ANALISIS KOMPENSASI, BUDAYA ORGANISASI, MOTIVASI KERJA, DAN PELATIHAN KERJA TERHADAP KINERJA KARYAWAN PERUSAHAAN PERKEBUNAN DI RIAU

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ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisa dan menentukan pengaruh dari kompensasi, budaya organisasi, motivasi kerja, dan pelatihan kerja terhadap kinerja karyawan perusahaan perkebunan di Riau. Penelitian dilakukan di perusahaan perkebunan yang ada di Riau, di Jalan Dr. Sutomo No. 62, Sekip, Kec. Limapuluh, Pekanbaru, Riau. Populasi untuk penelitian ini mencakup 40 karyawan dari PT Agro Abadi Kota Pekanbaru dengan menggunakan mentode sensus Dimana seluruh populasi dijadikan sampel untuk penelitian ini. Analisis data penelitian ini dilakukan menggunakan regresi linear berganda. Hasil dari uji menunjukkan bahwa kompensasi, budaya organisasi, motivasi, dan pelatihan kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan di Perusahaan Perkebunan di Riau.

Kata Kunci: *Kompensasi; Budaya Organisasi; Motivasi Kerja; Pelatihan Kerja; Kinerja*

ANALYSIS OF COMPENSATION, ORGANIZATIONAL CULTURE, WORK MOTIVATION, AND JOB TRAINING ON EMPLOYEE PERFORMANCE IN PLANTATION COMPANIES IN RIAU

ABSTRACT

The aim is to analyze and determine the effect of compensation, organizational culture, work motivation, and job training on the performance of employees in plantation companies in Riau. The research was carried out at a plantation company in Riau, located at Jl. Dr. Sutomo No. 62, Sekip, District. Fifty, Pekanbaru City, Riau. The population for this study was all 40 employees of PT Agro Abadi Pekanbaru City. Using the census method, the entire population was sampled in this study. Data analysis in the study used multiple linear regression. The results of the study explain that compensation, organizational culture, motivation, and job training have a positive and significant influence on the performance of employees in plantation companies in Riau.

Keywords: Compensation; Organizational Culture; Work Motivation; Job Training; Performance

Analysis of Compensation, Organizational Culture, Work Motivation, and Job Training on Employee Performance in Plantation Companies in Riau (Surya Safari, Leo Chandra, Layla Hafni, and Librina Tria Putri)

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INTRODUCTION

Human resources are basically capital that plays an important role in achieving the goals of a company. Human resources are one of the company's assets that must be maintained. Human resource empowerment that is managed regularly and systematically will produce qualified and competitive human resources. In today's rapidly developing era, companies must be extra selective in choosing human resources who are competitive, capable, and have high competitiveness. Company management, especially the HRD (Human Resource Development) department, must be selective in selecting prospective employees.

The role of human resources in a company is very important in supporting the achievement of set goals. Successful achievement of goals must always be pursued jointly by both employees and company management (Kurniatama, R. & Waryanto, 2022). Every organization is required to improve its performance in order to achieve its goals. Therefore, the existence of human resources is the most important thing that companies must pay attention to. The company's potential human resources and large capital capabilities can lead the company to success (Rumere et al., 2016)

To get quality employee performance results, effective and efficient human resources are needed. Therefore, there are several factors that can influence employee performance, namely compensation factors, organizational culture factors, work motivation factors, and job training factors.

As experienced by an employee of PT Agro Abadi Unit 2, named Efori Harefa, he worked from 2011 to 2017 for more than 6 years as a permanent employee as a palm fruit harvester. In 2017, Efori Harefa left (PHK) PT Agro Abadi Unit L without getting the rights as an employee. Ironically, when the letter of termination of employment (PHK) was signed, something went wrong; the resignation letter was presented by the company, where the resignation letter should have been written by the person concerned.

