



# ANALYSIS OF THE EFFECT OF LONG WORK AND HUMAN RESOURCES TRAINING ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CULTURE AS INTERVENING VARIABLE AT HAIR GARDEN PT. PERKEBUNAN NUSANTARA III

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## ABSTRACT

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This research aims to analyze the influence of competence and human resource training on employee performance with organizational culture as an intervening variable at Rambutan Perkebunan at PT. Perkebunan Nusantara III. To answer this problem, we conducted research on 100 employees of Kebun Rambutan through a survey approach. The method used is descriptive (narrative) method and multiple linear regression with the formula  $Z = + 1x1 + 2x2 + Y$ . The data used are primary data through interview method by filling out questionnaires and secondary data through documentation study. The results showed that the variables of Competence and HR Training simultaneously had a positive and significant effect on Organizational Culture. The variables of HR training and organizational culture simultaneously have a positive and significant effect on employee performance. Meanwhile, competence has a positive but not significant effect on employee performance at Kebun Rambutan PT. Perkebunan Nusantara III. Variables Competence and HR Training through Organizational Culture simultaneously have a positive and significant effect on Employee Performance at Kebun Rambutan PT. Perkebunan Nusantara III.

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## 1. Introduction

In a company organization Human Resources is very important for the running of a company because of that training on the low quality of human resources. Very much needed, large human resources if used effectively and efficiently, this will be useful to support the movement of the pace of sustainable national development. Therefore how to utilize human resources optimally. Therefore, quality education is needed, the provision of various social facilities, and adequate employment opportunities. Weaknesses in the provision of these facilities will cause social unrest which will have an impact on community security. Currently, the ability of human resources is still low, both in terms of their intellectual abilities and technical skills

PT. Perkebunan Nusantara III as one of the state Perkebunan companies (BUMN) which is widespread in many areas in North Sumatra is required to have employees with high performance to support the achievement of the vision, mission and strategic targets that have been set. Employee performance is the main factor that determines the success of an organization and is the organization's most valuable asset when compared to other resources.

The organizational culture adopted by PT. Perkebunan Nusantara III is Performance Based Culture, which is a goal-oriented cultural approach aimed at ensuring that organizational processes are in place to maximize the productivity of employees, teams and ultimately the organization. Each HR function (position and position) has a different contribution to the achievement of the organization's vision and mission. These different contributions are assessed differently, so employees are motivated to improve their performance.



PT. Perkebunan Nusantara III (Persero) has implemented the motto Honest, Sincere and Sincere, in 2018 changing to SIPro (Synergy, Integrity and Professionalism) now it has changed to AKHLAK. One of the gardens/units is Rambutan Garden

Rambutan Perkebunan PT.Perkebunan Nusantara III (Persero) is a company engaged in agricultural production with oil palm and rubber commodities. So that the target that must be achieved by Rambutan Perkebunan is in the form of production targets in accordance with the agreement with the Board of Directors and minimizing costs. To achieve this is not easy, it takes available assets, strong management, experts and good teamwork. Especially considering the routine work in the Perkebunan, including harvesting oil palm FFB, chopping rubber trees, loading oil palm FFB, work supervision (Foreman) and data recording (Krani). This garden organization has been well structured according to the function of each employee's position.

Based on the work activities in the Perkebunan/unit, employees who have expertise according to their positions are needed. These skills are also known as employee competencies. Competencies of each employee have different types and levels. This is due to the natural and applied skills possessed and learned by the employee. Competence will develop if training activities are carried out for employees. Training in the form of technical field work and administration. Since the initial recruitment of employees, the company has carried out training, both in-house training and on the job training. With competence and training of human resources will affect the performance of employees and the company.

Competence includes a set of knowledge, skills and behavior. Competence also determines the success or failure of an employee's performance. This is indicated through the way of thinking, behaving and acting as well as the ability to make conclusions. This can be used as a parameter in determining the level of employee performance. Sutrisno (2016: 203) competence is defined as the knowledge, skills and abilities possessed by a person who have become part of him, so that he can perform cognitive, effective, and psychomotor behaviors as well as possible.

