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A Model for Improving Sustainable Employee Performance in the Plantation Sector Through Supervision Support, Islamic Work Ethic, and Thriving at Work at PT. BSP, TBK

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Abstract. *The objectives of this study are: 1) to describe and analyze the effect of supervision support on sustainable employee performance in the plantation sector at PT. BSP, Tbk; 2) to describe and analyze the effect of Islamic work ethic on sustainable employee performance in the plantation sector at PT. BSP, Tbk; 3) to describe and analyze the effect of supervision support on thriving at work in the plantation sector at PT. BSP, Tbk; 4) to describe and analyze the effect of Islamic work ethic on thriving at work in the plantation sector at PT. BSP, Tbk; 5) to describe and analyze the effect of thriving at work on sustainable employee performance in the plantation sector at PT. BSP, Tbk. This research is a quantitative research study using a survey. This type of research is explanatory. The sample size was 189 respondents. The primary data collection technique used was a questionnaire, which involved a list of pre-formulated written questions to which respondents recorded their answers. The data analysis technique used Smart PLS. The results of the study: 1) Supervisory support has a significant positive effect on sustainable employee performance. This means that good supervisory support from superiors leads to continuous improvement in employee performance. 2) Islamic work ethics have a significant positive effect on sustainable employee performance. This means that implementing a strong Islamic work ethic in each employee can create stable and long-lasting work productivity. 3) Supervisory support has a significant positive effect on thriving at work. This means that strong supervisory support from superiors will make employees more enthusiastic and able to learn new things at work. 4) Islamic work ethics have a significant positive effect on thriving at work. This means that implementing a strong Islamic work ethic will encourage employees to be more passionate, enthusiastic, and productive in developing their potential. 5) Thriving at work has a significant positive effect on sustainable employee performance. This means that a strong enthusiasm and willingness to learn will enable employees to master new tasks more quickly, resulting in continuous improvement in their work performance over time.*

Keywords: *Ethics; Performance; Supervision; Sustainable; Work.*

1. Introduction

Employee performance improvement can be measured by the extent to which they contribute to the organization's strategic goals. Employee performance is seen from individual work results, but organizations need to pay attention to the extent to which these contributions align with the vision, mission, and strategic goals established by the organization (Roy & Wetter, 2022). Employee performance is measured quantitatively and also by its qualitative impact on achieving the company's strategic goals (Mardikaningsih, 2022). Employee contribution to the organization's strategic goals lies in the alignment between individual efforts and the company's strategic direction. Employees who are able to direct their efforts in accordance with the organization's vision and goals help improve the organization's effectiveness and competitiveness. Therefore, performance evaluation will result in individual productivity and work results and the extent to which employees can integrate their tasks and initiatives with the company's strategic planning (Lestari & Mardikaningsih, 2020). PT. BSP Tbk. is a plantation company located in Asahan Regency, North Sumatra, and its presence significantly contributes to the community's economy. Currently, the company is experiencing a decline in employee performance, namely production achievement is still below the set budget. In terms of quality, the percentage of harvested raw FFB remains unstable. The quality of the FFB harvest aims to increase the level of efficiency during processing at the factory. The decline in quantity and quality of the harvest indicates a decline in harvester employee performance, which requires in-depth analysis. This decline is likely caused by various interrelated factors, including low job satisfaction, weak supervisory support, and the suboptimal implementation of work ethic values in daily operations. PT. BSP Tbk. recognizes that increasing the company's production is highly dependent on the performance of its employees. In this regard, PT. BSP Tbk is interested in improving the performance of its employees. Without good employee performance, PT. BSP Tbk will struggle to consistently produce the best products and meet market needs. As a large company PT. BSP, Tbk strives to continuously improve sustainable employee performance. Sustainable employee performance is the consistent contribution of employees to organizational goals while supporting personal development and sustainability. It involves achieving long-term work outcomes without compromising employee health or well-being, often encompassing task performance, adaptive behavior, and pro-environmental behavior.

The challenges in the plantation industry lie in its high dependence on field labor (harvesters, plant maintenance workers, and operational staff), the dynamics of Fresh Fruit Bunch (FFB) productivity targets, and the need to maintain a balance between ESG (Environmental, Social, and Governance) principles and sustainable employee performance. This data demonstrates fluctuations in employee performance targets.

