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## b24-085 Notification of Acceptance (SIBR Bangkok Conference)

2 messages

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**SIBR** <bangkok@sibresearch.org>  
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Wed, Jan 17, 2024 at 8:27 AM

Dear Dr. Zulkifli,

**\*\*Your Paper I.D.: b24-085 (quote this ID in future correspondence)**

**\*\*Your Paper Title: Millennial Planter Identity as an Enabler for Organizational Transformation and Sustainable Performance - PTPN Group Case in Managing Program for Nurturing and Strengthening Planter's Professional Identity among Millennials Employees**

Thank you for submitting your paper to the SIBR 2024 Bangkok Conference on Interdisciplinary Business & Economics Research. The double-blind peer review of your paper has been completed. The anonymous reviewer commented that your paper is relevant to the SIBR Conference and would stimulate fruitful discussion. The Organizing Committee is therefore pleased to accept your paper for oral presentation at the SIBR 2024 Bangkok Conference as well as for publication at the SIBR Conference Proceedings (ISSN: 2223-5078).

The SIBR 2024 Bangkok Conference will be held on March 30-31, 2024 in Bangkok, Thailand. You are cordially invited to share and discuss your research findings with other participants at the Conference. Please visit the conference website for more information:

<http://sibresearch.org/sibr-conference-call-for-paper.html>

The deadline for early-bird registration is February 16, 2024. If your paper is multi-authored and more than one author will attend the conference, each attending author needs to register and pay the registration fee for the conference separately. Please register for the conference at:

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Both in-person and online presentations will be accommodated at the conference. Please refer to the above registration website for further details.

We congratulate you on your efforts and look forward to seeing you in Bangkok. Should you require any further assistance, please contact the conference secretariat at [bangkok@sibresearch.org](mailto:bangkok@sibresearch.org)

Sincerely yours,

Organizing Committee  
Society of Interdisciplinary Business Research  
Advancing Knowledge from Interdisciplinary Perspectives

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**Zulkifli Zein** <zulkiflizein@gmail.com>  
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Wed, Jan 17, 2024 at 9:09 AM

[Quoted text hidden]



# POLITEKNIK LPP

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## SURAT KETERANGAN No: 35/Sket/LPPM/VIII/2024

LPPM Politeknik LPP Yogyakarta dengan surat ini menerangkan bahwa, Artikel dengan judul “Millennial Planter Identity as an Enabler for Organizational Transformation and Sustainable Performance - PTPN Group Case in Managing Program for Nurturing and Strengthening Planter’s Professional Identity among Millennials Employees”. telah terbit di dalam prosiding seminar internasional SIBR–Thammasat 2024 Bangkok Conference on Interdisciplinary Business and Economics Research pada 30-31 Maret 2024 di Bangkok, Thailand. Dengan penulis utama Zulkifli Zein (NIDN: 0525046802) selaku dosen tetap Politeknik LPP Yogyakarta. Penerbitan publikasi ini telah dikoordinasikan dengan LPPM Politeknik LPP Yogyakarta, termasuk dalam hal pelaksanaan dan pelaporan penelitiannya.

Demikian surat keterangan ini dibuat, agar dapat dipergunakan sebaik-baiknya.

Yogyakarta, 14 Agustus 2024

Menyetujui,  
Ketua LPPM



Dr. Anna Kusumawati, S.P., M.Sc.

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**MILLENNIAL PLANTER IDENTITY AS AN ENABLER FOR  
ORGANIZATIONAL TRANSFORMATION AND SUSTAINABLE  
PERFORMANCE**

**PTPN GROUP CASE IN MANAGING PROGRAM FOR NURTURING AND  
STRENGTHENING PLANTER'S PROFESSIONAL IDENTITY AMONG  
MILLENNIALS EMPLOYEES**

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**ABSTRACT**

*Plantation sector contributes significantly to Indonesian economy. PTPN Group, one of the largest sector's players, announced audited consolidated net profit of IDR 5,51 trillion in 2022, increasing from IDR 4.64 trillion from previous year. Indonesian plantation established through long history since Dutch colonial era. This long history has established professional identity with a very distinctive values called PLANTER. Extreme working condition and pressures, along with internal and external social dynamics, shaping values that characterize planter. Planter is believed to be the key to a strong and productive work culture, which influences employee's way of thinking and behaving. However, issue currently faced by plantation is the presence and domination of millennials generation in a workplace. The challenge is how to relevance planter's values so that they fit with millennial characteristics, and how to instill these values so as nurturing new generation of millennials planter. To do so, PTPN Group implement series of programs that shape millennial as a future leaders who are ready to bring this large organization facing its future challenges. These programs ultimately have positive impact on improving organization's performance. This paper explain planter as a professional identity, its challenges and how organization overcome them.*

