

The Effect of Training, Work Motivation and Organizational Culture on Employee Performance of PT. Sumber Alfaria Trijaya, Tbk Medan Branch

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ABSTRACT

One of the supporters in achieving the company's targets and objectives is Human Resources, namely labor or employees realized in employee performance. Training factors, employee motivation and organizational culture have an influence on employee performance because it is expected that the better training, work motivation and organizational culture that has been implemented will have a positive impact on employee performance and automatically the company's achievement will be better. PT. Sumber Alfaria Trijaya, Tbk Medan branch is the leading retail company in Indonesia which in its business journey requires a skilled and performing workforce so that training, employee motivation and organizational culture is expected to improve the performance of its employees more optimally. Based on this, this research was conducted to find out and recognize the influence of training, work motivation and organizational culture on employee performance in PT. Sumber Alfaria Trijaya, Tbk Medan Branch. Research conducted with surveys and interviews and disseminating questionnaires to office employees at PT. Sumber Alfaria Trijaya, Tbk Medan Branch so that it obtained data to be processed and analyzed to draw conclusions on the hypothesis that has been made. This type of research was conducted with a quantitative and explanation approach with a sample population of 94 respondents. Based on the test results with data analysis using SPSS application version 24 through t test analysis and F test as well as multiple linear regression methods. research obtained proving the truth of the hypothesis that there is an influence between training, work motivation and organizational culture on employee performance in PT. Sumber Alfaria

Trijaya, Tbk Medan Branch either partially or jointly or simultaneously with the level of influence of training determination, work motivation and organizational culture obtained by 67.5% on employee performance at PT. Sumber Alfaria Trijaya, Tbk Medan Branch.

Keywords: Training, Work Motivation, Organizational Culture, Employee Performance

INTRODUCTION

To earn profit, the company is required to work more effectively and efficiently, especially in terms of managing production factors, namely nature, capital, labor utilized as resources. The Company has various resources as "Input" to be converted into "output" in the form of goods or services. In addition to capital, facilities and infrastructure, technology, and regulations are good for the development of the company in line with the development of the era and competitive competition so that the company is able to compete and be sustainable for the survival of the company. One of the most important production factors in a company is the labor factor or better known as Human Resources, because it is the workforce that directs and oversees other production factors. Thus the viability of a company is determined by the role of the workforce as the executor of the company's own operations. Good and quality human resources will also contribute in terms of productivity achievement and quality improvement, achievement of vision and mission and company goals. In addition to achieving the company's vision and

mission, the company should be aware of the need to pay attention to the HR aspect and clearly disclose the need for career planning and development, career information, and career-related counseling. It is important to note that the company's motivation to employees is one of the indicators determining the success of the company's overall performance. In improving the performance of its employees the company goes several ways for example through education, training, proper compensation, creating a conducive culture and work environment and providing motivation through these processes. Employees are expected to maximize their responsibility for their work because the employees have been provided with education and training that is certainly related to the implementation of their performance. While the provision of compensation, good working environment and motivation is basically the right of employees and it is the obligation of the company to support the contribution of its employees in order to achieve the specified goals. Pt. Sumber Alfaria Trijaya, Tbk based at Alfa Land Tower (UBM Tower) Jl. Jalur Sutera Barat Kav. 9 Alam Sutera Panunggan Timur, Pinang, Tangerang, is a retail company that sells people's daily needs in the form of a modern market or also called a convenience store better known by the name "Alfamart" as its trademark and has the slogan "Belanja Puas Harga Pas". This company has an expectation that wants to provide the best to consumers by providing services that satisfy consumers, relatively affordable prices and provide goods that are able to meet the needs and expectations of consumers.