Table Target and Realization Data on Harvest Value and Yield of PT.PT. BSP Tbk

Month	**Harvest Value Figures**		**Release (OER)**	
(2026)	Quality Target	Actual	Quality Target	Actual
January	90	75.83	22.30%	22.04%

February	90	77.62	22.30%	21.57%
March	90	68.28	22.30%	20.94%
April	90	89.42	22.30%	21.64%
May	90	84.23	22.30%	21.48%
June	90	83.21	22.30%	21.20%

Source: Data from HR & Operations Division of PT.PT. BSP Tbk (January-June 2026)

Based on the data in Table above, the quality of the fruit harvested by workers is still below the target number, as seen from the harvest value which is still low, below 90. This indicates that many harvesters are still inconsistent in maintaining work quality. If the harvest value is low, it means there are still harvesters who harvest unripe fruit or fruit that has not been fully ripe. If the quality of the harvested fruit is not good, it will result in the potential oil obtained during processing at the factory is also not optimal. Meanwhile, the yield or OER is the percentage of oil obtained during processing at the factory with the processed oil palm fruit bunches. The better the quality of the processed fruit, the more oil will be obtained.

In the plantation sector, sustainable performance is not only measured by achieving short-term production targets, but also by how employees are able to maintain their physical and mental productivity consistently over the long term without experiencing burnout (Kundu & Lata, 2021). This aligns with the view of De Clercq et al. (2021), who stated that a decline in sustainable performance is often triggered by an organization's inability to mitigate work fatigue at the operational level. This low work resilience is deeply rooted in the psychological state of employees in the workplace. The monotonous work routine in plantation areas, coupled with the heavy physical workload under the influence of weather, slowly erodes employees' psychological energy. As a result, employees tend to work "just enough" to fulfill formal attendance, without any passion for development or learning to improve work efficiency. In fact, employees with a high level of thriving are the main driving force behind sustainable performance, as they are able to independently renew their positive energy in the workplace (Porath et al., 2012).

Another contributing factor to this performance decline is the interaction pattern between field management and workers. To date, the role of foreman or supervisor remains trapped in a rigid, task-oriented supervisory role. When employees encounter technical challenges or physical fatigue, the lack of emotional support or tactical solutions from superiors leaves them feeling neglected. This lack of supervisory support accelerates the emergence of work burnout, which ultimately manifests itself in absenteeism (Kurtessis et al., 2017).

In addition to environmental and managerial aspects, internal dimensions such as the Islamic Work Ethic are crucial instruments that have not been optimally implemented. As a company operating in an environment with a majority Muslim workforce, the internalization of Islamic values such as trustworthiness, responsibility, and justice has great potential to become a moral anchor. Although 45.7% of workers normatively agree that work is part of

Given the complexity of these issues, an integrative effort is needed to build a sustainable performance improvement model. Companies can no longer rely solely on improving physical

facilities or coercive target evaluations. Sustainable employee performance will only be achieved through synergy between supportive managerial support (supervision support), strengthening employees' spiritual and moral foundations (Islamic work ethic), and creating a work environment that fosters employee mental growth (thriving at work) (Abid et al., 2020).

One way to improve sustainable employee performance is through supervisory support. Supervisory support is an aspect of workplace support for employees and can indicate the level of support from the organization, through supervisors, to workers, which contributes to the creation of a positive work environment (Rahmayani & Wikaningrum, 2022). Supervisory support through direction, emotional guidance, work flexibility, and recognition of employee achievements can increase intrinsic motivation and a sense of empowerment. For oil palm plantation workers in PT BSP, Tbk Supervisors, such as field managers, play a strategic role in ensuring workers feel safe, valued, and well-equipped to navigate challenges and challenges at work. This support is increasingly important for workers, who often face the dual demands of work and family.

Equally important, an Islamic work ethic is a crucial component in driving improved employee performance. Islamic work ethics encompass Islamic expectations regarding workplace behavior, encompassing effort, dedication, cooperation, responsibility, social relationships, and creativity (Aldulaimi, 2020). Islamic work ethics is defined as a reflection of the Islamic faith, rooted in the Islamic faith system, and a fundamental attitude toward work, enabling the development of an Islamic work ethic (Javed et al., 2020). Islamic work ethics encompasses both moral and social engagement. This aligns with the fundamental elements of Islamic work ethics, which are believed to foster a sense of organizational worth and strengthen organizational commitment (Nasution et al., 2021). This means that work is not just about earning money or simply meeting other people in a room, but more broadly, strengthening relationships with other employees and fostering social connections (Nasution & Rafiki, 2020).

