbaungan District. The population in this study was 300 employees. The sampling technique used was Random Sampling. Random Sampling is a sampling technique where all individuals in the population, either individually or together, are given the same opportunity to be selected as sample members. The sample in this study was 75 employees. From the Random Sampling, it shows that the number of research samples was 75 respondents. In this study, the researcher used quantitative data collection techniques, namely Observation or observation, Interview, Documentation Study and Questionnaire. After the data is obtained, the next step is to analyze the data. All data obtained either through interviews, distributing questionnaires or observation results are processed/analyzed to achieve the researcher's final goal.

4. Results and Discussion

4.1. Results

4.1.1. Multicollinearity Test Results

Multicollinearity testing aims to determine whether the regression model finds correlation between independent variables. Multicollinearity testing is carried out by looking at the magnitude of the variance inflation factor (VIF) and tolerance. If tolerance > 0.10 and VIF ≤ 10/10.00 indicates that there is no multicollinearity between independent variables. (Ghozali, 2018:107). The following are the results of the multicollinearity test in this study:

Table 2. Multicollinearity Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	.067	1.235			
1 Innovation Culture	-.426	.372	-.331	.079	1.618
Career Development	.250	.077	.405	.427	2.342
Employee Engagement	.886	.358	.695	.084	1.835

a. Dependent Variable: Employee Performance

Source: data processing using SPSS 20, 2025

Based on Table 2, it can be explained that all independent variables in this study have VIF values <10, which indicates that there is no high multicollinearity among these variables. Although there are two variables, namely Innovation Culture and Employee Engagement, which have Tolerance values <0.10, which are 0.079 and 0.084 respectively, the VIF values of both are still under 10 (1.618 and 1.835 respectively). Thus, it can be generally concluded that this regression model does not contain significant multicollinearity, so that the independent variables are suitable for use in further regression analysis.

4.1.2. Results of Multiple Linear Regression Analysis

Multiple linear regression is intended to determine the linear relationship between several independent variables commonly called X1, X2 and so on with the dependent variable called Y. Based on the results of data processing with the SPSS 20 program, the following results were obtained.

Table 3. Results of Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.067	1.235		.055	.957
1 Innovation Culture	-.426	.372	-.331	1.144	.006
Career Development	.250	.077	.405	3.245	.002
Employee Engagement	.886	.358	.695	2.476	.016

a. Dependent Variable: Employee Performance

Source: data processing using SPSS 20, 2025

Based on Table 3, the multiple linear regression equation model in this study can be written as follows:

$$Y = 0.067 - 0.426X_1 + 0.250X_2 + 0.886X_3 \tag{1}$$

The interpretation of the regression model based on as follows:

- a. Constant (a) of 0.067 indicates that if all independent variables, namely Innovation Culture, Career Development, and Employee Engagement, are considered non-existent (zero value), then the Employee Performance value is estimated at 0.067.

- b. The regression coefficient of Innovation Culture (X_1) of -0.426 has a negative direction. This indicates that every one unit increase in Innovation Culture will actually decrease Employee Performance by 0.426 units, assuming other variables remain constant. However, with a significance value of $0.006 < 0.05$, this effect is statistically significant. This means that even though the direction of the relationship is negative, changes in innovation culture still have a real impact on employee performance.
- c. The regression coefficient of Career Development (X_2) of 0.250 indicates that every one unit increase in Career Development will increase Employee Performance by 0.250 units, if other variables are held constant. A significance value of $0.002 < 0.05$ indicates that this influence is statistically significant, so it can be concluded that career development has a positive effect on employee performance.
- d. The regression coefficient of Employee Engagement (X_3) of 0.886 indicates that every one unit increase in employee engagement will increase Employee Performance by 0.886 units. With a significance value of $0.016 < 0.05$, the influence of this variable is also statistically significant

4.1.3. Hypothesis Testing Results

a. Partial Test (T-Test)

The t-test aims to show how far the independent variable influences the dependent variable. In addition, the t-test is a test conducted to prove the initial hypothesis, namely that the internal work environment and Innovation Culture have a significant effect on employee performance at the Rikit Gaib sub-district office.