However, after signing the letter, the next day he was immediately given a letter of eviction from the PT Agro Abadi II housing complex without giving severance pay or service fees. Brother Efori Harefa, accompanied by Mr. Morlan Simanjuntak SH, MH., said that PT Agro Abadi Unit L had eliminated employee rights and had even violated Labor Law Number 13 of 2003, and this case had been reported to the Kampar district manpower office (Sarah, 2018). Compensation is all income in the form of money and direct and indirect goods that will be received by employees as compensation for services provided to the company (Rifqi & Asytuti, 2021). There are differences in the results of previous research on compensation carried out by Darmadadi et al. (2022), who stating that compensation has a significant influence on employee performance. However, the test results conducted by Mundakir & Zainuri (2018) prove that compensation has no influence on employee performance.

Organizational culture is an assessment system that becomes a guideline for every employee involved in an organization and becomes a differentiating factor between other organizations. Organizational culture is also a reference for controlling behavior when interacting within the organization (Juliningrum & Sudiro, 2013). There are differences in the results of previous research on organizational culture conducted by Rifqi & Asytuti (2021), which states that organizational culture has a positive and significant influence on employee performance. However, the results of tests conducted by Ferdian et al. (2020) prove that organizational culture has no influence on employee performance.

Work motivation is an effort to encourage and desire within humans, which provides power and directs behavior to carry out the duties and responsibilities they carry out within the scope of work. This motivation is the background to a person's behavior at work (Juliningrum & Sudiro, 2013). There are differences in the results of previous research on work motivation conducted by Rifqi and Asytuti (2021), which states that work motivation has a positive and significant influence on employee performance. However, the results of tests conducted by Paramarta & Purnama (2020) stated that work motivation had a positive but not significant influence on employee performance.

Job training is the process of training new employees with the basic skills they need to carry out their work in an organization (Rifqi & Asytuti, 2021). There are differences in the results of previous research on job training conducted by Rifqi & Asytuti (2021), who stating that job training has a significant influence on employee performance. However, the test results conducted by Fajri (2019) stated that training had no effect on performance.

Based on the explanation of the problem above, the research objectives are (1) to analyze and determine the influence of compensation on the performance of plantation company employees in Pekanbaru City; (2) to analyze and determine the influence of organizational culture on the performance plantation company employees in Pekanbaru City; (3) to analyze and determine the influence of work motivation on the performance of plantation company employees in Pekanbaru City; and (4) to analyze and determine the effect of job training on the performance of plantation company employees in Pekanbaru City.

LITERATURE REVIEW

Employee Performance

According to Fahmi (2015), performance is the result obtained by an organization, whether it is profit-oriented or non-profit-oriented, that is produced over a period of time, and performance is a description of the level of achievement of an activity in realizing the company's mission and vision as stated in the plan. Corporate strategic

and organizational performance is considered the effectiveness of the organization as a whole to meet the stated needs of the group related to increasing capabilities.

Employee performance is measured according to the standards of the organization. Mondy & Noe stated in Juni (2015) that performance measurement can be seen and carried out using several dimensions, namely (1) quality of work (quantity of work), (2) quality of work (quality of work), and (3) timeliness.

Compensation

According to Hasibuan (2009)compensation is all income in the form of money or direct or indirect goods provided by the company as a token of service for contributions to the company. In conclusion, compensation is the reward given by the company for the performance provided, both financial and non-financial. So that can encourage employee passion and desire to achieve optimal work performance, thereby helping to realize company goals. According to Simamora (2004), these indicators include: (1) wages and salaries. (2) Incentives. (3) allowances, and (4) facilities.

Organizational Culture

According to Kartika (2016), organizational culture has a major role in shaping employee behavior. As a value system, organizational culture is the set of values and attitudes that employees believe in so that they become the basis for employee behavior and attitudes when working. The attitudes and values that have crystallized in the organization will guide employees to think, act, and behave in accordance with the attitudes and values they believe in. In other words, culture will influence the extent to which organizational members achieve organizational goals. According to Denison & Mishra (1995), organizational culture can be measured using several indicators: (1) discipline; (2) accuracy; (3) friendliness; (4) responsiveness; and (5) coordination.