Training is provided according to the field of work and competencies required in carrying out the work. Human resource training is a short-term education to increase the knowledge, skills and skills needed by employees. Untrained employees are transformed into skilled, capable and qualified employees. Thus employees can be given greater responsibility by the company. Usmara (2010:72) suggests that training gives new or existing employees the skills they need to carry out their jobs.

Human resource training as a transformation process is very important to consider in company management. Training has objectives that can be realized in a series of planned, structured and systematic activities. Training can also help face business competition. In addition, to maintain the company's existence in the long term in the future.

The company or organization will run with the management style, norms, values that have been created by the founders of the company. This is a characteristic that distinguishes an organization from other organizations. These characteristics are known as organizational culture. For Perkebunan companies, examples of organizational culture include morning apples, marching at 4 (four) in the morning, weekday work, and so on. Organizational culture plays a role in supporting the smooth running of HR management in achieving company performance. So that the work carried out in accordance with the right corridor.

Organizational culture is created by the founders of the company. Founders will produce a suitable and strong culture for the company. Then the culture is socialized to employees so that employees know how everything is done and what is important to achieve the company's vision and mission. Organizational culture can also be the subject of solving internal and external problems of the company. To make it happen must be done consistently by the company. This is then passed on to his successors as the right way to understand, think about and feel the company's problems.

Organizational culture is a system that contains values, beliefs and social behavior. This must also be interpreted the same by every employee so as to create a harmonious understanding among employees. Culture also distinguishes one organization from another. Culture is also reflected in the mindset, way of speaking and behavior of employees consistently to achieve the best performance and achieve company goals.

The purpose of several factors including competence, training and organizational culture is none other than performance. Performance is the result of work produced by employees who are displayed in accordance with their role in the organization. Employee performance is a very important thing in the organization's efforts to achieve its goals. Mangkunegara (2017:9) states employee performance as expressions such as output, efficiency and effectiveness which are often associated with productivity.



Performance appraisal is a process within the organization in assessing the performance of employees. The purpose of conducting performance appraisals in general is to provide feedback to employees in an effort to improve the appearance of their work and efforts to increase organizational productivity. Specifically carried out in connection with various policies for the purpose of promotion, salary increases, as well as education and training.

Many theories state that competence and training of human resources are several factors that affect performance. Moehariono (2014: 8), the relationship between employee competence and performance is very close and very important, the relevance is there and strong, even if employees want to improve performance, they should have competencies that are in accordance with their job duties. Mathis (2016: 301) states; Training is the process by which people acquire capabilities to help achieve organizational goals.

Based on the introduction and the phenomenon of research, the objectives of this study are: (1) To analyze and obtain empirical evidence regarding the influence of long working hours on organizational culture. (2) To analyze and obtain empirical evidence regarding the effect of Human Resource Training on Organizational Culture. (3) To analyze and obtain empirical evidence regarding the influence of Organizational Culture on Employee Performance. (4) To analyze and obtain empirical evidence regarding the effect of length of service on Employee Performance. (5) To analyze and obtain empirical evidence regarding the effect of Human Resource Training on Employee Performance. (6) To analyze and obtain empirical evidence regarding the effect of length of work on Employee Performance through Organizational Culture.

## **2. Research Methods**

### **2.1 Research Place**

This research was conducted at the Rambutan Perkebunan of PT. Nusantara III Perkebunan, Buntu Pane District, Asahan Regency. Research time in October 2021.

#### **2.1.1 Population and Sample**

The population of this research is all employees of Kebun Rambutan PT. Nusantara III Perkebunans, totaling 698 people (Bezzeting in September 2021)

Determination of the number of samples in this study using the Slovin formula (Umar, 2001: 42) which is written as follows:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Where:

n = Number of samples

N = Number of sample population

e = Number of errors in sampling (error term)

The population (N) is 459 employees of Rambutan Perkebunan PT. Perkebunan Nusantara III with the assumption that the error rate is 10%, then the calculation of the number of samples is as follows:

$$n = \frac{459}{1 + 459(0,10)^2} = 82.11 \quad (2)$$

n = 82 (Rounded To 82) Sample

Sampling in this study was carried out by a simple random method.

#### **2.1.2 Research variable**

The variables used in this study are independent variables and dependent variables. In this study, the independent variables were convention (X1) and human resource training (X2). The dependent variable is employee performance (Y), while the intervening variable is organizational culture (Z).