Research by Chairina and Muzakki (2024) shows that supervisor support has a significant positive influence on lecturer performance. Research conducted by Purnomo, Nasor, and Anggraeni (2023) indicates that Islamic work ethics influence performance. Research by Haryati et al. (2021) demonstrated a positive influence between Islamic work ethics and employee performance. Research by Talukder and Galang (2021) found that supervisor support significantly influences performance, with mediation being work-life balance and a healthier work attitude. This contrasts with research by Amanda (2024), which shows that supervisor support has not been able to significantly contribute to employee performance. Research by Adinda & Salam (2025) found that Islamic work ethics does not significantly influence employee performance.

The existence of this gap indicates the need for appropriate solutions to bridge the problems that occur. Therefore, this study includes the variable thriving at work as a relevant variable.

Thriving at work is a positive psychological state in which employees feel energized (vitality) and continuously develop (learning) while working (Jiang, 2017). It reflects passion, enthusiasm, and a high desire to learn to improve personal competence, which contributes to improved performance, creativity, and well-being in the workplace (Wibowo & Permana, 2019). This is based on the assumption that in carrying out work activities, employees are not only required to achieve targets but also need to experience continuous personal development and positive energy, which is reflected in the concept of work thriving. A study by Zhao et al. (2024) showed that supervisory behavior that supports families can increase thriving at work and prevent psychological exhaustion.

Based on the description of the background of the problem above, it is necessary to conduct research with the title "Model for Improving Sustainable Employee Performance in the Plantation Sector through Supervision Support, Islamic Work Ethic and Thriving at Work at PT. BSP, tbk.

2. Research Methods

This research is included in the type of quantitative research data through surveys. The survey was conducted by distributing questionnaires containing structured questions and given to respondents designed to obtain more specific information (Sugiyono, 2018). Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the effect of independent variables on the dependent variable, namely the model for increasing sustainable employee performance in the plantation sector through supervision support, Islamic work ethic, and thriving at work at PT. BSP, Tbk. The data used in this study is quantitative. Quantitative data is the data model applied to this observation. Quantitative data is data in the form of numbers generated based on respondents' answers to a questionnaire. Specifically, data generated from respondents' answers to the questionnaire distributed to harvesting employees.PT. BSP, Tbk. According to Suharsimi Arikunto (2018:172), information/data sources are the subjects from which information can be obtained. The data sources used in this study were obtained through questionnaire distribution. The respondents in this study were employees.PT. BSP, Tbk.

3. Results and Discussion

3.1. Description of Employee Characteristics at PT. BSP Tbk

Respondent data in this study is described to provide an overview of the conditions and background of the subjects who were sampled, namely 189 employees.PT. BSP Tbk. The characteristics of the respondents studied included (age, gender, education, and length of service). The data collected from the questionnaire are presented in the following description:

Table Characteristics of PT. BSP Tbk Employees

Characteristics	Information	Frequency	Percentage
Gender	Man	189	100
Age	≤ 25 years	12	6.3
	26 – 35 years old	24	12.7
	36 – 45 years old	72	38.1
	46 – 55 years old	81	42.9
Education	Elementary school or equivalent	19	10.1
	junior high school or equivalent	35	18.5
	High school or equivalent	135	71.4
Length of work	3 – 5 years	26	13.8
	6 – 8 years	32	16.9
	9 – 11 years	34	18
	12 – 14 years	40	21.2
	≥ 15 years	57	30.2
Total		**189**	**100%**

Table above provides information that all 100% of PT. BSP Tbk employees are male, this condition reflects the very high dominance of male workers, which is common in the agribusiness, plantation, and heavy field processing industries such as palm oil and rubber at PT. BSP Tbk. Age characteristics show that 42.9% of PT. BSP Tbk employees are aged 46 - 55 years, this indicates that almost half of the company's workforce is in the mature productive age group, which indicates the peak of work period physically and work experience. Education characteristics show that 71.4% of PT. BSP Tbk employees with high school or equivalent, this reflects the quality of most human resources. Length of service characteristics show that 30.2% of PT. BSP Tbk employees with a work period of more than 15 years, this reflects the experience and stability of a strong workforce, as well as a comfortable company climate for employees to stay in the long term.