Performance associated with training for the supply of knowledge in carrying out employee duties and responsibilities, providing motivation that supports job satisfaction as well as organizational culture embedded in the employee's soul is a concern of researchers in the field of human resources today. The selection of PT. Sumber Alfaria Trijaya, Tbk Medan branch

as the object of research, because researchers see that in today's growing retail industry competition supported by the latest technology and innovation in customer struggle where more and more similar companies are growing to become competitors in Indonesia, especially in the surrounding Medan region, diverse people and diverse needs that demand employees perform more optimally to meet customer satisfaction and create 5 customer loyalty to the brand "Alfamart" and not switch to similar companies competitors.

From initial observations and interviews with employees PT. Sumber Alfaria Trijaya, Tbk Medan branch is still found to have not met the company's sales targets and profit targets that have not been in line with the company's wishes due to inadequate employee proficiency that impacts customer satisfaction in general. Researchers also see still a lack of motivation kayawan to work more optimally in carrying out the tasks and responsibilities imposed on him that impacts also the turnover of employees who feel dissatisfied and motivated, there is still an indiscipliner of employees because there is no deep understanding of the culture of the organization that exists in the environment PT. Sumber Alfaria Trijaya, Tbk, especially Medan Branch.

LITERATURE REVIEW

Training

According to Mangkunegara (2017:2) Human Resource Management can also be defined as a management and utilization of resources in individuals (Employees). The management and utilization is developed to the maximum in the world of work to achieve the goals of organization and individual development (Employees). With professional human resource management arrangements, employees are expected to work productively. The management of employees professionally must begin from employee recruitment, selection, classification, placement of employees in

accordance with the capabilities, management, and development of employees as part of the operative function of human resource management namely Training and Development.

Training is a short-term teaching technique or process that uses systematic and organized procedures for non-managerial employees i.e. new or existing employees in improving employee performance to improve competencies or abilities, technical skills, expertise and employees knowledge to be practiced in doing work in order to better achieve the organization's goals.

Factors That Affect Training

According to Rivai (2014:173) in conducting the training there are several factors that affect the instructor, participants, materials (materials), methods, training objectives, and a supportive environment. The best training methods depend on a variety of factors. Factors to consider in training are:

- a. Cost-Effectiveness or Cost Effectiveness
- b. Required program materials
- c. Learning principles
- d. Accuracy and suitability of facilities
- e. Participant's abilities and preferences
- f. Training
- g. Training instructor skills and preferences.

Training Indicators

In measuring training variables, the study adapted the indicators used in Dessler's research (2015:284), training divided into 5 indicators namely as follows:

- a. Instructor. Reminding the training is generally oriented towards improving skills, then the trainers chosen to provide training materials must actually have adequate characterification according to their field, professional and competent.
 - 1) Adequate qualifications/competencies
 - 2) Motivate participants
 - 3) Need feedback.

- b. Trainees. Trainees must certainly be selected based on specific requirements and appropriate qualifications.
 - 1) The spirit of training
 - 2) Desire to pay attention.
- c. Method. The training method will ensure the effective running of human resources training activities, if in accordance with the type of materials and capabilities of the trainees.
 - 1) Conformity of the method with the type of training.
 - 2) Conformity of methods with training materials.
- d. Human resources training materials are materials or curriculums that are in accordance with the purpose of human resource training that the company wants to achieve.
 - 1) Add capabilities
 - 2) Material suitability for training purposes
- e. Training objectives require defined objectives, especially in relation to action plan and goal setting, as well as the expected results of the training.
 - 1) Skills of trainees.
 - 2) Understanding the work ethic of the trainees.

Motivation

The manager's ability to motivate, influence, direct, and communicate on his subordinates will determine the effectiveness of the work. An employee may do the job he or she is charged with, and may not. If the subordinate has done the task given to him well, that is what we want. But if the task charged cannot be done properly, then we need to know the reasons. Maybe he is not able to complete the assigned work, but he may also not have the motivation to work properly.