Work Motivation

According to Robert & Jackson (2006), motivation is a desire within a person that causes that person to act. Usually, people act for a reason to achieve a goal. Understanding motivation is very important because performance, reactions to compensation, and other human resource issues are influenced by and influence motivation. Approaches to understanding motivation vary as different theorists develop their own views and models. The indicators used in this variable are (Utomo, 2010): (1) physiology; (2) security and safety; (3) social; (4) achievement; and (5) self-actualization.

Work Training

Siagian (2002) defines training as the process of teaching and learning using certain techniques and methods. Conceptually, it can be said that training is intended to improve the work skills and abilities of a person or group of people. Mangkunegara (2005) mentions several training indicators, including: (1) Training objectives, namely, training objectives must be concrete and measurable; therefore, the training that will be held aims to improve job skills so that participants can achieve maximum work and improve participants' maintenance of work ethics, which must be considered. (2) Materials are training materials that can be in the form of: management (management), scale data, work psychology, work communication, work discipline, work ethics, work leadership, and work reporting. (3) The method used is a training method with participatory techniques, namely group discussions, conferences, simulations, demonstrations and games, training in classes, and visual studies (comparative studies). (4) Qualification of participants: training participants are company employees who have measurement qualifications, such as permanent employees and staff who have received recommendations from management. and (5) Trainer qualifications, namely instructor trainers who will provide training material, must meet the qualification requirements, including having expertise related to the training material, being able to generate motivation, and being able to use participatory methods.

Influence Between Variables
The Effect of Compensation on Employee Performance

Compensation is an important thing that companies should provide to employees appropriately, both financial compensation and non-financial compensation. Employees need compensation such as bonuses, allowances, a comfortable working environment, and work that can demonstrate abilities so that they can provide their best performance to the company.

According to Suparyadi (2015), compensation is the total income given to employees asan expression of appreciation for the contributions they make to the organization, both financial and non-financial. The effect of compensation on employee performance, as researched by Poluakan et al. (2019), states that compensation has a significant and positive effect on employee performance, but this is contrary to research by (Nashafa & Rahardjo, 2016), which states that there is no significant positive effect between compensation and employee performance. H_1: Compensation has a significant effect on employee performance at PT Argo Abadi, Pekanbaru City.

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The Influence of Organizational Culture on Employee Performance

The process of achieving organizational goals will, of course, also be influenced by the behavior of individuals who are interested in realizing their personal and group goals. The behavior of diverse individuals and groups encourages the establishment of norms that can accommodate various individual and group interests to jointly realize organizational goals.

According to (Robbins & Judge, 2013), The system shared by all members of an organization is a set of key characteristics of organizational values. There are seven main characteristics that cover the essence of organizational culture. The influence of organizational culture on employee performance, as examined by Sulistiawan et al. (2017), states that organizational culture has a significant positive influence on employee performance. However, this is contrary to research by Wasahua (2017), which states that individual organizational culture does not have a positive influence on employee performance.

H_2: Organizational culture has a significant effect on employee performance at PT Argo Abadi, Pekanbaru City.

The Influence of Work Motivation on Employee Performance

Basically, humans want to do something because there is an urge, either within themselves or from outside, to fulfill their needs. This encouragement is called motivation. According to Robert & Jackson (2006), motivation is a desire within a person that causes that person to act. Usually, people act for a reason to achieve a goal. Understanding motivation is very important because performance, reactions to compensation, and other human resource issues are influenced by and influence motivation. Approaches to understanding motivation vary as different theorists develop their own views and models.

The influence of work motivation on employee performance, which was researched by Pratini & Utama (2016), stated that motivation had a positive and significant effect on employee performance, but this was contrary to research by Nahdluddin & Maftukhah (2015), which stated that work motivation had no significant effect on employee performance.

H_3: Work motivation has a significant effect on employee performance at PT Argo Abadi, Pekanbaru City.

The Effect of Job Training on Employee Performance

Training for employees can be used as a way for companies to hone the skills of their workforce to improve performance in accordance with the standards set by the company. According to Bangun (2012),. Apart from improving work skills, training can help employees take greater responsibility for their work. In general, training will be useful for improving employee work results. Apart from that, other benefits will reduce costs used in the work and have a direct effect on increasing productivity.