This study involved variables such as sustainable employee performance, supervision support, Islamic work ethic, and thriving at work. To provide an overview of these variables, a descriptive analysis is presented based on questionnaire data distributed to respondents. To group the response scores for each variable, a scale range was used with the following formula:

$$\text{Hospital Information} : \frac{\text{TT - TR}}{\text{Scale}}$$

RS:Scale Range
TR:Lowest Score (1)
TT:Highest Score (5)
Based on the formula above, the scale range can be calculated:

$$\text{Hospital Information} : \frac{5 - 1}{3}$$

$$\text{Hospital Information} : 1.3$$

Thus the interval value can be explained as follows:
Low: 1 – 2.33

Medium: 2.34 – 3.67
Height: 3.68 – 5.0

Details regarding respondents' perceptions for each variable are explained in the following description:

1) Supervision Support

Table Description of Supervision Support for Employees PT. BSP Tbk

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Demonstrate positive acceptance and appreciation	SS1	6	18	23	92	50	3.86	Tall
Show interest in employees	SS2	2	20	28	97	42	3.83	Tall
Providing sympathy and support when employees feel anxious	SS3	4	19	18	100	48	3.89	Tall
Able to instill self-esteem and self-confidence in employees	SS4	2	24	21	106	36	3.79	Tall
Willing to help when employees have personal problems	SS5	7	22	27	101	32	3.68	Tall
Average							**3.81**	**Tall**

Based on table, *supervision support* The average score of employees at PT. BSP Tbk is high, with an average score of 3.81, indicating that leaders actively care about employee comfort and workload. The highest indicator was achieved in the statement "providing sympathy and support when employees feel anxious" (mean 3.89), proving that leaders are ready to listen to complaints during work stress. Meanwhile, the lowest indicator was in the statement "willing to help when employees have personal problems" (mean 3.68). Despite being the lowest indicator, the score remains in the high category, indicating that leaders continue to offer assistance for personal problems that interfere with performance.

2) Islamic Work Ethic

Table Description of Islamic Work Ethics for Employees PT. BSP Tbk

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Good and beneficial	IWE1	4	17	23	95	50	3.90	Tall
Do your best	IWE2	4	22	26	87	50	3.83	Tall
Responsible	IWE3	7	17	25	88	52	3.85	Tall
Optimal hard work	IWE4	7	21	23	91	47	3.79	Tall
Honest/trustworthy	IWE5	7	22	27	89	44	3.75	Tall
Average							**3.82**	**Tall**

Based on table, *Islamic work ethic* a mong PT. BSP Tbk employees is classified as high with an average score of 3.82, which indicates a high level of employee awareness in viewing work as a form of worship, a mandate, and a means of devotion to Allah SWT. The highest indicator was achieved in the statement "good and beneficial" (mean 3.90), this proves the employee's belief that their work provides real benefits for the welfare of the family and society. Meanwhile, the lowest indicator was in the statement "honest/trustworthy" (mean 3.75). Despite being the lowest indicator, the score remains in the high category, which indicates

that employees continue to carry out field duties honestly and maintain the quality and quantity of work because of the belief that they are being watched by Allah.

3) Thriving at Work

Table Description of Thriving at Work for Employees PT. BSP Tbk

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Enthusiasm for work	TAW1	4	19	22	112	32	3.79	Tall
Energy at work	TAW2	6	18	25	105	35	3.77	Tall
Feeling of growing professionally	TAW3	6	18	27	112	26	3.71	Tall
Independence (autonomy)	TAW4	9	13	20	119	28	3.76	Tall
Creativity and initiative	TAW5	4	26	16	108	35	3.76	Tall
Average							**3.76**	**Tall**

Based on table *thriving at work* The average score of employees at PT. BSP Tbk is high, with an average score of 3.76, indicating that employees feel positively energized and continue to develop and grow in carrying out their duties. The highest indicator was achieved in the statement "enthusiasm for work" (mean 3.79), proving that employees feel enthusiastic about achieving the set targets. Meanwhile, the lowest indicator was in the statement "feeling of professional development" (mean 3.71). Despite being the lowest indicator, the score remains in the high category, indicating that employee capabilities continue to develop along with the challenges of the company.