According to Maslow in Sutarso (2010:1) classifies the needs of human life into five (5) levels, namely:

- a. Basic Needs / Psychological Needs (Food, Clothing and Board). In order to be able to meet the main needs in order to live, namely food, clothing, and board

people must try and or work. Quality and Quantity in terms of meeting these basic needs is generally heavily influenced by the quality of Human Resources, whose quality is highly determined by the background level of education of each individual.

- b. Security Guarantee Needs Namely the need for protection from threats, hazards, opposition, and the environment. There is no means that basic needs are met without any guarantee of security. The Company should also be able to provide security for its employees in the sense of continuity to work without the absence of termination (layoffs), and other threats.
- c. Social Needs I.e. The need to be accepted by groups, affiliated, interacting, and the need to be loved and loved. People as social beings are in desperate need of interconnected in a group in various organizations.
- d. The need for Recognition and or Appreciation The more fulfilled the basic needs and the more qualified the fulfillment, all human beings want is recognition or appreciation of him, not least recognition in his group. The recognition/ appreciation of others is a proof or a reflection of an increase in one's self-esteem which means that his social status is improving. The recognition or appreciation desired by its employees is not only material (Money or Goods) but enough with praise, attention, even just a greeting.
- e. The need for self-actualization. A person's highest level of need is self-actualization. This need is the need to use ability, skill and potential. This need to argue by presenting ideas gives judgment and criticism of something.

Factors That Influence Motivation

According to Wahjosumidjo in Sunyoto (2015:12) there are 7 factors namely:

- a. Promotion is an employee's progress on a better task, whether viewed from a

heavier point of responsibility, dignity or higher status, better proficiency, and especially additional payment of wages or salaries. Upgrading is a term that is very related to promotion, namely the change of an employee from a job that requires less proficiency to another job that requires more proficiency in the same organizational unity and in this sense then upgrading is a small promotion. Promotion can be based on the length of tenure. Such practices are very commonly used in government. Promotions can also be based on exams. This happens if a vacancy is opened in a higher position. Promotion for employees is more important than a raise. Generally every promotion means a wage in the form of more money.

- b. The Base achievement of work rejects the development of a person's career is the achievement of his work doing the task entrusted to him now. Without satisfactory work performance, it is difficult for an employee to be proposed by his or her employer to be considered for promotion to a higher office or job in the future. In order to be open to the possibility for a person to realize his or her career plans and goals, his work achievements must be in such a way that not only meet stipulated standards, but wherever possible can be used as evidence that one has done his or her best and that the business is at once an indicator that the employee in question has the potential that can be developed in order to prepare him or her for greater duties and responsibilities in the future.
- c. The Work Itself has been repeatedly asserted that ultimately the responsibility in developing a career lies with each worker. The 35 employees concerned should be able to take advantage of various opportunities to develop themselves. These opportunities, such as participation in training programs, continuing out-of-hours education or trying to be switched tasks, if voluntarily utilized will have

positive consequences, not only in the form of self-benefit but also for the organization

- d. Motivational award by through the needs of awards such as awards for their achievements, recognition of expertise and so on. It is indispensable to spur work passion for employees. The award here can be a humane demand for the need and desire to solve a challenge that must be faced. Employees with the ability to carry out what tasks have been given by where they work.
- e. Liability for the duties the company assigns to employees is reciprocal for the compensation it receives. The company provides what the employees expect, but on the other hand the employees also contribute the completion of the work well and full responsibility in accordance with their respective fields. As a partner of the relationship between the two parties, both the company and the employees must be kept in harmony. Because with a good and harmonious relationship will also have a good influence on the development and growth of the company on the one hand, and the career development of employees on the other hand.
- f. Recognition of the ability and expertise of employees in a job is an obligation by the company. Because the recognition is one of the compensation that must be given by the company to employees who do have a certain skill set and can do a good job as well. This can encourage employees who have advantages in their field to perform better.
- g. Success in working Success in work can motivate employees to be more passionate in carrying out the tasks provided by the company. With such success can at least give a sense of pride in the feelings of the employees that they have been able to account for what is the task. Thus, the company will increasingly believe its employees have good skills and this will spur the

company to maintain its employees not to move elsewhere.