*Keywords: Professional Identity, planter, millennial, PTPN Group*

## **1. Introduction**

PT. Perkebunan Nusantara (or PTPN Group) is a large state-owned enterprise with a tremendous positive performance. The success is partly due to the values believed and internalized by all personnel, which are the identity of the profession called PLANTER. These values are built from long history of plantation since colonial era, which is formed from various factors such as business characteristics and typical work environment. Planter's values influence the way employee work and live. However, the existence and domination of millennials in the workplace challenge the whole sector, including PTPN Group. Millennial characteristics are not always aligned with planter's values, but on the other hand, millennials endowed characteristics needed for the business to face its future challenges, which are impacted mostly by technological advancement. So, it is necessary for the organization to develop intervention program that nurtured a new generation of "Millennial Planter". Finding compromise situation instead of conflicting the two. This paper presents both theoretical and practical reviews related to planter as a professional identity, values of planter's identity, how planter's values affect the business, and the process of engaging millennials to planter values and shaping millennials planter that enabling high and sustainable performance of PTPN Group.

## **2. Plantation Sector and PTPN Group: History, Facts and Figures**

PTPN Group is a state-owned enterprise (SOE) in Indonesia plantation agribusiness sector. In 2014, several plantation SOEs were grouped and transformed into one PTPN Group. The establishment of PTPN Group is expected to encourage integration and synergy between merged SOEs, and be able to increase efficiency with larger economic of scale (Anonym, 2022a). Currently PTPN Group includes subsidiaries of oil palm, rubber, sugarcane, tea, coffee, tobacco, and cocoa plantations as well as their downstream products. Based on the 2021 audited report, PTPN Group's overall crop area is dominated by oil palm (551,652.24 hectares), rubber (122,584.14 hectares), tea (30,016.68 hectares), sugarcane (57,301.27 hectares) and other smaller and non-core commodities.

Plantation sector itself contributes significantly, with 3.94% of total GDP in 2021 (Anonym, 2023). With a relatively consistent growth rate of around 4% per year, both in normal economic situations and crises, the sector plays an important role in the Indonesian economy. However, this sector is currently facing severe challenges in increasing productivity. Namely climate changes, land expansion unavailability, high-cost economy, commodity price volatility, and others. To overcome these, PTPN group carried out a series of strategy, such as implementing operational excellence and organizational restructuring (Anonym, 2022b). Some of the efforts are organizational

restructuring, strengthening culture and HR capabilities, which are encouraged to ensure the sustainability of the company to obtain strong culture and competitive human resource. Amid various efforts to face these challenges, Indonesian government hopes that PTPN Group can support food and energy security, especially new and renewable energy. PTPN Group is also expected to carry out innovation initiatives in oil palm plantations, to realize an environmentally friendly and sustainable palm oil industry. PTPN Group is also encouraged to build strategic partnerships with SMEs and smallholder farmers, to increase community prosperity and welfare (Anonym, 2022 c).

### **3. Professional Identity**

The term "professional identity" describes how a person views and comprehends their professional role, as well as the behaviors, values, and knowledge that go along with it (Kyratsis et al., 2017). A person's professional identity is a complex concept that evolves over the course of their career and is influenced by their education, experience, and socialization in the workplace (Chreim et al., 2007). It is further elucidated that a person's professional identity not only mirrors their self-concept but also shapes their goals, drive, and dedication to their occupation.

The study conducted by Caza and colleagues (2021) investigates the function of professional identity in the context of entrepreneurship, emphasizing the impact of entrepreneurial identity on personal motivation and conduct. The interplay between individual and organizational characteristics is highlighted in Ashforth et al.'s (2022) study. The study by Luthans et al. (2020) looks at the connection between professional identity and authentic leadership. According to the study, people who experience authentic leadership are more likely to create strong professional identities, which in turn results in better levels of commitment and job satisfaction. According to research by Li et al. (2021), people who have strong senses of who they are as professionals are more likely to be planning to start their own business. The study by Ibarra and Barbulescu (2022) examines how professional identity plays a part in adjusting to non-traditional work contexts. Leong et al.'s (2023) study, which examines the impact of professional identity on work attachment and job performance, is arguably one of the most significant. The results show that having a strong professional identity increases one's sense of fulfillment, engagement, and purpose in their work.

