The Influence of Work Capability, Innovative Work Behavior, and Internal Work Environment on Employee Performance at PTPN IV Regional II Kebun Limau Mungkur

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Abstract: The purpose of this research is to analyze and identify the influence of work capability, innovative work behavior, and internal work environment on employee performance at PTPN IV Regional II Kebun Limau Mungkur. This study involved 125 respondents, consisting of all employees of PTPN IV Regional II Kebun Limau Mungkur. The sample was determined using the Slovin formula, resulting in 95 participants in the survey. Data were collected through observation, documentation, interviews, and the distribution of questionnaires using a Likert scale. The methods used to analyze the data include classical assumption tests, validity and reliability tests. Data analysis was conducted using multiple linear regression through the SPSS program. The results of this study partially (t-test) prove that work capability has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur. Innovative work behavior has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur. The internal work environment also has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur. Additionally, work capability, innovative work behavior, and internal work environment simultaneously have a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur, with an Fcount value (14.283) > Ftable (2.70), and a significance value of 0.000 < 0.05.

Keywords: Work Capability, Innovative Work Behavior, Internal Work Environment, Employee Performance.

1. INTRODUCTION

Companies in Indonesia, particularly those classified as Badan Usaha Milik Negara (BUMN), play an important role in driving national economic growth and creating added value for society. In carrying out their operations, BUMN rely on Human Resources (HR) as the main asset to achieve the company's strategic goals. Human resources are a key element within a company, as they serve as the driving force behind all corporate activities. A company will grow significantly if it possesses high-quality resources, whether human or otherwise. Human resources with strong performance will ultimately lead to good overall employee performance.

To manage HR effectively, companies need Human Resource Management (HRM). HRM refers to a set of performance-oriented activities aimed at acquiring, developing, and utilizing human resources to support the company's objectives. One indicator of a company's success is the quality of its human resources. A company is considered successful when its human resources or individual employees are capable of mastering their tasks, thinking creatively, and working in a supportive environment. With these conditions in place, a company is more likely to achieve its objectives.

The object of this research is PTPN IV Regional II Kebun Limau Mungkur.

PTPN IV Regional II Kebun Limau Mungkur is a plantation BUMN holding company engaged in the management, processing, and marketing of plantation commodity

products. Kebun Limau Mungkur plays a strategic role in supporting the company's vision and mission to become the largest sustainable agribusiness company in the world and to contribute to national food security (Kebun Limau Mungkur, 2025).

One of the factors that influence strong employee performance is work capability, which is reflected in one of the core values of SDM BUMN, namely "Competent," which means "continuously learning and developing capabilities." According to Dewi (2018), capability or ability refers to traits that are either innate or learned, which enable a person to complete tasks. Ability reflects a person's potential to carry out duties or responsibilities. An employee's ability to perform tasks represents the application of their knowledge and skills.

A company's success depends on having capable and skilled employees who exhibit high performance, thereby delivering satisfying work outcomes. In reality, not all employees possess the abilities, skills, or motivation that align with the company's expectations. Sometimes, even employees with the right capabilities may lack the motivation to work enthusiastically, resulting in performance that falls short of expectations.

A factor that shapes the mindset behind employee performance, and is one of the core ethical values of SDM BUMN, is Adaptability, which states: "continuously innovating to drive or respond to change." This value is reflected in innovative work behavior, which plays an important role in contributing to the successful completion of tasks. Innovative work behavior, at its core, is behavior that inspires employees to generate ideas, develop and implement them, and take initiative in applying real innovations within the development of their work projects. These actions may involve the introduction, application, and development of ideas or technologies aimed at improving work relationships or the implementation of ideas that significantly enhance efficiency and effectiveness (Tico et al., in Kamila & Nurhasanah, 2024).