Table 4. Partial Test (T-Test)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.067	1.235		.055	.957
1 Efficiency	-.426	.372	-.331	1.144	.006
Existence	.250	.077	.405	3.245	.002
Career Development	.886	.358	.695	2.476	.016

a. Dependent Variable: Employee Performance

Source: data processing using SPSS 20, 2025

Based on the results of the partial test (t-test) shown in Table 4, it is known that the significance value (Sig.) for the Innovation Culture variable is 0.006, Career Development is 0.002, and Employee Involvement is 0.016. All of these significance values are smaller than alpha 5% (0.05), so it can be concluded that the three variables have a significant effect on Employee Performance. The t-count value for each variable is: Innovation Culture is 1.144, Career Development is 3.245, and Employee Involvement is 2.476. When compared with the t-table value ($df = n - k = 75 - 4 = 71$) at a significance level of 5% of 1.993, the Career Development and Employee Involvement variables have a t-count value that is greater than the t-table, so they have a significant effect. However, even though Innovation Culture has a t-value based on the t-table, its significance value remains 0.05, so it is still considered significant. Therefore, partially the three independent variables have an influence on Employee Performance.

b. F Test (Simultaneous Test)

The F test is used to see whether the independent variables together (simultaneously) have an influence on the dependent variable. Decision-making criteria:

H_a is accepted if $F_{count} < F_{table}$ at a significant level = 5% ($\alpha = 5\%$) meaning that there is an influence of the internal work environment and Innovation Culture on employee performance at the Rikit Gaib sub-district office, Gayo Luwes Regency.

H_o is rejected if $F_{count} > F_{table}$ at a significant level = 5% ($\alpha = 5\%$) meaning that there is no influence of the internal work environment and Innovation Culture on employee performance at the Rikit Gaib sub-district office, Gayo Luwes Regency.

Based on the results of data processing with the SPSS 20 program, the following results were obtained:

Table 5. F Test (Simultaneous Test)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	230.439	3	76.813	26.445	.000 ^b
	Residual	206.228	71	2.905		
	Total	436.667	74			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Employee Engagement, Career Development, Culture of Innovation

Source: data processing using SPSS 20, 2025

Based on Table 5 Simultaneous Test Results (F Test), the Fcount value is 26.445 with a significance value of 0.000. To find out whether the regression model formed has a significant influence simultaneously, the Fcount value is compared with the Ftable value. The Ftable calculation is carried out with degrees of freedom (df) as follows: df1 (number of independent variables) = 3, and df2 ($n - k - 1$) = $75 - 3 - 1 = 71$. With a significance level of 5% ($\alpha = 0.05$), the Ftable value is 2.74. Because the Fcount (26.445) is greater than the Ftable (2.74) and the significance value of 0.000 is less than 0.05, it can be concluded that H_a is accepted and H_0 is rejected. This means that simultaneously the variables of Innovation Culture (X_1), Career Development (X_2), and Employee Engagement (X_3) have a significant effect on Employee Performance (Y). Thus, all independent variables together have a significant contribution in explaining variations in employee performance in the organization or agency studied.

c. Determination Coefficient Test (R^2)

The determination coefficient (R^2) is used to measure how far the model's ability to explain the variation of the dependent variable. The results of the determination analysis in this study are as follows:

Table 6. Results of the Determination Coefficient Test (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Model Summary ^b					Durbin-Watson
					Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.726 ^a	.528	.508	1.70429	.528	26.445	3	71	.000	1.473

a. Predictors: (Constant), Employee Engagement, Career Development, Culture of Innovation

b. Dependent Variable: Employee Performance

Source: data processing using SPSS 20, 2025

Based on Table 6, Results of the Determination Coefficient Test (R^2), the R value is 0.726 and the R Square value is 0.528. This shows that the level of relationship between the independent variables (Innovation Culture, Career Development, and Employee Engagement) to the dependent variable (Employee Performance) is strong. Meanwhile, the R Square value of 0.528 indicates that 52.8% of the variation or changes that occur in Employee Performance can be explained by the three independent variables together. While the rest, which is 47.2%, is explained by other factors outside this research model or by variables that are not studied. In other words, Innovation Culture, Career Development, and Employee Engagement simultaneously contribute 52.8% to changes in Employee Performance, while the rest is influenced by other external factors that are not included in this analysis model.

4.2. Discussion

a. Innovation Culture Affects Employee Performance at PTPN IV Regional II Kebun Adolina, Perbaungan District

The results of the study indicate that the Innovation Culture variable has a significant effect on Employee Performance, with a significance value of 0.006 which is smaller than the significance limit of 5% (0.05). This indicates that statistically, Innovation Culture has a contribution in influencing the improvement of employee performance in the PTPN IV Regional II Kebun Adolina environment. Although the t-count value of 1.144 is smaller than the t-table value of 1.993, the significance value that remains 0.05 makes the influence of Innovation Culture remain partially significant on the dependent variable. This means that although its direct influence is not as large as other variables such as Career Development or Employee Involvement, Innovation Culture remains an important factor in creating optimal work performance.