Sustainable Employee Performance Table
Description of Sustainable Employee Performance for Employees PT. BSP Tbk

Indicator	Code	STS	TS	CS	S	SS	Mean	Criteria
Consistent high productivity	SEP1	6	24	29	92	38	3.70	Tall
Health and well-being	SEP2	6	19	27	96	41	3.78	Tall
Environmentally friendly behavior (*pro-environmental behavior*)	SEP3	9	16	26	102	36	3.74	Tall
Engagement	SEP4	7	19	25	109	29	3.71	Tall
Adaptive behavior	SEP5	5	19	22	102	41	3.82	Tall
Average							**3.75**	**Tall**

Based on table, *sustainable employee performance* the employee performance of PT. BSP Tbk is classified as high with an average score of 3.75, indicating stable work productivity, strong employee commitment, and effective HR management. The highest indicator was achieved in the statement "adaptive behavior" (mean 3.82), this proves that employees are proactive in seeking new solutions for better production results. Meanwhile, the lowest indicator is in the statement "consistent high productivity" (mean 3.70). Although it is the lowest indicator, this score remains in the high category, which indicates that employees are still able to maintain stable work quality for months.

3.2. Discussion

1) The Influence of Supervision Support on Sustainable Employee Performance

Supervision support has a significant positive effect on sustainable employee performance. This means that good supervisory support from the leadership makes employee performance increase continuously. Conversely, when supervision is not carried out in a well-structured and sustainable manner, it will then have an impact on weakening employee performance. An employee will feel happy if the leader gives special attention in the supervisory perspective, meaning that supervision does not pass judgment but provides solutions, provides improvements and directions for wrong performance patterns so that employees or employees feel appreciated and feel that their work is given solutions if there are obstacles. This will certainly make him more productive and achieve company targets.

A study conducted by Ekowati (2021) showed that supervisory support can positively contribute to sustainable employee performance. Another study conducted by Umi Hastant & Frianto (2022) showed that supervisory support can positively contribute to sustainable employee performance with an impact of 81.35%. Supervisory support makes employees feel valued and cared for, thus motivating them to put forth their best efforts in their work to repay the support received. Nanang and Sudrajat (2023) explained that supervisory support from superiors is crucial for maintaining sustainable employee performance because it provides psychological resources, a sense of security, and intrinsic motivation so that employees remain productive without experiencing burnout or a decline in work quality in the long term.

2) The Influence of Islamic Work Ethics on Sustainable Employee Performance

Islamic work ethic has a significant positive effect on sustainable employee performance. This means that the application of high Islamic work ethics in each employee is able to create stable and long-lasting work productivity. Likewise, when Islamic work ethics cannot be implemented in the work environment, this will certainly reduce employees in the perspective of sustainable performances. In the rules of Islamic science, it explains various fields because Islam is a perfect religion, including one of them is work ethics. In the perspective of Islam, work has its own ethics regarding how humans relate to each other in the context of work and how humans relate to God in the context of work that has a reward value so that this work is not just a worldly output but also has an uhrawi output.

The findings of this study are supported by (Juanda and Susi; 2025) then Mustakim (2025) several previous research journals which explain that work ethics have a high contribution to sustainable work patterns. An employee will feel that this work is part of worship to achieve the pleasure of Allah subhanahu wa ta'ala when he is able to work in accordance with the rules of Islamic law how to work honestly sincerely responsible and intended to worship to provide a living for the family looking for provisions to reach the longing of the almighty

creator this means that religion can be a basic principle for an employee to continue his work performance and work in the company

3) The Influence of Supervision Support on Thriving at Work

Supervision support has a significant positive effect on thriving at work. This means that strong supervisory support from superiors will make employees more enthusiastic and more likely to learn new things on the job. The better the attention, guidance, and appreciation provided by superiors, the higher the level of vitality and drive to continue learning experienced by employees in carrying out their duties.

Employees who receive moral support and a sense of security from their superiors will feel more enthusiastic, less mentally fatigued, and have positive energy at work. Supportive superiors tend to provide space for employees to develop new skills, try innovative approaches, and are unafraid to make constructive mistakes. In work psychology, supervisor support acts as a contextual resource that stimulates employees' self-capacity to grow optimally.