Organizational Culture

Culture is a system of shared meaning and belief embraced. by members of the organization who determine how they act. That culture represents a shared perception embraced by members of the organization. just as tribal cultures have rules and prohibitions that determine how members will act against each other and against outsiders, the organization also has a culture that determines how its members should behave according to Herdiana (2013:40). According to Aprinto and Jacob (2013:95) Corporate Culture is a value system that is perceived as the glue of the organization so as to shape the attitude, perception and behavior of all employees in a company.

Organizational Cultural Shaping Factors

According to Tika (2010:5), there are several elements that influence the formation of organizational culture, namely:

- a. Basic assumptions. Basic assumptions serve as guidelines for members and groups within the organization to behave.
- b. Beliefs to be embraced in the culture of the organization there are beliefs that are embraced and exercised by members of the organization. These beliefs contain values that can be in the form of slogans or mottos, basic assumptions, general objectives of organizations/companies, business philosophies, or principles that explain the business.
- c. Leaders or cultural development creator groups of organizational culture organizations need to be created and developed by leaders of specific organizations or groups within that organization.
- d. Guidelines address the problem. In the organization there are two main issues that often arise, namely external adaptation issues and internal integration. Both issues can be

- addressed on the basis of the beliefs that are embraced with members of the organization.
- e. Sharing of value. In the culture of the organization it takes a variety of values towards what is most importantly desirable or what is better or valuable to a person.
 - f. Devolution (learning process) Basic assumptions and beliefs embraced by members of the organization need to be passed on to new members of the organization as guidelines for acting and behaving within the organization/company.
 - g. Adjustment or adaptation There needs to be adjustments to the implementation of applicable rules or norms within the organization, as well as adjustments between organizations and environmental changes.

Performance

Performance is very important and should be considered by all management, both at the small and large organizational level. The work achieved by employees is a form of accountability to the organization or company. Performance in performing its functions is not stand alone, but is always related to employee job satisfaction and the level of reward provided, and is influenced by the skills, abilities and traits of individuals supported by the atmosphere or culture within the organization or company. The definition of performance according to Moehariono (2012:95) is "Performance or performance is an overview of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization that is expressed through the strategic planning of an organization.

Factors That Affect Performance

According to Simanjuntak (Widodo, 2015:133) that performance is influenced by:

- a. The quality and ability of employees is related to education, training, work

ethic, work motivation, mental attitude and physical condition of the employee.

- b. Supporting facilities, namely things related to the work environment, occupational safety, occupational health, production facilities, technology and things related to employee welfare (wages, salaries) social security, job security.
- c. Supra means. That is, things related to the wisdom of industrial government management.

Performance Dimensions and Indicators

From some of the theories described above regarding performance definitions, the authors used dimensions as a reference material to fill in variable operational data from Mangkunegara (2017:75), which includes the following dimensions and indicators:

- a. Quality of Work. Shows neatness, conscientiousness, interconnectedness of work results by not ignoring the volume of work. Good quality of work can avoid error rates in the completion of a job that can be beneficial to the company's progress.
- b. Quantity of Work. Shows the number of types of work done at a time so that efficiency and effectiveness can be carried out in accordance with the company's objectives.
- c. Responsibilities. Shows how much employees receive and carry out their work, taking responsibility for the work and the facilities and infrastructure used and the behavior of their work every day.
- d. Cooperation. The willingness of employees to participate with other employees vertically and horizontally both inside and outside the job so that the results of the work will be better.
- e. Initiatives from within the company members to do the job and solve problems in the job without waiting for orders from the boss or showing responsibility in the work that is already the obligation of an employee.

METHODOLOGY

In this study researchers conducted research through quantitative approaches. According to Sugiyono (2012:7) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on specific populations or samples. Sampling techniques are generally done randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim to test the hypothesis that has been set.