The effect of job training on employee performance, as researched by Sahangggamu & Mandey (2014), states that training partially influences employee performance. But this is contrary to research by Fathurahman & Ahman (2020), which states that there is no significant effect of HR training on employee performance.

H_4: Job training has a significant effect on employee performance at PT Argo Abadi, Pekanbaru City.

Conceptual Framework

Based on the background explanation and relationships between variables, the conceptual framework of this research can be seen in Figure 1.
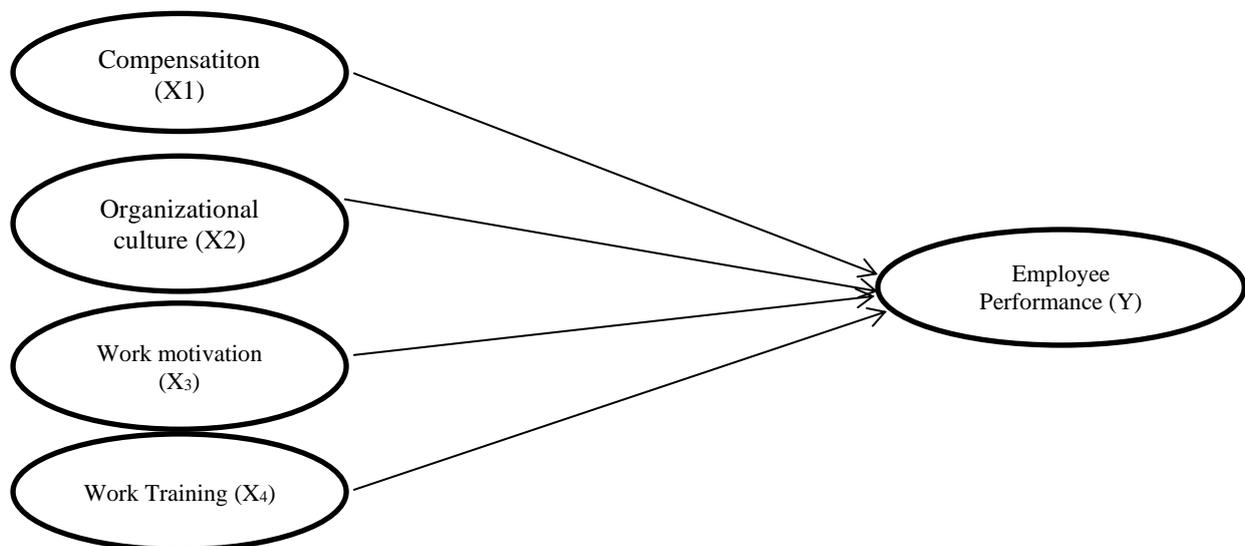

Figure 1. Conceptual Framework

METHODS RESEARCH
Research Location and Time
Customers who use m-BCA on Bank BCA KCP Panam, which is located on Jl. HR. Soebrantas No.74, Pekanbaru City.

Population and Sample
The population that will be used in this research is an unknown number of customers who use BCA Mobile at Bank BCA KCP Panam Pekanbaru. P Sample collection was carried out by *accidental sampling*, namely, the researcher selected respondents by visiting respondents in crowded places and then selecting potential respondents who were met by chance. To minimize incomplete data, this research will distribute a questionnaire to 120 respondents.

Data Types and Sources
The type of data used in this research is quantitative, which is data collected in the form of numbers and is obtained from the calculation of the questionnaire that will be carried out and is related to the problem to be studied. Meanwhile, the data sources used in this research are primary data and secondary data.

Data Collection Technique
The data collection techniques used in this research are interviews, questionnaires, and literature studies.

Data Analysis Techniques
Analysis of Respondent Responses
A descriptive analysis is based on the calculated average value at five (five) mapping levels, where the mapping level range is $(5-1)/5 = 0.8$. The mapping levels can be seen in Table 1.