Hasni et al. (2020) argue that supervisor support can build positive relationships between superiors and employees. Support provided by superiors, whether in the form of emotional support, information, or resources, can create an environment that allows employees to feel more engaged, motivated, and thrive in their work. This is important because thriving at work is strongly influenced by the quality of the relationship between employees and their superiors. When superiors provide positive attention and encouragement, employees will feel valued and motivated to give their best. Emotional support, such as recognition of achievements, constructive feedback, and open communication, can create a psychologically safe work environment, allowing employees to develop greater energy and enthusiasm. This support builds self-confidence and motivates employees to face work challenges with optimism.

Furthermore, supervisory support also plays a crucial role in enhancing on-the-job learning. Supervisors who provide support, whether in the form of guidance, training opportunities, or access to necessary resources, help employees develop new skills and acquire knowledge relevant to their jobs (Sulhija et al., 2023). This supports competency development and improves the quality of their performance, ultimately contributing to improved sustainable employee performance (Yahya Cahulil; 2025).

4) The Influence of Islamic Work Ethics on Thriving at Work

Islamic work ethic has a significant positive effect on thriving at work This means that implementing a strong Islamic work ethic will encourage employees to be more passionate, enthusiastic, and productive in developing their potential. Islamic work ethic values such as trustworthiness, hard work, responsibility, and viewing work as a form of worship can foster a sense of vitality and a drive for continuous learning.

This aligns with Burhan's (2023) theory that employees who adhere to IWE principles feel more psychologically energized because they view office tasks as a form of service, thereby reducing mental fatigue or burnout. The values of honesty, openness, and the pursuit of excellence within IWE motivate employees to continuously hone their skills, absorb new knowledge, and improve their work performance daily.

Previous research also found results in line with these findings. Julindrastuti & Karyadi (2023) explained that employees with a strong Islamic work ethic have a sincerity to work harder, for them work is a form of worship that is not only a horizontal relationship in the workplace but also a vertical religious relationship with God Almighty. Furthermore, the results of research (Saputri and Susanti: 2022) indicate that there is a relationship between the influence of Islamic Work Ethics on Thriving at Work, the level of the relationship is in the high category. This means that when in the workplace, being able to apply Islamic work ethics will encourage employees to continue to innovate, increase productivity and present sincerity within themselves as employees who not only work but also serve as part of the path to sustenance.

Thus, it can be analyzed by the researcher himself that Islamic work ethics have an important role in increasing driving Edwards to employees, thus the company must be able to organize a special strategy or policy so that Islamic ethics can develop sustainably to all existing employees.

5) The Effect of Thriving at Work on Sustainable Employee Performance

Thriving at work has a significant positive effect on sustainable employee performance. This means that a strong enthusiasm and willingness to learn will enable employees to master new tasks more quickly, so that their work results continue to improve over time. This means that Thriving at Work (a psychological state of enthusiasm/vitality and continuous learning) has a significant positive influence on employee performance and sustainable behavior (sustainable performance and green commitment). This state encourages long-term productivity without triggering mental fatigue (burnout), and strengthens support for environmentally friendly practices in the workplace.

Research findings also show that thriving employees are able to maintain consistently high levels of energy and focus on learning amidst work pressure, resulting in optimal performance without sacrificing mental health. Research conducted by Barokah (2022) shows that thriving at work has a positive effect on employee performance. This psychological state encourages vitality and a learning orientation, which increases effectiveness, creativity, innovative behavior, and commitment. Thriving also helps reduce burnout and improve work output. These research findings align with Mahfud & Affandi (2022) and Malau, Lestari, Sihombing & Yuherlina (2024). Furthermore, other research findings explain the positive and significant influence of thriving at work on sustainable employee performance (Marchi, Eleonora & Stefano, 2012).

Companies are required to maintain and improve the psychological well-being and work spirit of their employees (thriving at work) so they can continue to work consistently and sustainably. This means that the results of this study provide a clear message that companies must be able to align the creation of a work atmosphere that makes employees feel "thriving" with sustainable employee performance, because both are the main keys to advancing the company. A supportive work environment that encourages employee psychological development contributes directly to long-term employee retention and consistent productivity, thus creating a mutually reinforcing cycle of continuous performance (Paterson, Luthans & Jeung, 2014).