### **4. Planter as a Professional Identity of Plantation People**

Planter's professional identity plays an important role in shaping success in plantation work. It includes cognitive, affective, and behavioral components and develops throughout the career journey of staff in the plantation industry. The planter

is an identity that influences not only the way of working but also the way of life in the plantation business, which has been passed down since colonial era (Ghani, 2019). Furthermore, Ghani explain that plantations in Indonesia have been built since the Dutch colonial era for hundreds of years. Planter identity was built from the beginning because of the specific characteristics of plantation business, where workers live and work in certain locations that are generally far from cities and crowds. How do Planters express their identity in work and social life? It is further explained that Planter believes, practices, and passes on values, perspectives, ways of life and ways of working from generation to generation through vales such as:

- a. **Discipline.** Discipline is mandatory in the plantation business situation, from waking up early to resting at night, regarding its extreme and hazardous work environment.
- b. **High curiosity.** Learning is a key to planter's success in a workplace where new challenges due to the environment dynamics are always occur. The tradition of carrying a pocket book to record events during work hours, group discussion and problem solving reflects this quality.
- c. **Persistence.** The location of plantations in remote areas hones workers to be tough, independent and not easily discouraged.
- d. **Responsibility.** Each person's job is listed in the job description, but the responsibility lies with the leadership.
- e. **Work Done.** The biochemical properties of plantation production processes can only be stopped through certain processes. It is very important to complete the harvesting, where delays may result in product damage.
- f. **Never Give Up.** Planters are not easily afraid to face challenges, both internal and external. When faced with conflicts with outsiders, for example, their courage and wisdom are often tested.
- g. **Loyal Comrades or loyalty between members.** Solidarity is driven by the same fate. Including helping each other and immediate supervisor assistance.
- h. **Pride.** Proud and always maintain the honour of his profession as a "planter".
- i. **Taking care of plant and other company's assets.** A mental attitude of being willing to devote themselves to take care of company's assets, especially plants to maintain the sustainability of the business.
- j. **Maintain "Adab" or social ethics.** Planter acts as a role model for his subordinates, maintaining speech and behaviour as well as maturity as a leader.
- k. **Nurturing Traditions.** Maintaining habits as part of the strengthening element of plantation values. Joint sports, for example, is organized to foster togetherness carried out with the whole families.

## **5. Millennial Challenges to Planter Professional Identity**

Millennial proportion in PTPN Group today is approximately 50% of the total number of employees. Millennials who are born and develop in a different environment than their predecessors, have behavioral characteristics that do not always align with values of the older planter. The challenge then is how to align planter and millennial characteristics and how to instill these "new" planter values to influence the formation of a new generation of Millennial Planters

Millennials are creative, well-versed in technology, and open-minded. Their impact on popular culture, technological advancements, and social dynamics that persist in the contemporary age is noteworthy. Millennials are those who were born in the early to mid-1980s. Millennials are highly curious and always want to know why something is happening. Millennials have grown up in a time of tremendous technology innovation, so they are accustomed to using a wide range of gadgets and platforms. The newest technology is permeating millennials' life and connecting them to a multitude of sources. Wilson and Al-Atwi's (2021) research highlights how millennials' technical fluency enables them to swiftly adjust to new technology in the workplace, which promotes higher productivity and innovation.

Millennials seek a work-life balance and appreciate flexibility. Individuals frequently look for work arrangements that allow them to combine their home and professional life with more autonomy. According to research by Matz-Costa et al. (2020), millennials prefer remote work choices and flexible work hours, which are becoming more and more significant in today's world.

Millennials have a strong desire for personal development and lifetime learning. They aggressively seek for opportunities to improve and advance their abilities. Jansen and Fruytier's (2021) research indicate that lifelong learning is highly valued by millennials. Additionally, they are more likely to seek criticism and work on independent learning projects in order to improve the workplace, millennials embrace inclusivity and teamwork. They perform best in an atmosphere that is focused on the team, promotes variety of opinion, and offers chances for cooperation. According to a Joshi et al. (2023) study, millennials value diverse and inclusive workplaces and seek out companies that promote equality and a sense of belonging. For millennials, striking a balance between personal and work life is essential. But they frequently must meet strict requirements.