The sample in this study was a non-managerial permanent employee in the office and long working over one year at PT. Sumber Alfaria Trijaya, Tbk Medan Branch is not included in the Branch Leadership of PT. Sumber Alfaria Trijaya, Tbk Medan Branch, as many as 94 people.

Table 1: Number of Employees

No	Department	Amount
1	Building & Maintenance	10
2	Corporate Affair	4
3	Franchise Relation and Taf Admin	7
4	General Service	11
5	Location & Developmen	4
6	Marketing	4
7	Merchandising	4
8	People Development	9
9	Store Sales Point	1
10	Finance Accounting	25
11	Inventory Control	8
12	IT Branch	7
Total		94

Source: Data Processed (2018)

RESULT AND DISCUSSION

Table 2: Descriptive Statistical Research Data

No	Variable	N	Min	Max	Mean	Std Dev
1	Training	94	18	32	28,11	2,279
2	Motivation	94	19	32	26,95	2,625
3	Culture	94	17	31	26,61	2,818
4	Performance	94	17	33	27,36	2,743
Valid N (listwise)		94				

Source: Data Processed (2018)

The standard deviation value indicates a value smaller than the mean value. This indicates a trend of research data being distributed normally.

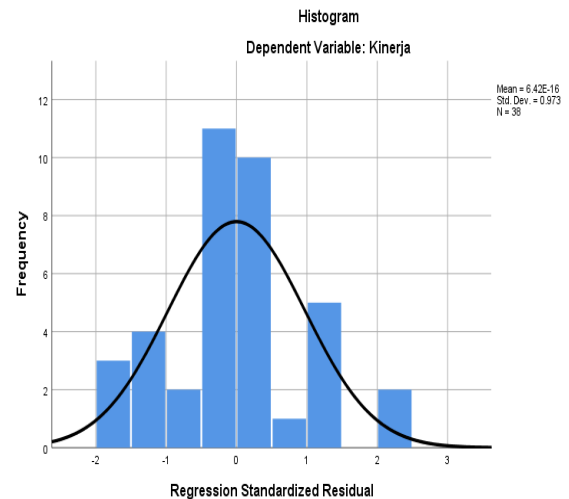


Figure 1: Histogram Graphics

Normal P-P Plot of Regression Standardized Residual

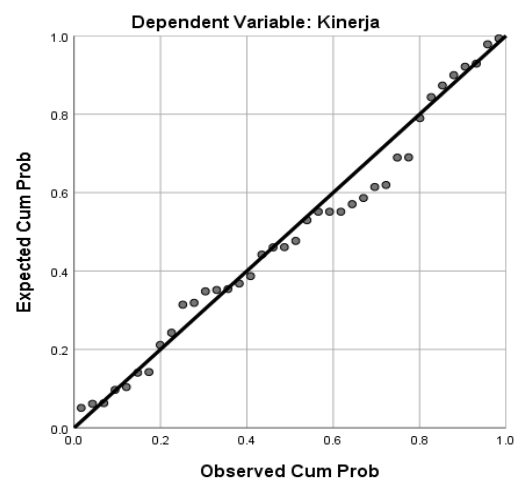


Figure 2: P-Plot

Multicollinearity Test

The multicollinearity test results explained that the collinearity Statistics Variance Inflation Factor (VIF) value shows a value of 1,587 for training-free variables, 2,203 for work motivation-free variables and 2,327 for organization culture-free variables. The value is less than the standard value of 10 specified in multicollinearity testing. If the VIF value is greater than 10, then the research data may experience multicollinearity. The moderate tolerance standard value for multicollinearity tests is 0.1. The multicollinearity test does not justify a tolerance value of a multicollinearity test of less than 0.1. If this happens, the data may experience multicollinearity, so the data cannot be used

in analyzing research data. The conclusions drawn from the nature of the multicollinearity test and from the above data that the data in this study did not experience multicollinearity, VIF value, 10 and tolerance value > 0.1 so that all data in this study can be used to conduct the next analysis.