Furthermore, the development and support of employee performance require a proper work environment that can contribute to employees' tasks. The internal work environment can influence employee performance because people are better able to carry out their duties effectively when supported by appropriate environmental conditions. A work environment that prioritizes employee well-being can improve performance. Conversely, an inadequate work environment can lower performance and eventually reduce employee motivation (Badrianto and Ekhsan, in Selina et al., 2023).

The success of an organization is strongly influenced by the performance of its individual employees. Performance is the result of work achieved by employees, either individually or in groups, within an organization in accordance with their authority and responsibilities. Performance can be assessed from both the process and the outcome. To achieve good performance, it must be managed properly.

2.   LITERATURE REVIEW

2.1 Work Capability

According to Melesse & Knatko (2024), "Work capability is a combination of knowledge, skills, and attitudes required to complete tasks effectively. It emphasizes the importance of psychological and social aspects in work capability."

2.2. Innovative Work Behavior

According to Liu et al. (2023), "Innovative work behavior refers to individual behavior that initiates and deliberately introduces new and useful ideas related to processes, products, or procedures within a work role, team, or organization. It is a complex work behavior consisting of three distinct tasks: idea generation, idea promotion, and idea realization. The definitions of creativity and innovation are closely related, and their similarities and differences are often discussed in research."

2.3. Internal Work Environment

According to Havaei et al. (2020), "The internal work environment includes everything surrounding workers that can influence them in carrying out their assigned tasks."

2.4. Employee Performance

According to Nabawi (2020), "Performance is a process related to activities involving elements engaged in a process to produce an output."

Conceptual Framework
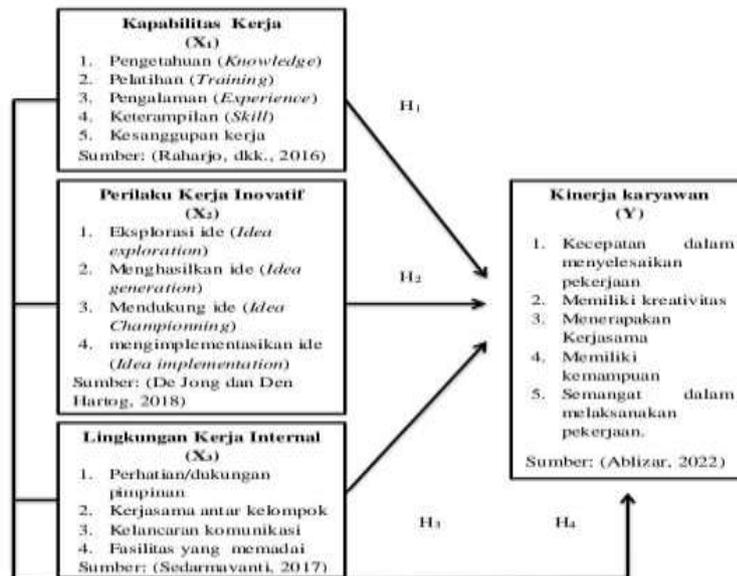
3. METHODS

This research is quantitative in nature. The population in this study includes all employees of PTPN IV Regional II Kebun Limau Mungkur, totaling 125 employees. The sample was determined using the Slovin formula, resulting in 95 employees. The data collection techniques used in this study include questionnaires, interviews, observations, and documentation. The data analysis techniques involve validity tests, reliability tests, and classical assumption tests. The data analysis method used is multiple linear regression with the assistance of the SPSS program.

4. RESULTS

4.1. Validity Test

According to Sugiyono (2020), "A validity test is the degree of accuracy between the data that occurs on the object of research and the data that can be reported by the researcher. Thus, valid data is data that does not differ between what is reported by the researcher and what actually occurs on the research object."