6) The Role of Thriving at Work in Mediating the Effect of Supervision Support on Sustainable Employee Performance

Thriving at workable to mediate influence supervision support to sustainable employee performance. This means that good attention and guidance from superiors directly helps employees to stay enthusiastic and develop in the workplace, so that they can maintain high, consistent, and productive work results in the long term. This is certainly in accordance with the theoretical analysis study that Thriving at Work is indeed part of the variables that can mediate supervision and sustainability, meaning that when supervision is carried out seriously encouraged by the existence of Thriving at Work, this can certainly lead to an increase in sustainable employee performance in employees in a company.

The findings of this study are supported by various previous studies that examined the role of thriving at work as a mediating variable in the influence of supervision support on sustainable employee performance in a company. In the context of this study, PT BSP Tbk. Support from superiors (supervisory support) cannot directly lead to sustainable employee performance. This support from superiors must first be "stopped" or "delivered" through the employee's psychological state, namely a feeling of growth and enthusiasm in working (thriving at work). Several studies, such as those conducted by Maqfiro, Fajrin & Sukmah (2021) and also research by Nurhalizah, Kholijah & Gusmanely (2024), found that Thriving at Work can carry out its role in mediating the relationship between Supervision Support and Sustainable Employee Performance, which means that Thriving at Work is very important in a company to achieve Sustainable Employee Performance for its employees.

7) The Role of Thriving at Work in Mediating the Influence of Islamic Work Ethics on Sustainable Employee Performance

Thriving at work able to mediate the influence of Islamic work ethics on sustainable employee performance. This means that employees who uphold honesty, trustworthiness, and responsibility, and are driven by a passion for continuous learning, will produce high, consistent, and productive work in the long term.

Islamic Work Ethic Islamic work ethics is defined as a reflection of faith rooted in the Islamic faith system, namely as a fundamental attitude towards work, thereby fostering an Islamic

work ethic (Javed et al., 2020). Layaman and Jurnalia (2018) state that Islam views work ethics as efforts or work placed within the framework of devotion to Allah SWT. Islamic work ethics are based on good morals, starting from commendable attitudes and behavior. Therefore, the existence of Islamic work ethics improves employee performance. Islamic Work Ethics can have a positive impact on employee behavior at work because it can stimulate positive work attitudes. This means that it can foster attitudes such as hard work, commitment, and dedication to work, which ultimately benefit not only the individual but also the organization where the employee works. Employees, especially Muslim employees, who have a strong Islamic Work Ethic will perform their work to the best of their ability, ultimately improving their own performance.

Haryati et al. (2021) demonstrated a positive relationship between Islamic work ethics and employee performance on a sustainable basis. This aligns with the research findings of Purnomo & Angraeni (2023) that Islamic work ethics influence employee performance. This suggests that employees' religious attitudes can foster work motivation by remembering and applying Islamic values.

4. Conclusion

The results of this study, entitled "Model for Improving Sustainable Employee Performance in the Plantation Sector Through the Role of Supervision Support, Islamic Work Ethics, and Thriving at Work at PT. BSP, TBK." After reviewing several discussions, the following conclusions can be drawn: *Supervision support* has a significant positive effect on sustainable employee performance. This means that good supervisory support from management leads to continuous improvement in employee performance. Conversely, when supervision is not carried out in a well-structured and sustainable manner, it will then have an impact on weakening employee performance. An employee will feel happy if the leader gives special attention from a supervisory perspective, meaning supervision is not *Islamic work ethic* has a significant positive effect on sustainable employee performance. This means that implementing a strong Islamic work ethic in every employee can create stable and long-lasting work productivity. Likewise, if Islamic work ethics are not implemented in the workplace, this will certainly reduce employees' sustainable performance. *Supervision support* has a significant positive effect on thriving at work. This means that strong supervisory support from superiors will make employees more enthusiastic and more likely to learn new things at work. The better the attention, guidance, and appreciation provided by superiors, the higher the level of vitality and drive to continue learning experienced by employees in carrying out their duties. *Islamic work ethic* has a significant positive effect on thriving at work. This means that implementing a strong Islamic work ethic will encourage employees to be more passionate, enthusiastic, and productive in developing their potential. Islamic work ethic values such as trustworthiness, hard work, responsibility, and viewing work as a form of worship can foster a sense of vitality and a drive for continuous learning in employees. *Thriving at work* has a significant positive effect on sustainable employee performance.

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