

THE EFFECT OF TRAINING, MOTIVATION AND COMPENSATION ON
EMPLOYEE WORK ACHIEVEMENT (CASE STUDY PT. TRIKARYA ADHI
KOMUNIKA CLUSTER 14)

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ABSTRACT

This study aims to determine the effect of training on work performance, the influence of motivation on work performance, the effect of compensation on work performance, and the effect of training, motivation and compensation on employee performance in Cluster 14 Division at the SFA Division (sales force ambassador) of PT. Trikarya Adhi Komunika. This research strategy uses associative research with a quantitative approach to obtain quantitative / numeric data. The method used in this research is a sample survey method using a questionnaire as a data collection tool. the population in this study were all employees of PT. Trikarya Adhi Komunika Cluster 14, totaling 118 people in 2020. The type of sampling chosen in this study is a strata random sample in the population. Namely the sampling method based on certain levels to be selected and taken, so that the sample in this study amounted to 92 respondents. The data source in this study is the primary data source, which is obtained through a questionnaire. Data collection is carried out by researchers, namely by distributing questionnaires through the google form media. The questionnaire was given to employees of PT. Trikarya Adhi Komunika. This is done to explore, gather, find information needed or related to research. The results of this study indicate that partially Training has an effect on Job Performance, Motivation has no effect on Job Performance, Compensation has an effect on Job Performance. Meanwhile, simultaneously it shows that training, motivation and compensation have an effect on job performance.

Keywords: Training, Motivation, Compensation and Employee Work Achievement

I. PENDAHULUAN

Competition is a concept that determines the success or failure of a company in achieving its goals. Competition can determine how a company can support its performance such as innovation and a cohesive culture. Thus, it can be stated that the company does not escape competition in achieving its goals. One of the ways to maintain or increase the effectiveness of the company in achieving its

goals is by improving and developing a comparative advantage (comparative advantage) in the field of human resources.

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The goal of Human Resource Management (HRM) is basically the achievement of increased work performance. One of them is the proper regulation regarding the provision of training to employees. In accordance with the provisions of Article 9 of Law no. 13 of 2003 concerning Manpower, concerning job training, namely job training is held and directed to equip, improve and develop work competencies in order to increase capability, productivity and welfare.

The companies that have carried out training, motivation and grouping and increased compensation in order to improve employee work performance are PT. Trikarya Adhi Komunika, This company is a distributor of the cellular operator of PT. Smart Telecom Tbk (Smartfren). PT. Trikarya Adhi Komunika, located in Jakarta and engaged in the sale of smartfren products. With the transformation of service and productivity in sales made by PT. Trikarya Adhi Komunika to all outlet customers or direct customers.

With the transformation of service and productivity carried out by PT. Trikarya Adhi Komunika to all customers and one of them is implementing company transformation for outlets

II. KAJIAN LITERATUR

2.1 Review Penelitian

The first research was conducted by Poluakan, et.al (2018). The purpose of this study was to determine the effect of training and compensation together on employee work performance, the effect of training on employee performance, and to determine the effect of compensation on employee performance. The type of research used in this research is quantitative research. The quantitative research method is a scientific method / scientific because it meets scientific principles, namely concrete / empirical, objective, measurable, rational, and systematic. This type of research discusses the influence or relationship between two or more variables x and y variables.

The second research was conducted by Nursyahputri and Saragih (2019). The purpose of this study was to determine the effect and analyze how the training provided by the company, how the work performance produced by the employees, and the magnitude of the influence of training on employee performance at the HCBP Unit (Human Capital Business Partner) PT Telekomunikasi Indonesia (Tbk) The research method used is a quantitative method with a descriptive type of causality research.

THE EFFECT OF TRAINING, MOTIVATION AND COMPENSATION ON
EMPLOYEE WORK ACHIEVEMENT (CASE STUDY PT. TRIKARYA ADHI
KOMUNIKA CLUSTER 14)

The third research was conducted by Pratama and Narlan SAP (2019). This research was conducted at PT Sentra Anugrah Motor which is located at Jalan Raya Banjaran No. 49 Bandung. The method used is descriptive analysis and verification methods with a total of 60 respondents. Methods of data analysis using path analysis with the help of SSS 22. The purpose of this study is to determine and analyze: (1). Training at Anugrah Motor Center. (2). Work motivation for employees at Anugrah Motor Center. (3). Employee performance at Anugrah Motor Center. (4). Effect of training on employee performance at Anugrah Motor Center. (5). The influence of work motivation on employee performance at Anugrah Motor Center. (6). The influence of training and work motivation on employee performance at Anugrah Motor Center.