Table 1. Analysis of Respondent Responses

Calculate average score	Variable	
	Independent	Dependent
1.00 - 1.79	Very Not Good	Very low
1.80 - 2.59	Not good	Low
2.60 - 3.39	Pretty good	Fairly Low
3.40 - 4.19	Good	Tall
4.20 - 5.00	Very good	Very high

Test Introduction
The validity test is carried out with the aim of measure the validity or non-validity of a questionnaire. A questionnaire is said to be valid if the ue, corrected *item total correlation,* or calculated r value, is above 0.3. This is because if the calculated r value is smaller than 0.3, it means that the item has a lower relationship with other question items than the variables studied, so the item is declared invalid. Reliability testing is the decision-making process for reliability testing, namely that a construct or variable is said to be reliable if it provides a value of *Cronbach Alpha* > 0.70.

Data Analysis Techniques
The data analysis technique used in this research is multiple linear regression. The regression analysis used in this research is a multiple linear regression analysis. Multiple linear regression analysis is used to measure the influence of more than one predictor variable (an independent variable) on the dependent variable.

RESULTS OF AND DISCUSSION
Analysis Descriptive Respondents
In this study, the characteristics of respondents were based on gender, age, highest level of education, and occupation. The following are the characteristics of the respondents in this study, which can be seen in Table 2.

Analysis of Respondent Responses
The variables in this research consist of two independent variables, namely *e-service quality* (X_1) and, *customer value* (X_2), and the two dependent variables are trust (Y_1) and satisfaction (Y_2). Table 3 shows the average score of respondents' responses for each variable.

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Table 2. Respondent Characteristics

No	Gender	Amount	Percentage (%)
1	Man	28	70
2	Woman	12	30
No	Respondent's Age	Amount	Percentage (%)
1	<25 Years	8	20
2	26 - 35 Years	11	27,5
3	36 - 45 Years	15	37,5
4	>46 Years	6	15
No	Last education	Amount	Percentage (%)
1	SENIOR HIGH SCHOOL	25	62,5
2	D3	5	12,5
3	S1	10	25
No	Years of service	Amount	Percentage (%)
1	<2 Years	8	20
2	24 years old	16	40
3	4 – 6 Years	11	27,5
4	>6 Years	5	12,5
No	Income	Amount	Percentage (%)
1	< IDR 3,500,000	7	17,5
2	IDR 3,500,000 – IDR 4,500,000	13	32,5
3	IDR 4,500,000 – IDR 5,500,000	11	27,5
4	IDR 5,500,000 – IDR 6,500,000	5	12,5
5	>Rp 6,500,000	4	10

Source: Data Processed SPSS 2023

Table 3. Respondents' Responses

No	Variable	Average	Information
1	Compensation	3,58	Very good
2	Organizational culture	4,44	Very good
3	Motivation	4,16	Good
4	Work training	4,38	Very good
5	Performance	4,38	Very good
6			
9	Trust (Y2)	3.81	Tall

Source: Data Processed SPSS 2023

Test Introduction
Validity and Reliability Tests
Table 4 shows the results of validity and reliability tests.

Test Assumptions Classic
Test Normality
The Kolmogorov-Smirnov Normality Test is carried out by comparing the data distribution (which will be tested for normality) with the standard normal distribution. A standard normal distribution is data that has been transformed into Z-score form and is assumed to be normal. Table 5 shows the results of the Kolmogorov-Smirnov test.

Based on Table 5, it can be seen that the value of *Kolmogrov-Smirnov Z* for the profitability variable (Y) is equal to 0,780 as an asymptote. Sig (2-tailed) = 0, 578 above 0.005, meaning the data is normally distributed. So the sample data is good and suitable for use in this research.

Multicollinearity Test
To detect whether there are symptoms of multicollinearity between independent variables, variance inflation factor *(VIF) and tolerance* are used. The limit of tolerance *value* is 0.10, and the limit of VIF is 10.

Based on Table 6, it can be seen that the VIF (variance inflation factor*)* of each variable in this study shows a number smaller than 10. This means that the variables in this study do not have symptoms of multicollinearity.