Understanding these characteristics are critical for organizations to effectively engage and manage their millennial employee. By recognizing the technological prowess of millennials, providing opportunities for meaningful work, offering flexibility, promoting continuous learning, and fostering a collaborative and inclusive environment, organizations can harness this generation's unique strengths and create a

positive and productive work culture.

## 6. Intervention Program

To form a new generation of millennial planters, encouraged management to develop various intervention programs. Several programs were developed with the following objectives:

- a. Conducting a "fine tuning" program to bring together millennial and management aspirations, through a workshop with an eventful and fun atmosphere. This program produces inputs for the formulation of the *Employee-Employer Value Proposition*. Millennials are invited to raise awareness of their choice to join PTPN Group, recognize the unique characteristics of themselves while working and realize the extent of their contribution to the company. The formulation produced in this workshop then became material for a survey which was attended by 10140 *millennial respondents* and 352 respondent *leaders* at PTPN Group. New challenging roles of millennial planters are agreed in the future such as:
- b. Leader to lead subordinates in achieving vision, mission and goal of the company, Role Model for their subordinates, Change facilitators to actively encourage subordinates to move forward for the better, Problem solver and decision maker based on the principles of *Knowledge, Speed & Gut, Creative innovators* to initiate the emergence of new ideas by maximizing all resources in achieving goals & objectives, HR manager to manage and develop human resources in their unit.
- c. Developing millennial planter sustainable development program, starting from onboarding for new employees.
- d. Organizing special massive event (outbound like) called "Apel Siaga Planter Nusantara", which is designed to touch spiritual aspects and work attitudes aims to form uniformity of mindset, behaviour and work attitude so that it can consistently grow the character and professionalism of a strong planter.
- e. Encouraging the involvement of millennial planters as agents of change, role models and catalysts as well as company partners, through the establishment of millennial planter communities in each work unit. These groups aim to be a forum for millennial engagement in the social and cultural fields. Programs established within this community, such as *Leaders Talk, PTPN Group Ranger Class, Daily Life Nusantara, Encyclopaedia of Research and Innovation, Planter Innovation Summit, BUMN Muda Perkebunan Peduli, Art & sport Competition, Be a Hero of Someone Life, and others*.
- f. Learning within PTPN Group has been enriched by independent learning model through platform called "Agronow", with the availability of hundreds of independent learning modules supported by "learning wallet", where learning

quota can be used by employee to choose modules that fit their needs. Learning wallet is proven to increase the intensity of independent learning.

## 7. Result

The impact of formatting and strengthening millennial planters to company performance can be seen both in financial and operational performance. Organizational performance is a resultant of individual performance, where in PTPN Group case, millennial planter dominating lower to middle manager position in field, factory, administration, and head office. In Oil Palm business, average productivity of Fresh Fruit Bunches (FFB) increased by 3.4 percent from the previous year. Likewise, crude palm oil (CPO) productivity reached more than 5 tons per hectare, an increase of 3.6 percent from the previous year, while the average national CPO productivity in 2022 was only 3.9 tons per hectare. PTPN Group's sales recorded an increase of 5 percent compared to previous year of IDR 56 trillion. EBITDA recorded at IDR 13.56 trillion, or 5 percent above the 2022 budget plan. The high achievement of EBITDA is a fundamental factor in the company's financial performance. As a result, a consolidated profit of IDR 5.51 trillion was recorded throughout 2022 (Anonymous, 2023b). Profit obtained in 2022 was also influenced by costs management, which were successfully reduced by 4 percent compared to the previous year.

Millennial Planters bring new passion and energy to the organization. High interest in actively participating in decision making and contributing to corporate strategy provides new perspectives, innovative ideas, and creativity that can improve overall company performance. Millennial Planters tend to have progressive and inclusive thinking on environmental and sustainability issues. They are the spearhead of sustainable farming practices, such as the use of organic fertilizers, efficient water management, and protection of biodiversity. In the context of PTPN Group, this effort helps improving production quality and long-term sustainability of the business.

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