#### **2.1.3 Data analysis method**

Data analysis was performed using multiple linear regression test and path analysis. Multiple linear regression analysis is used with the intention of predicting how the condition (increase and decrease) of the dependent variable will be, if two or more independent variables as predictor factors are manipulated (increase in value).



a. Stage 1 regression analysis

The first stage 1 regression analysis was used to determine the effect of education and length of work on organizational culture. The regression equation is as follows:

$$Z = a + b_1X_1 + b_2X_2 + e \quad (3)$$

Information :

Z : Organizational Culture

a : Constant

X<sub>1</sub>, X<sub>2</sub> : Independent (Human resource convention and training)

b<sub>1</sub>, b<sub>2</sub>: Regression coefficient

e : Error

b. Stage 2 regression analysis

This second stage of regression analysis is to determine the effect of human resource conventions and training on employee performance. The regression equation is as follows:

$$Y = + b_1X_1 + b_2X_2 + e \quad (4)$$

Information :

Y : Employee performance

a : Constant

X<sub>1</sub>, X<sub>2</sub>: Independent (Long working and human resource training)

b<sub>1</sub>, b<sub>2</sub> : Regression coefficient

e : Error

c. Regression analysis stage 3

This third stage of regression analysis is to determine the effect of organizational culture on employee performance. The regression equation is as follows:

$$Y = + b_1Z + e \quad (5)$$

Information :

Y : Employee performance

a : Length of work

Z : Organizational Culture

b<sub>1</sub> : Regression coefficient

Hypothesis tests carried out are:

**1. t statistic test**

The t-test basically shows how far the influence of an individual explanatory variable in nature explains the variation of the dependent variable (Sugiyono, 2018: 85). The degree of significance used is 0.05. If the significant value is less than the degree of confidence, then we accept the alternative hypothesis, which states that an independent variable partially affects the dependent variable.

**2. F . statistic test**

The F test is used to test the independent variables together on the dependent variable. In addition, with this F test, it can also be seen whether the linear regression model used is correct or not (Sugiyono, 2018: 86). The degree of confidence used is 0.05. If the calculated F value is greater than the F value according to the table, then the alternative hypothesis is that all independent variables simultaneously have a significant effect on the dependent variable.

**3. Determinant test**

The coefficient of determination (R<sup>2</sup>) essentially measures how far the model's ability to explain variations in the dependent variable is.

$$KD = r^2 \times 100\%$$

Information:

KD = Coefficient of Determination

R = Correlation Coefficient

**4. Path Analysis**

Path analysis is a technique developed from multiple linear regression. This technique is used to test the



magnitude of the contribution shown by the path coefficients on each path diagram of the causal relationship between the variables X1, X2 and X3 on Y and their impact on Z. Path analysis is a technique for analyzing causal relationships that occur in regression. doubled if the independent variable affects the dependent variable not only directly but also indirectly. The path analysis diagram can be seen in the following figure:

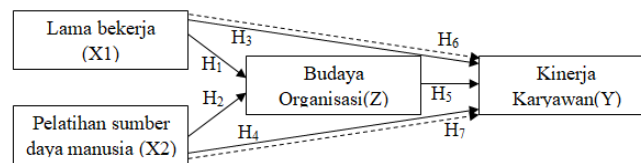


Figure 1. Outcome Diagram

## 5. Theoretical Description

### a. Performance

Hasibuan (2017: 94), states that employee performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Mangkunegara (2017:9) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. According to Sedarmayanti (2017: 260) performance is the result of one's work, an overall management process, where the results of one's work must be shown concrete and measurable evidence. According to Fahmi (2016):

### b. Human Resources Training

Hariandja (2017:174) states that there are three main stages in the implementation of the training, namely:

- 1) Determination of training needs, which aims to collect as much relevant information as possible in order to find out and determine whether or not training is needed in an organization. At this stage there are three types of training needs, namely:
  - a) General treatment need, which is an assessment of training needs for all employees in a job classification without regard to data on the performance of a particular employee.
  - b) Observable performance discrepancies, namely the type of training needs assessment based on observations of various problems, interviews, questionnaires, performance appraisals.
  - c) Designing training programs  
The accuracy of a particular training method depends on the objectives to be achieved. identification of what it is desirable for workers to know and carry out training.
  - d) Evaluation of the effectiveness of the training program, a training should be aimed at correcting skills shortages.