Table 1
Result Validity Test

Variable	Indicator	Pearson Correlation (R count)	R table	describtion
Work Capability (X1)	Knowledge	0,573	0,367	Valid
	Training	0,676	0,367	Valid
	Experience	0,721	0,367	Valid
	Skills	0,588	0,367	Valid
	Work Ability	0,678	0,367	Valid
Innovative Work Behavior (X2)	Idea Exploration	0,692	0,367	Valid
	Idea Generation	0,702	0,367	Valid
	Idea Championing	0,793	0,367	Valid
	Idea Implementation	0,788	0,367	Valid
Internal Work Environment (X3)	Leadership Support	0,496	0,367	Valid
	Intergroup Collaboration	0,671	0,367	Valid
	Smooth Communication	0,701	0,367	Valid
	Adequate Facilities	0,711	0,367	Valid
Employee Performance (Y)	Speed in Completing Tasks	0,720	0,367	Valid
	Creativity	0,731	0,367	Valid
	Teamwork Application	0,840	0,367	Valid

	Competence	0,536	0,367	Valid
	Enthusiasm in Performing Tasks	0,604	0,367	Valid

Source: Research Results, 2025

Based on Table 5, it is found that all statement items have values greater than 0.367. Therefore, it can be concluded that all questions regarding work capability, innovative work behavior, internal work environment, and employee performance are valid and can be used as instruments in this research.

4.2. Reliability Test

According to Sugiyono (2020), "A reliability test concerns the degree of consistency and stability of data or themes." A questionnaire is said to be reliable if an individual's responses to statements remain consistent or stable over time. A measurement with high reliability is one that can produce dependable data. To assess the reliability of the questionnaire used, this study applies Cronbach's Alpha coefficient analysis, which correlates the total scores of odd and even numbered items. The minimum reliability threshold is 0.6.

Table 2
Result Reliability Test

Variable	Cronbach's Alpha	Description
Work Capability (X1)	0,863	Reliabel
Innovative Work Behavior (X2)	0,720	Reliabel
Internal Work Environment (X3)	0,895	Reliabel
Employee Performance (Y)	0,708	Reliabel

Source: Research Results, 2025

From the results in Table 6, it can be concluded that the reliability test shows that the Cronbach's alpha values for the variables of work capability, innovative work behavior, internal work environment, and employee performance are all above 0.6. This indicates that the variables are reliable and appropriate to be used in the measurement of this research.

4.3. Classical Assumption Tests

4.3.1. Normality Test

The normality test is used to determine whether the collected data is normally distributed or derived from a normal population. The classical method for testing normality is not complicated. To determine whether the data is normally distributed or not, the researcher used the Kolmogorov-Smirnov analysis with the criteria that the significance value must be greater than 0.05 in order for the data to be considered normally distributed. The results of the test are as follows:

Table 3
Result Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	1.21374019
Most Extreme Differences	Absolute	.226
	Positive	.102
	Negative	-.226
Kolmogorov-Smirnov Z		2.199
Asymp. Sig. (2-tailed)		.200

a. Test distribution is Normal.
b. Calculated from data.

Source: Research Results, 2025

Based on the results of the normality test above, the probability value obtained based on the standardized score is 0.05, with the overall test result of the variables being 0.200, which is greater than the significance threshold of 0.05. Therefore, it can be concluded that the normality test in this research indicates that the data is normally distributed.

4.3.2. Multicollinearity Test

The multicollinearity test aims to determine whether there is a high or perfect correlation among the independent variables in the regression model. One way to detect multicollinearity is by examining the Tolerance and Variance Inflation Factor (VIF) values. If the Tolerance value is greater than 0.1 and the VIF is less than 10, then multicollinearity is not indicated. The following are the multicollinearity test results obtained using SPSS for

Windows:

Table 4
Result Multicollinearity Test
Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.300	1.411		11.550	.000		
	X1	.102	.036	.247	2.792	.006	.954	1.048
	X2	.116	.049	.207	2.348	.021	.956	1.045
	X3	.272	.048	.494	5.678	.000	.989	1.011

a. Dependent Variable: Y

Source: Research Results, 2025

Based on the table above, it can be observed that:

1. The Tolerance and VIF values for the work capability variable are (0.954 > 0.10), (1.048 < 10)
2. The Tolerance and VIF values for the innovative work behavior variable are (0.956 > 0.10), (1.045 < 10)
3. The Tolerance and VIF values for the internal work environment variable are (0.989 > 0.10), (1.011 < 10)
4. Therefore, it can be concluded that there are no symptoms of multicollinearity among the independent variables in the regression model.