Innovation Culture in an organization reflects the extent to which the company encourages employees to think creatively, embrace change, and dare to try new things to achieve work efficiency and effectiveness. In a work environment like PTPN IV, where the business sector being run is labor-intensive and requires adaptation of modern

agricultural technology, the presence of an innovative culture is crucial to encourage employees to think more progressively in completing their work. By creating a work atmosphere that supports innovation-such as openness to ideas, appreciation for initiative, and support for work experiments-organizations can foster higher work enthusiasm and responsibility in employees.

This study is supported by the opinions of experts, such as Wirawan (2020) who stated that a culture of innovation can increase employee creativity and flexibility in facing work challenges. Likewise, Robbins & Coulter (2020) stated that organizations that have an innovative culture will be easier to adapt to changes in the external environment, and are able to create new solutions to improve performance. This is in line with the results of previous studies which show that a culture of innovation can increase work efficiency, improve processes, and produce better services for organizations.

a. *Career Development Affects Employee Performance at PTPN IV Regional II Kebun Adolina, Perbaungan District*

The partial test results show that the Career Development variable has a significant influence on Employee Performance, with a significance value of 0.002 which is smaller than the significance level of 5% (0.05). The t-count value of 3.245 is also greater than the t-table of 1.993, so it can be concluded that statistically, Career Development makes a strong contribution to improving employee performance in the PTPN IV Regional II Kebun Adolina environment. This means that the better the implementation of the career development program in the organization, the higher the employee work performance produced.

This study is in line with Hasibuan's (2018) view that career development is a form of long-term appreciation for employee potential, which can increase job satisfaction and enthusiasm in completing tasks. Simamora (2017) also explained that structured career development will build employee readiness in facing organizational challenges, while encouraging overall performance improvements. In addition, Handoko (2020) stated that consistent career development can foster employee loyalty to the organization because they feel cared for and appreciated for their contributions.

b. *Employee Involvement Affects Employee Performance at PTPN IV Regional II Kebun Adolina, Perbaungan District*

Based on the results of the partial test (t-test) that has been conducted, it is known that the Employee Involvement variable has a significance value of 0.016, which is smaller than the significance level of 5% (0.05), and the t-count value of 2.476 which is greater than the t-table of 1.993. Thus, it can be concluded that employee involvement has a significant effect on employee performance. This finding indicates that the higher the level of involvement of an employee in the activities and goals of the organization, the higher the contribution to achieving optimal performance.

Employee engagement reflects the extent to which individuals feel emotionally and cognitively connected to their work, and are willing to put in extra effort in carrying out tasks. Engaged employees tend to be more loyal, have high work morale, and demonstrate initiative and creativity in their work. This has a direct impact on increasing efficiency, productivity, and quality of work results, which ultimately supports the achievement of organizational targets more effectively.

This study is supported by the opinion of Robbins and Judge (2019), which states that employee engagement is an important predictor of organizational performance, where employees who feel actively involved will be more enthusiastic in completing tasks and show better performance. In addition, Bakker and Demerouti (2017) added that employees who are psychologically involved tend to experience higher job satisfaction, have resilience in dealing with work pressure, and contribute more to a positive organizational culture. This shows the importance of the role of engagement in shaping productive and sustainable work behavior.

5. Conclusion

Based on the results of the research conducted, it can be concluded as follows:

- a. Based on the results of the partial test (t-test) on the Innovation Culture variable, it is known that the t-value is 1.144 and the significance value is 0.006, which is smaller than the significance level of 0.05. Thus, in this case H_a is accepted and H_o is rejected, which means that Innovation Culture has a significant effect on Employee Performance at PTPN IV Regional II Kebun Adolina, Perbaungan District.
- b. Based on the results of the partial test (t-test) on the Career Development variable, the t-value is 3.245 and the significance value is 0.002, which is also smaller than the significance level of 0.05. So in this case H_a is accepted and H_o is rejected, which shows that Career Development has a significant effect on Employee Performance at PTPN IV Regional II Kebun Adolina, Perbaungan District.
- c. Based on the results of the partial test (t-test) on the Employee Engagement variable, it is known that the t-value is 2.476 with a significance value of 0.016, which is smaller than 0.05. Therefore, H_a is accepted and H_o is rejected, which means that Employee Engagement has a significant effect on Employee Performance at PTPN IV Regional II Kebun Adolina, Perbaungan District.
- d. Based on the results of the simultaneous test (F-test), it is known that the F-value is 26.445 and the significance value is 0.000 which is smaller than 0.05. By using the F-table value of 3.226 (df1 = 3 and df2 = 71), then $F_{count} > F_{table}$, so it can be concluded that Innovation Culture, Career Development, and Employee Engagement simultaneously have a significant effect on Employee Performance at PTPN IV Regional II Kebun Adolina, Perbaungan District.

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