### c. Length of work

According to Handoko 2002 Length of Work is a period of time or the length of time the worker works in a place. The period of time starts from someone starting to work as an employee in a company until a certain period of time. Length of Service is the most important variable in explaining the level of employee turnover. The previous employment tenure of an employee is a powerful predictor of future employee resignation. Robbins, 2006. From the explanation above, it can be concluded that length of service is the length of time a person works in a place whose length is measured from the beginning of the person working for a certain period of time. . The length of work of each employee will vary from one employee to another.

### d. Organizational culture

Kreitner and Kinicki (2001) in Wibowo (2016:30) suggest that there are 3 (three) general types of organizational culture, including:

1. A constructive culture is a culture in which employees are encouraged to interact with others and work on tasks and projects in a way that will assist them in satisfying their need for growth and development.
2. A passive-defensive culture is characterized by rejecting the belief that workers should interact with others in a way that does not challenge their own security.
3. An aggressive-defensive culture encourages workers to approach tasks in a coercive manner with the aim of protecting their status and job security.

### 3. Results and Discussion

#### 3.1 Result

Analysis of the influence of the competence and training of human resources on employee performance through the intervening variable of organizational culture.

##### 3.1.1 Regression Model 1

The analysis for the stage 1 regression model is used to determine the magnitude of the influence of the Competency and Training of Human Resources variables on the organizational culture variable. The following is the sub-structure equation:

$$Z = a + b1X1 + b2X2 \tag{6}$$

Where :

Z = Organizational culture

a = Length of work

b1, 2, = Regression coefficient X1, X2

X1 = Competency

X2 = Human resource training

The results of multiple linear regression of the influence of competence and human resource training on organizational culture can be seen in Table 1.

TABLE 1  
MULTIPLE LINEAR REGRESSION RESULTS  
SUMMARY MODEL

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.653a	0.388	0.358	2.4952

a. Predictors : (Constant), Length of work, Human resource training

COEFFICIENTA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	11,148	3.817		2,921	0.006
Length of work	0.176	0.071	0.333	2,489	0.017
Human resources training	0.468	0.150	0.415	3.109	0.003

a. Dependent Variable : Organizational Culture

#### 1. t test (Partial)

Based on the results of the regression on the Competence variable, the p-value of 0.017 is smaller than 5%. Then Ha is accepted and H0 is rejected, which means that there is a partial influence between the competence variable on the organizational culture variable, thus the first hypothesis is accepted.

The results of the regression on the long working variable have a p-value of 0.003 which is smaller than 5%. Then Ha is accepted and H0 is rejected, this shows that there is an influence between the variables of human resource training on the organizational culture variable partially, thus the second hypothesis is accepted.

#### 2. Coefficient of Determination

To see the magnitude of the influence of the independent variable Competence and Human Resource Training on the intervening variable of organizational culture, the coefficient of determination (R<sup>2</sup>) is used. The results of the research analysis show that the influence of competence and human resource training on employee culture is seen from the R<sup>2</sup> value of 0.388. This shows that simultaneously the independent variables Competence and Work Training of human resources have an influence of 38.80% on the organizational culture variable. While the rest is influenced by other variables outside the variable education and length of work by 61.20%.

#### 3. Regression Model 2

The analysis for the regression model stage 2 is used to determine the effect of the independent variables of education, competence and human resource training on the dependent variable of employee performance.



The following is the sub-structure equation:

$$Y = a + b1X1 + b2X2 + b3Z3 \quad (7)$$

Y = Employee Performance Variable

b = Regression Coefficient

X1 = Length of work

X2 = Human resource training

Z = Organizational Culture Variable

The results of multiple linear regression of the effect of competence, human resource training and organizational culture on employee performance can be seen in Table 2.

