

ABSTRACT

Indonesia has a plantation area of 25,302,200 hectares (BPS Data, 2021). One of the business entities that is a source of foreign exchange is PT. Perkebunan Nusantara IX, a state-owned company and a subsidiary of PTPN III (Holding) which owns palm oil, sugarcane, rubber, coffee and tea commodities. The company's goals can be achieved if the management of human resources in it is managed professionally so that the company can get Employees who work optimally and make a positive contribution to the company. The purpose of this research is to analyze the role of direct and indirect roles in improving Employee performance.

The type used in this research is quantitative. This study has a population of workers at PT. Perkebunan Nusantara IX, Kebun Balong, Jepara Regency, Central Java, with 539 people.

Perceived organizational support has a positive and significant effect on Employee performance at PT. Perkebunan Nusantara IX, Kebun Balong. The better support from PT. Perkebunan Nusantara IX, Kebun Balong to Employees will further improve the quality of performance of all Employees. Employee satisfaction also has a positive and significant effect on Employee performance at PT. Perkebunan Nusantara IX, Kebun Balong. Compensation practices that have been implemented by PT. Perkebunan Nusantara IX, Kebun Balong is on the right track by implementing digitization in the process of distributing Employee rights both financially and non-financially. The comfort felt by these Employees makes Employees feel satisfied and try to improve their performance for the company. The variables examined in this study include perceived organizational support and Employee satisfaction. The most influential variable is Employee satisfaction compared to perceived organizational support on Employee performance at PT. Perkebunan Nusantara IX, Kebun Balong. PT. Perkebunan Nusantara IX, Kebun Balong needs to take strategic steps to increase Employee engagement, especially when climate conditions do not allow Employees to work. Maintain Employee motivation and maintain Employee physical fitness so that they are more related to the company.

Keyword: *Perceived organizational support, compensation satisfaction, Employee performance, PT. Perkebunan Nusantara IX, Balong*