4.3.3. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is an unequal variance of residuals in the regression model from one observation to another. The results of the heteroscedasticity test in this study can be seen in the following figure:

Ficture 1
Scatterplot Heteroscedasticity Test
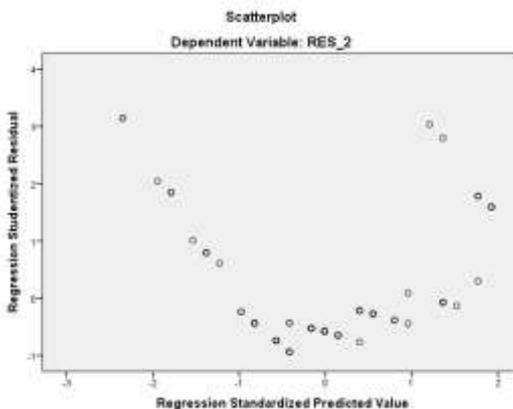
4.4. Multiple Linear Regression

To test the hypothesis, the researcher used multiple linear regression analysis to determine the relationship between the independent variables and the dependent variable, namely the influence of work capability, innovative work behavior, and internal work environment on employee performance at PTPN IV Regional II Kebun Limau Mungkur.

Table 5
Result Multiple Linear Regression Test
Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.300	1.411		11.550	.000		
	X1	.102	.036	.247	2.792	.006	.954	1.048
	X2	.116	.049	.207	2.348	.021	.956	1.045
	X3	.272	.048	.494	5.678	.000	.989	1.011

a. Dependent Variable: Y

Source: Research Results, 2025

Based on Table 9, the multiple regression equation in this study is: Y = 16.300 + 0.102 X1 + 0.116 X2 + 0.272 X3 + e

From the regression equation, it can be concluded that:

1. Constant (a) = 16.300 means that if the variables work capability, innovative work behavior, and internal work environment are equal to 0, then the employee performance is 16.300.
2. Regression coefficient of work capability = 0.102 means that if the work capability variable increases by 1%, the employee performance variable will increase by 0.102.
3. Regression coefficient of innovative work behavior = 0.116 means that if the innovative work behavior variable increases by 1%, the employee performance variable will increase by 0.116.
4. Regression coefficient of internal work environment = 0.272 means that if the internal work environment variable increases by 1%, the employee performance variable will increase by 0.272.

4.5. t-Test (Partial Test)

The t-test (partial) is used to examine the partial effect of each independent variable on the dependent variable. Based on the SPSS test results, the t-test values are as follows:

Table 6
Result t-Test (Partial Test) Test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.300	1.411		11.550	.000		
	X1	.102	.036	.247	2.792	.006	.954	1.048
	X2	.116	.049	.207	2.348	.021	.956	1.045
	X3	.272	.048	.494	5.678	.000	.989	1.011

a. Dependent Variable: Y

Source: Research Results, 2025

Based on the t-test results above, the t-table value at df = n-k = 95-3 = 92 with a significance level of 5% (0.05) is 1.662. Therefore, the multiple regression conclusions for partial testing are:

1. The value obtained from the table is t-count > t-table (2.792 > 1.662) with a significance of 0.006, which is less than 0.05. This means work capability has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur.
2. The value obtained from the table is t-count > t-table (2.248 > 1.662) with a significance of 0.021, which is less than 0.05. This means innovative work behavior has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur.
3. The value obtained from the table is t-count > t-table (5.678 > 1.662) with a significance of 0.000, which is less than 0.05. This means the internal work environment has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur.