Heteroskedasticity Test

To find out the results of this test is free of heteroskedastisitas or in other words, that the respondent data in this study is data that homoskedastisitas can be seen from as big as the point in the image. If the dots are spread evenly at zero, then the data is expressed to be data that is homoskedastisitas or has been freed from heteroskedasticity testing.

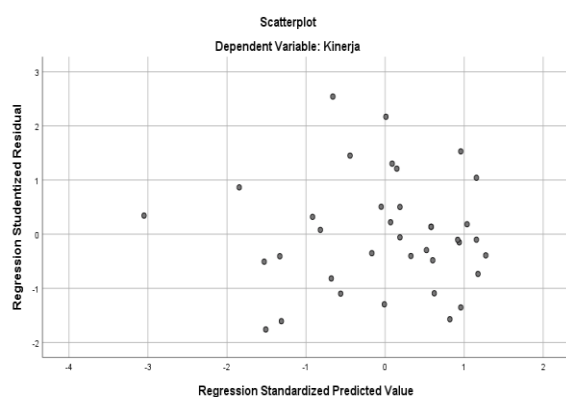


Figure 3: Scatterplot

Multiple Linear Regression Analysis

The estimation resulting from this test is the movement of influence in a straight line between free variables against bound variables. The following table presents multiple regression coefficients of the data process results through SPSS device version 24 as twitching:

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta
	B	Std. Error	
1 (Constant	,999	2,144	
Training	,268	,090	,223
Motivation	,175	,088	,168
Culture	,530	,088	,544

a. Dependent Variable: Performance
Source: Data Processed

Based on the table above, it is obtained the idea that training variables, work motivation and organizational culture positively affect employee performance. The relationship that occurs between a free variable and a bound variable is positive. Free variables give a boost to bound variables as big as the regression coefficient of each variable. Through linear equations created based on the table above:

$$Y = 0,999 + 0,268 X_1 + 0,175 X_2 + 0,530 X_3$$

Training, work motivation and organizational culture at PT. Sumber Alfaria Trijaya, Tbk Medan Branch is in the direction of employee performance. This means that the positive value represents that if the training is improved by one unit, then the employee performance will increase by 0.268 units, and with the motivation of the work is improved one unit, employee performance will increase by 0.175 units. Similarly, with the organization's culture improved by one unit, employee performance will increase by 0.530 units. Thus a positive relationship occurs between training-free variables, work motivation and organizational culture with variables tied to employee performance at PT. Sumber Alfaria Trijaya, Tbk Medan Branch is direct and linear.

T Test (Partial Test)

Table 4: Partial Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig
	B	Std. Error			
1 (Constant	,999	2,144		,466	,642
Training	,268	,090	,223	2,992	,004
Motivation	,175	,088	,168	1,990	,000
Culture	,530	,088	,544	6,034	,000

Source: Data Processed

The Effect of Training on Employee Performance

From partial test results or t test against pt employee training variable data. PT. Sumber Alfaria Trijaya, Tbk Medan Branch obtained t-count result of 2,992 with significance of 0.004. This condition can be explained that the t-count value is $2,992 > t$ -table 1,986 with a significance of $0.004 >$

0.005 (n-2, $\alpha = 5\%$). With such conditions then for the training applies H_0 condition is rejected and H_1 is accepted. Meaning partially the training has a significant effect on the performance of employees of PT. Sumber Alfaria Trijaya, Tbk Medan Branch. This means that with good training will have an impact on improving the performance of employees of PT. Sumber Alfaria Trijaya, Tbk Medan Branch. Influence of Work Motivation on Employee Performance For partial test results or t test on employee Motivation variable data at PT. Sumber Alfaria Trijaya, Tbk Medan Branch generated t-count output of 1,990 with significance of 0.000. This explanation can be explained that the t-count value is 1,990 > t-table 1,986 with a significance of 0.000 > 0.005 (n-2, $\alpha = 5\%$). Thus, for the work motivation of the employee applies H_0 condition is rejected and H_1 is accepted. This means that partially motivated work does not have a significant effect on the performance of employees. PT. Sumber Alfaria Trijaya, Tbk Medan Branch. Which means that with high work motivation will not have an impact on improving the performance of PT employees. PT. Sumber Alfaria Trijaya, Tbk Medan Branch.