TABLE 2  
MULTIPLE LINEAR REGRESSION RESULTS  
SUMMARY MODEL

MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
1	0.731A	0.535	0.499	2.4974

a. Predictors : (Constant), Length of work, Human resource training, Organizational Culture

COEFFICIENTA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	7.064	4.208		1,679	0.101
Length of work	0.165	0.076	0.276	2.176	0.036
Human resource training	0.449	0.168	0.352	2,676	0.011
Organizational culture	0.317	0.158	0.280	2005	0.052

a. Dependent Variable : Employee Performance

From the results of the analysis above, education Sig < 0.05 (0.036 < 0.05) and t arithmetic > t table (2.175 > 1.681 ) Then H0 is rejected which means there is a positive influence between length of work on employee performance partially, thus the third hypothesis received.

Variable Human resource training Sig < 0.05 (0.011 < 0.05) and t count > t.table (2,676 > 1,681 ) Then H0 is rejected, which means that there is a positive influence between the old variable of human resource training on the employee performance variable partially, thus the fourth hypothesis is accepted.

Organizational culture variable Sig > 0.05 (0.052 < 0.05) and t count > t.table (2.005 > 0.158 ) it means that the influence but not significant of the organizational commitment variable on the performance variable is partially,

b. Coefficient of Determination

To see the magnitude of the influence of the independent variables Competency, human resource training and organizational culture on the dependent variable of employee performance, the coefficient of determination (R<sup>2</sup>) is used. From the results of the analysis of the effect of working time, human resource training and organizational culture on employee performance, the R<sup>2</sup> value is 0.535. This shows that simultaneously the independent variables, length of work, training of human resources and organizational culture have an influence of 53.50% on employee performance, while the rest is influenced by other variables outside of education, length of work and organizational culture by 46.50%.

#### 4. Path Analysis (Path)

Path analysis is used to analyze the relationship between variables with the aim of knowing the indirect effect of education and length of work on performance where organizational culture is an intervening variable. The results of the analysis of the path of education and length of work on employee performance with organizational culture as an intervening aimed at

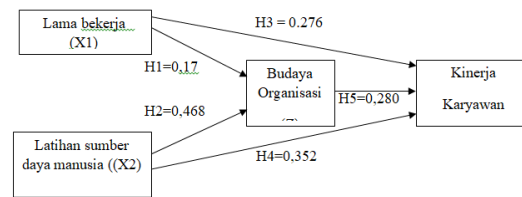


Figure 2. Path Analysis

Based on Figure 2 above, it can be explained that the indirect effect of the variable education and length of work on employee performance through organizational culture as an intervening variable.

The Influence of the Variable Length of Work on Employee Performance Through Organizational Culture indirect effect (indirect effect)  
 $(0.17)(0.28) + 0.276 = 0.323$

The Influence of Human Resources Training Variables on Employee Performance Through Organizational Culture Indirect Effect  
 $(0.468)(0.280) + (0.352) = 0.483$

### 3.2. Discussion

#### 3.2.1 The Effect of Length of Work (X1) on Organizational Culture (Z)

Length of work has a positive and significant effect on organizational culture. The results of the evidence have been carried out through an overall data analysis where the direct influence between years of work on organizational culture variables is 0.017. This shows that there is a positive relationship between the length of work and organizational culture, meaning that the higher the employee's length of service, the more the employee's organizational culture will increase. Employees with higher length of service will increasingly be able to understand the elements that make up organizational culture such as values, beliefs, and habits that apply in the organization. The more employees of the company understand, recognize, live and practice these beliefs, values or customs and the higher their level of awareness, organizational culture will exist and be maintained every time. Organizational culture is the belief of every employee in the company in their identity which can ideologically strengthen the existence of the company, both inside as a binder or company node and outward acting as an identity as well as the ability to adapt to various situations and conditions faced by the company in business competition.

#### 3.2.2 The Effect of Human Resource Training (X2) on Organizational Culture (Z)

Human resource training has a positive and significant effect on organizational culture. The results of the evidence have been carried out through an overall data analysis where the direct effect of length of work on organizational culture variables is 0.468. This indicates that there is a positive relationship between human resource training and organizational culture. The longer the training of human resources in the company makes the experience of employees increase which will make employees more skilled and skilled in completing work and increasingly familiar with the organizational culture applied by the company. Habits that have been ingrained continuously make employees committed to work which will provide opportunities for employees to accept challenging assignments,

#### 3.2.3 Effect of Length of Work (X1) on Employee Performance (Y)

Length of work has a positive and significant effect on employee performance. The results of the evidence have been carried out through an overall data analysis where the direct effect of length of work on employee performance variables is 0.276. This shows that there is a positive relationship between length of work and employee performance. This is due to the higher the level of long working an employee, the level of expertise, knowledge and abilities will increase which will improve the performance of the employee. Sedarmayanti (2017: 33), that a high level of compensation supports the achievement of employee performance because low compensation makes it difficult for employees to absorb various information related to their activities, the higher the length of work, the more efficient they are at work.