Table 4. Results of Validity and Reliability Tests

Variable	Statement	R Value Calculate	CICT Value	Information	Alpha Value	Information
Compensation(X1)	X.1.1	0.632	0.30	Valid	0,815	Reliable
	X.1.2	0.455	0.30	Valid		
	X.1.3	0.786	0.30	Valid		
	X.1.4	0.683	0.30	Valid		
Organizational Culture(X2)	X.2.1	0.708	0.30	Valid	0,858	Reliable
	X.2.2	0.695	0.30	Valid		
	X.2.3	0.717	0.30	Valid		
	X.2.4	0.553	0.30	Valid		
	X.2.5	0.730	0.30	Valid		
Work Motivation (X3)	X.3.1	0.831	0.30	Valid	0,893	Reliable
	X.3.2	0.725	0.30	Valid		
	X.3.3	0.865	0.30	Valid		
	X.3.4	0.695	0.30	Valid		
	X.3.5	0.651	0.30	Valid		
Job Training(X4)	X.4.1	0.657	0.30	Valid	0,812	Reliable
	X.4.2	0.512	0.30	Valid		
	X.4.3	0.716	0.30	Valid		
	X.4.4	0.544	0.30	Valid		
	X.4.5	0.589	0.30	Valid		
Performance (Y)	Y2.1	0.687	0.30	Valid	0,862	Reliable
	Y2.2	0.826	0.30	Valid		
	Y2.3	0.707	0.30	Valid		

Source: Data Processed SPSS 2023

Table 5. Normality Test Results   One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residuals
N	40
Kolmogorov-Smirnov Z	.780
Asymp. Sig. (2-tailed)	.578

Source: Processed Data SPSS 2023

Table 6. Test Results   Multicollinearity

Variable	VIF	Information
Compensation	2.069	Free from Multicollinearity
Organizational culture	2.200	Free from Multicollinearity
Work motivation	2.356	Free from Multicollinearity
Work training	2.583	Free from Multicollinearity

Source: Processed Data SPSS 2023

Heteroscedasticity Test

The statistical test that can be used is the Glajser test. One way to detect the presence or absence of heteroscedasticity is to carry out the Glejser test. Data can be said to not contain heteroscedasticity if the level of significance is greater than the level of confidence, namely 5%. Table 7 shows the results of the heteroscedasticity test.

Table 7. Test Results Heteroscedasticity

Variable	t	Sig.	Information
Compensation	-1.249	.220	Free from heteroscedasticity
Organizational culture	-1.636	.111	Free from heteroscedasticity
Work motivation	1.596	.119	Free from heteroscedasticity
Work training	.185	.854	Free from heteroscedasticity

Source: Processed Data SPSS 2023

Based on Table 7, the significant value produced for each variable is greater than 0.05, it can be concluded Analysis of Compensation, Organizational Culture, Work Motivation, and Job Training on Employee Performance in Plantation Companies in Riau (Surya Safari, Leo Chandra, Layla Hafni, and Librina Tria Putri)

that there are no symptoms of heteroscedasticity.

Research Data Analysis

Table 8 shows the result of data processing using SPSS, the explanation of the research results is as follows.

Table 8. Research Data Processing Results

Variable	Unstandardized Coefficients B	Hypothesis	t/f Count	t/f Table	Sig	Conclusion
(Constant)	-2.742					
Compensation	.216	+	2.264	2,030	.030	Positive and Significant Influence
Organizational culture	.201	+	2.429	2,030	.020	Positive and Significant Influence
Work motivation	.154	+	2.228	2,030	.032	Positive and Significant Influence
Work training	.208	+	2.250	2,030	.031	Positive and Significant Influence
Anova			33,509	2,64	0,000	Significant Influence
Coefficient of Determination	Adj R Square	0.769	Strong			

Source: Processed Data SPSS 2023

Test Model Feasibility

Test K Coefficient D Determination (R^2)

The coefficient of determination is the magnitude of the contribution of the independent variable to the dependent variable. The higher the coefficient of determination, the greater the ability of the independent variable to explain variations in changes in the dependent variable.