The Influence of Organizational Culture on Employee Performance

From partial test results or t test against cultural variable data of pt employee organization. PT. Sumber Alfaria Trijaya, Tbk Medan Branch obtained t-count results of 6,034 with a significance of 0.000. With this condition it can be explained that the t-count value is 6,034 > t-table 1,986 with a significance of 0.000 < 0.005 (n-2, $\alpha = 5\%$). Thus for training applies H_0 condition is rejected and H_1 is accepted. This means that partially the culture of the organization has a significant impact on the performance of employees PT. Sumber Alfaria Trijaya, Tbk Medan Branch. This means that with a good organizational culture will have an impact on improving the performance of employees PT. Sumber Alfaria Trijaya, Tbk Medan Branch.

Test F (Simultaneous Test)

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	479,317	3	159,772	,630	,000 ^b
Residual	220,385	90	2,449		,492
Total	699,702	93		,430	

Dependent Variable: Performance

Predictors: (Constant), Culture, Training, Motivation

Source: Data Processed

From the table above obtained an f-count value of 65,247 with a significance of 0.000. While the f-table value at the trust level is 95% ($\alpha = 5\%$) 2.70. This condition understands that the f-count value of 65,247 > f-table value 2.70 with significance of 0.000 < 0.05 which means that the free variables namely training, work motivation and organizational culture have a very significant effect on the performance of employees PT. Sumber Alfaria Trijaya, Tbk Medan Branch. These results show that training motivation, work motivation and organizational culture are very decisive factors in improving the performance of employees PT. Sumber Alfaria Trijaya, Tbk Medan Branch. The amount of influence of these two free variables can be used as a handle for management PT. Sumber Alfaria Trijaya, Tbk Medan Branch to maintain and improve the quality of employee performance of PT. Sumber Alfaria Trijaya, Tbk Medan Branch.

Determination Coefficient

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,828 ^a	,685	,675	1,565

Predictors: (Constant), Culture, Training, Motivivation

Dependent Variable: Performance

Source: Data Processed

The adjusted R square value in the table above represents a determination coefficient value of 0.675 or 67.5%. This condition explains that 67.5% of training variables, work motivation and organizational culture have a significant impact on the performance of employees PT. Sumber Alfaria Trijaya, Tbk Medan Branch. The remaining 32.5% was explained by other free variables not examined in the study.

This means that from many factors supporting employee performance determined by training, work motivation and organizational culture amounting to 67.5% of the overall supporting factors of employee performance in PT. Sumber Alfaria Trijaya, Tbk Medan Branch.

CONCLUSION

1. Partially the training is positively related to employee performance in PT. Sumber Alfaria Trijaya, Tbk Medan Branch,
2. Partially work motivation is positively related to employee performance in PT. Sumber Alfaria Trijaya, Tbk Medan Branch.
3. Partially organizational culture is positively related to employee performance in PT. Sumber Alfaria Trijaya, Tbk Medan Branch.
4. Simultaneously between training, work motivation and organizational culture towards employee performance at PT. Sumber Alfaria Trijaya, Tbk Medan Branch.

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How to cite this article: Ferine KF. The effect of training, work motivation and organizational culture on employee performance of PT. Sumber Alfaria Trijaya, Tbk Medan branch. International Journal of Research and Review. 2020; 7(9): 344-353.