### **3.2.4 The Effect of Human Resources Training (X2) on Employee Performance (Y)**

Human resource training has a positive and significant effect on employee performance. The results of the evidence have been carried out through data analysis as a whole where the direct effect of human resource training on employee performance is 0.352. This shows that there is a positive relationship between human resource training and employee performance. According to Pamungkas et al., (2017) that the longer the human resource training of an employee, the skills and abilities to do work will increase. A person's experience of carrying out work continuously can increase his technical maturity. There are several factors that determine whether an employee is experienced or not and at the same time as an indicator of work experience, namely the length of time / age of work,

### **3.2.5 The Influence of Organizational Culture (Z) on Employee Performance (Y)**

Organizational culture has a positive but not significant effect on employee performance. The results of the evidence have been carried out through overall data analysis where the direct influence of organizational culture on employee performance variables is 0.280. This shows that even though the organizational culture is advanced, it does not significantly affect employee performance. So it can be seen that organizational culture has no significant effect on the performance of the employees of the Office of PT. Perkebunan III Medan. The company must first be able to provide an understanding of the influence of the formation of organizational culture to each employee before carrying out company performance activities. This research is supported by previous research conducted by Nurhalim et al.,

### **3.2.6 The Effect of Long Work Through Organizational Culture on Employee Performance**

The variable length of work has a positive effect on employee performance variables through organizational culture variables. The results of the analysis use that the effect of length of work through organizational culture on employee performance is greater than the direct influence of length of work on employee performance. In this case, organizational culture is a very precise variable in mediating the relationship between length of work and employee performance. Organizational culture can be a guide in solving problems that exist within the company. Organizational culture is formed by instilling values when employees first join the company. The inculcation of organizational cultural values begins with how the founders of the company create a code of conduct that will be developed within the company. This organizational culture must be developed through a process of socialization to every employee in the company. The company must be able to invite employees, especially new employees, to make adjustments to the organizational culture that becomes a guide in achieving better company goals.

### **3.2.7 The Effect of Human Resource Training Through Organizational Culture on Employee Performance**

Variable Human resource training has a positive effect on employee performance variables through organizational culture variables. The results of the analysis using that the effect of human resource training through organizational culture on employee performance compared to the direct effect of human resource training on employee performance this shows that . Organizational culture is important in improving employee performance without having to work for employees in the company. Companies can instill a good organizational culture in new employees, so that it becomes a habit in doing their jobs. According to Robbins (2004: 60) that employees in companies with a strong culture are more committed to their company than employees in companies with a weak culture.

## **4 Conclusion**

(1) Length of work has a significant effect on organizational culture at the Office of the Board of Directors of PT. Perkebunan III Medan. (2) Human resource training has a significant effect on organizational culture at the Office of the Board of Directors of PT. Perkebunan III Medan. (3) Length of work has a significant effect on employee performance at the Office of the Board of Directors of PT. Perkebunan III Medan. (4) Human resource training has a significant effect on employee performance at the Office of the Board of Directors of PT. Perkebunan III Medan. (5) Organizational culture has no significant effect on employee performance at the Office of the Board of Directors of PT. Perkebunan III Medan. (6) Length of work affects employee performance through organizational culture by 32.30% at the Office of the Board of Directors of PT. Perkebunan III Medan. (7) Human resource training has an effect on employee performance through

organizational culture by 48, 30% at the Office of the Board of Directors of PT. Perkebunan III Medan. Suggestions in this study are: (1) As long as employees work in the company, the company must instill a good culture, so that it will shape the character of employees who have a good organizational culture. (2) To improve employee performance, companies must recruit workers, preferably with work experience. (3) Employee performance improvement can be done by increasing human resource training.

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