The adjusted R square value is 0.769, or 76.9%, explaining that compensation, organizational culture, work motivation, and work training can influence employee performance at plantation companies in Pekanbaru City, while the remaining 23.1% is influenced by other variables that were not used in this study.

Simultaneous Coefficient Significance Test (F Test)

This test is used to see the influence of the independent variable on the dependent variable simultaneously by comparing the calculated F with the F table. If F count > F table, then Ho is rejected and Ha is accepted. Based on the table above, it is known that the calculated F is 33.509, with a significance of 0.000. The F table can be obtained from the F statistical table of 2.64. Thus, it is known that F count (33.509) > F table (2.64) with Sig. (0.000) < 0.05. This means that compensation, organizational culture, work motivation, and job training simultaneously affect employee performance at plantation companies in Pekanbaru City.

Test: Multiple Linear Regression

Multiple regression equations are used to describe the relationship model between the independent variables and the dependent variable. This regression equation contains constant values, or intercept, regression coefficient values, or slope, and the independent variables. Based on the table above, the resulting multiple linear regression equation is as follows:

$$Y = a + b1X1 + b2X2 + b3X3 + b4X4$$
$$\textbf{Y = -2.742 + 0.629X}_1 + \textbf{0.531X}_2 + \textbf{0.371X}_3 + \textbf{0.371X}_4$$

The meaning of the numbers in the regression equation above is: (1) The constant value (a) is -2.742. This means that compensation, organizational culture, work motivation, and job training have an influence on employee performance at Plantation Companies in Pekanbaru City of -2,742 points. (2) The regression coefficient value of the compensation variable is 0.216, meaning that compensation has a positive effect. Thus, the higher the compensation given, the higher the performance of employees at Plantation Companies in Pekanbaru City by 0.216 points. (3) The regression coefficient value for the organizational culture variable is 0.201, meaning that organizational culture has a positive influence. Thus, the better the organizational culture that is developed, the better the performance of employees at plantation companies in Pekanbaru City can be by 0.201 points. (4) The regression coefficient value for the work motivation variable is 0.154, meaning that work motivation has a positive effect. Thus, the higher the work motivation of an employee, the higher the performance of employees at Plantation Companies in Pekanbaru City by 0.154 points. (5) The regression coefficient value of the work training variable is 0.208, meaning that work training has a positive effect. Thus, the better the job training program that is designed, the better the performance of employees at Plantation Companies in Pekanbaru City can be by 0.216 points.

Hypothesis Test
This test was carried out to determine the magnitude of the influence of the independent variables individually on the dependent variable. (1) Based on the results of research that has been carried out, compensation has a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City, with t $_{count}$ (2.264) > t $_{table\ (2.030)}$, and the resulting significance value of 0.030 is still below 0.05, so ha is accepted and ho is rejected. (2) Based on the results of research that has been carried out, organizational culture has a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City, with a value of t $_{count}$ (2,429) > t $_{table\ (2.030)}$, and the resulting significance value of 0.020 is still below 0.05, so ha is accepted and ho is rejected. (3) Based on the results of research that has been carried out, work motivation has a positive and significant influence on employee performance at plantation companies in Pekanbaru City, with a value of t $_{count}$ (2.228) > t $_{table\ (2.030)}$, and the resulting significance value of 0.032 is still below 0.05, then ha is accepted and ho is rejected, and (4) Based on the results of the research that has been carried out, if job training has a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City with a value of t $_{count}$ (2.250) > t $_{table}$ (2.030) and the resulting significance value of 0.031 is still below 0.05, then ha is accepted and ho is rejected.

Discussion
The following is a discussion of the results of the research that has been carried out.

The Effect of Compensation on Employee Performance
The results of the research that has been carried out on compensation have a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the higher the compensation given, the better the employee's performance. This is confirmed by descriptive analysis, which shows that compensation has a very good rating, indicating that compensation is very important for employees in encouraging increased employee performance.

While the highest average score regarding the benefits provided by the company is in accordance with the role or position in the company, of course, apart from the salary provided by the company, an employee also expects the benefits provided. By providing benefits that are appropriate to the role and position of an employee, it is hoped that this can encourage performance achievements that are in line with the company's expectations.