4.6. F-Test (Simultaneous Test)

The F-test is used to determine whether all independent variables simultaneously influence the dependent variable. Based on the SPSS for Windows test results, the ANOVA value in the F-test is as follows:

Table 11
Result F-Test (Simultaneous Test)
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.207	3	21.736	14.283	.000^b
	Residual	138.478	91	1.522		
	Total	203.684	94			

a. Dependent Variable: Y
b. Predictors: (Constant), X3, X2, X1
Source: Research Results, 2025

From Table 11, the calculated F-value (Fcount) is 14.283. With a significance level (α) of 5%, numerator degrees of freedom: 3, and denominator degrees of freedom: 95 - 3 = 92, the Ftable value is 2.70 (5%; 3; 92; Ftable 2.70). Based on this, it can be concluded that Fcount (14.283) > Ftable (2.70), and the significance value is 0.000 < 0.05, thus it can be concluded that work capability, innovative work behavior, and internal work environment simultaneously have a positive and significant effect on the employee performance variable at PTPN IV Regional II Kebun Limau Mungkur.

4.7. Coefficient of Determination Test

The coefficient of determination is found in the Model Summary table and is labeled R Square. For multiple linear regression, it is recommended to use the Adjusted R Square, as it accounts for the number of variables used in the study. The R Square/Adjusted R Square value is considered good if it is above 0.5, since R Square values range from 0 to 1. The result of the coefficient of determination analysis in this study is:

Tabel 12
Hasil Uji Koefisien Determinasi
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876[a]	.767	.759	2.06800

a. Predictors: (Constant), X3, X2, X1
b. Dependent Variable: Y adjusted (R Square) of 0.320, this means 32%

Source: Research Results, 2025

Based on Table 12, the adjusted coefficient of determination (Adjusted R Square) is 0.767, which means that 76.7% of the dependent variable can be explained by the independent variables, while the remaining percentage is explained by other variables outside the scope of the study.

5. DISCUSSION

5.1 The Influence of Work Capability on Employee Performance

Based on the overall analysis results, it can be concluded that work capability plays a crucial role in determining employee performance levels. This finding is consistent with human resource management theories that emphasize the importance of individual knowledge, skills, and abilities (KSA) in achieving organizational goals. Employees with high work capability tend to be more effective in completing tasks, adapting to changes, and producing quality output. They have a better understanding of their job, stronger problem-solving abilities, and the capacity to innovate.

The research results show that the t-count value is greater than the t-table (2.792 > 1.662) with a significance value of 0.006, which is less than 0.05, meaning that work capability has a positive and significant influence on employee performance at PTPN IV Regional II Kebun Limau Mungkur. These findings align with previous research conducted by Siregar & Suma (2024), Andani (2022), and Melesse & Knatko (2024), which also stated that work capability has a positive and significant impact on employee performance. Therefore, if the implementation of work capability in an institution is well-established, employees will likely be satisfied with the results of their good performance.

This result reinforces the importance of organizational investment in developing employee capabilities through training programs, career development, mentoring, and continuous learning. Organizations must also ensure that recruitment and selection processes focus on identifying individuals with capabilities relevant to job demands.

5.2 The Influence of Innovative Work Behavior on Employee Performance

According to Liu et al. (2023), "Innovative work behavior refers to individual behavior that initiates and deliberately introduces new and useful ideas related to processes, products, or procedures within a work role, team, or organization. It is a complex work behavior consisting of three distinct tasks: idea generation, idea promotion, and idea realization. The definitions of creativity and innovation are closely related, and their similarities and differences are often discussed in research."

The research results show a t-count value greater than the t-table (1.968 > 1.662) with a significance value of 0.021, which is less than 0.05. This means that innovative work behavior has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur. These results are in line with previous research conducted by

Karaeng (2023), Siregar & Suma (2024), and Liu et al. (2023), which state that innovative work behavior has a positive and significant impact on employee performance. Employees who think innovatively and creatively by embedding positive ideas can contribute to the growth of Kebun Limau Mungkur or other institutions.