The effect of compensation on employee performance, as researched by (Poluakan et al., 2019), states that compensation has a significant and positive effect on employee performance, but this is contrary to research by (Nashafa & Rahardjo, 2016), which states that there is no significant positive effect between compensation and employee performance.

The Influence of Organizational Culture on Employee Performance
According to the results of the research that has been carried out, organizational culture has a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the better the organizational culture that is developed, the better employee performance can be. This is confirmed by descriptive analysis, which shows that organizational culture has a very good rating. A well-developed organizational culture is expected to have a positive impact on encouraging increased employee performance in completing every job given by the company.

While the highest average score regarding employees tries to increase discipline by obeying and complying with the rules that apply in the company, with a well-developed organizational culture, it is hoped that it can increase employee discipline towards the established rules so that it can influence improvement in resulting performance. The influence of organizational culture on employee performance, as examined by (Sulistiawan et al., 2017), states that organizational culture has a significant positive influence on employee performance. However, this is contrary to research by (Wasahua, 2017), which states that individual organizational culture does not have a positive influence on employee performance.

The Influence of Work Motivation on Employee Performance
The results of the research that has been carried out show that work motivation has a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the higher the work motivation of an employee, the greater the employee's performance. This is confirmed by descriptive analysis, which shows that motivation has a very good rating, where work motivation is a form of encouragement for employees to complete each job. So the higher the work motivation provided, of course it can encourage increased performance.

Meanwhile, the highest average score for the company gives freedom to each employee to be able to socialize and work together in resolving existing problems, and it always provides praise and awards for employees

who excel as well as motivation to raise work enthusiasm. The presence of praise or appreciation as well as freedom to socialize can certainly be a motivating factor for an employee to achieve the expected performance; therefore, work motivation is a factor that has a very important role for an employee.

The influence of work motivation on employee performance, which was researched by (Pratini & Utama, 2016), states that motivation has a positive and significant effect on employee performance, but this is contrary to research by (Nahdluddin & Maftukhah, 2015), which states that work motivation has no significant effect on employee performance.

The Effect of Job Training on Employee Performance

The results of research that has carried out job training have a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the better the job training program is designed, the more employee performance can be improved.

This is confirmed by descriptive analysis, which shows that job training has a very good rating. Job training is one of the work programs provided by the company to improve the ability of each employee to complete work so that the company's goals can be achieved optimally.

While the highest average score regarding the training that I participated in used training methods that were appropriate to the topics discussed, this explains that one of the important factors in job training is that the topics discussed are in accordance with the training objectives. The more appropriate the topic and objectives of the training provided, it is hoped that it can improve employees' work abilities in completing every job given by the company.

The effect of job training on employee performance, which was researched by (Sahangggamu & Mandey, 2014), states that training partially influences the performance of employees. However, this is contrary to research by (Fathurahman & Ahman, 2020), which states that there is no significant effect of HR training on employee performance.

CONCLUSION

Based on the research results, the conclusions in this research are as follows: The results of the research indicate that compensation has had a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the higher the compensation given, the better the employee's performance. According to the results of the research that has been carried out, organizational culture has a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the better the organizational culture that is developed, the better employee performance can be. The results of the research that has been carried out show that work motivation has a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the higher the work motivation of an employee, the better the employee's performance and Job training have a positive and significant influence on the performance of employees at plantation companies in Pekanbaru City. Thus, the better the job training program is designed, the more employee performance can be improved.

Based on the research results, there are several limitations in the researchare this research only uses basic level analysis by testing the influence between the independent variable; this research did not carry out further testing using mediating or moderating variables as a solution in solving problems with the research object and research gaps found to produce research that is better and different from previous researchers.

Based on the conclusions from the research results, the suggestions that the author can give are For the author, this research is expected to provide additional knowledge regarding human resource learning, especially regarding the application of compensation systems, organizational culture, motivation in work and job training, and performance. For companies, this research is expected to improve employee performance so that they can achieve the goals set by the company. For future researchers, it is hoped that they can develop this research by adding other variables that can influence improving employee performance.

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