Innovative work behavior significantly influences employee performance because innovative employees tend to seek better and new ways of performing their tasks. This may involve identifying and removing obstacles, streamlining processes, or finding better solutions, ultimately increasing the quantity and quality of work. Innovative behavior includes the ability to generate original and useful new ideas. These ideas may relate to new products, services, processes, or procedures that can provide a competitive advantage for the organization. A lack of innovative work behavior can be caused by a work environment that does not support innovation, insufficient resources, or an overly hierarchical culture that hinders the positive impact of innovation.

5.3 The Influence of Internal Work Environment on Employee Performance

According to Havaei et al. (2020), "The internal work environment includes everything surrounding employees that can influence them in carrying out their assigned tasks." The research results show a t-count value greater than the t-table (5.678 > 1.662) and a significance value of 0.000, which is less than 0.05. This indicates that the internal work environment has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur.

These findings align with previous studies conducted by Andani (2022), Selina et al. (2023), and Sri Dewi et al. (2024), which also stated that the internal work environment significantly influences employee performance. A good work environment allows employees to feel supported by the company, which affects positive performance outcomes.

Rationally, a conducive internal work environment provides an atmosphere that supports employees to work optimally. When employees feel comfortable, safe, supported, and valued in the workplace, they tend to be more motivated, focused, and engaged in their work. This reduces distractions, increases concentration, and encourages collaboration, ultimately improving work efficiency and effectiveness. Poor physical conditions (e.g., inadequate lighting, extreme temperatures, noise) can lead to stress, fatigue, and reduced concentration, which in turn lowers performance. Conversely, a comfortable and supportive environment facilitates peak performance.

5.4 The Influence of Work Capability, Innovative Work Behavior, and Internal Work Environment on Employee Performance

According to Nabawi (2020), "Performance is a process related to activities involving elements engaged in a process to produce an output." The research results show that the F-count (14.283) > F-table (2.70) and the significance value is 0.000, which is less than 0.05. This indicates that work capability, innovative work behavior, and the internal work environment simultaneously have a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur.

The adjusted coefficient of determination (R Square) is 0.767, meaning that 76.7% of the dependent variable can be explained by the independent variables, while the remaining portion is explained by other variables not included in the study. This result is consistent with previous research conducted by Andani (2022), Siregar & Suma (2024), Karaeng (2023), Selina et al. (2023), and Sri Dewi et al. (2024), which stated that work capability, innovative work behavior, and internal work environment simultaneously influence employee performance.

Employee performance is significantly influenced by work capability, innovative work behavior, and the internal work environment, as these three factors are interrelated and mutually supportive in enhancing employee performance. These factors shape the development of an employee who can contribute to achieving organizational goals. With strong capabilities, nurtured by innovative ideas and supported by a good work environment, employees are more likely to deliver optimal performance that helps the organization reach its objectives.

6. CONCLUSION

Based on the results of the analysis and discussion on the Influence of Work Capability, Innovative Work Behavior, and Internal Work Environment on Employee Performance at PTPN IV Regional II Kebun Limau Mungkur, the following conclusions can be drawn:

1. Work Capability has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur, with a t-count value greater than the t-table (2.792 > 1.662) and a significance value of 0.006, which is less than 0.05.
2. Innovative Work Behavior has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur, with a t-count value greater than the t-table (1.968 > 1.662) and a significance value of 0.021, which is less than 0.05.
3. The Internal Work Environment has a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur, with a t-count value greater than the t-table (5.678 > 1.662) and a significance value of 0.000, which is less than 0.05.
4. Work capability, innovative work behavior, and internal work environment simultaneously have a positive and significant effect on employee performance at PTPN IV Regional II Kebun Limau Mungkur, with an F-count value (14.283) greater than the F-table (2.70), and a significance value of 0.000, which is less than 0.05.

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