The fourth researcher was conducted by Achayar, Gunawan, et.al (2018). The objectives of this study are: (1) To analyze the effect of training on employee work performance at the Class I Navigation District Office Makassar, (2) To analyze the effect of work motivation on employee performance at the Class I Navigation District Office Makassar, (3) To analyze the effect of training and work motivation simultaneously on employee work performance at the Class I Navigation District Office Makassar. The research method used in this research is the research approach used is quantitative research.

The fifth researcher was conducted by Soetedjo, Indrawati, et.al (2019). The purpose of carrying out the research is to describe the training, competence, work discipline and work performance of the Tuban Regency Land Office employees. To find out simultaneously and partially training, work competence and discipline have a significant effect on the work performance of the Tuban Regency Land Office employees. This type of research is an explanatory research, which is research that aims to test the hypothesis 12 using a quantitative research approach. The results showed that the conditions of training, competence, discipline of employees at the Tuban Regency Land Office were in good condition. While the condition of the work performance variable in the Tuban Regency Land Office is in very good condition.

The sixth researcher was conducted by Akter and Husain (2016). The aim of this study was to investigate the effect of compensation (CN) on job performance (JP). To explore the results, various CN and JP items have been considered to measure the effect. And to achieve the aim of this study, the author has conducted a questionnaire survey and data has been collected from 261 respondents who work in twenty different readymade garment (RMG) organizations in Chittagong, Bangladesh. Although organizations may follow a performance-based compensation policy (PBCNP), a merit-based compensation policy (MBCNP), a results-based compensation policy (OBCNP), a competency-based compensation policy (CBCNP) or an equity-based compensation policy (EBCNP) on an individual basis or a combination of two-thirds policies or other techniques but all

of these are included as implicit compensation policies under the comprehensive structure of the organization's compensation schemes that are significantly linked to job performance. The Hypothesis Framework suggests that there is a positive effect of compensation (CN) on job performance (JP).

The seventh study by Belly Onanda. This study examines the effect of employee motivation on organizational performance of 7 selected KCB branches in Mombasa. KCB makes various efforts to motivate its workers. Research, the influence of motivation on work performance was carried out by researchers, with the sole aim of establishing a relationship between motivation and employee performance in the workplace. This research was conducted with KCB workers who are the population and a sample of 70 was taken from it.

The Eighth Researcher was conducted by Akram, et.al (2018). Compensation, motivation and training play an important role in improving the performance of 16 employees, so it is considered an integral part of any organization. The aim of this study was to find the impact of training and compensation on job performance along with the role of moderate motivation. Survey-based data was collected from 160 people from various Pakistani public sector organizations. Closed ended questionnaires were used for this purpose. This study found that training and compensation positively affect job performance whereas a moderate effect on motivation is not proven. This paper is believed to be the first to examine the effect of training and compensation on motivational assisted job performance in the Pakistani public sector.

The ninth researcher is Aldi and Susanti (2019). The purpose of this study was to determine and analyze the effect of work stress and work motivation on employee performance at PT. Frisian Flag Indonesia, Padang Region. The sampling technique used was total sampling, while the number of samples used for analysis was 36 people. The data analysis technique used to test the hypothesis is multiple linear regression. In this study, there are two independent variables, namely work stress and work motivation.

2.2 Pelatihan

According to Widodo (2015: 82), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work according to standards.

Meanwhile, according to Sonny in Sinambela (2016: 169) education and training are important factors in human resource development. Education and training not only increase knowledge, but also improve work skills so as to increase work productivity.

Mangkuprawira and Hubeis (in Hamali, 2016: 62) state that training for employees is a process of teaching certain knowledge and skills and attitudes so

that employees are increasingly skilled and able to carry out their responsibilities better, in accordance with work standards.

Based on the three definitions of training, according to some experts, it can be concluded that training has the goal of improving employee abilities which consists of several types of indicators, namely skills, knowledge, and psychomotor to help achieve the goals of a job.

2.3 Motivasi

Motivation comes from the Latin word *movere* which means encouragement or driving force. According to the Big Indonesian Dictionary, it is an urge that arises in a person consciously or unconsciously to take an action with a specific goal or business effort that can cause a person or group of certain people to move to do something because they want to achieve the desired goal or get satisfaction for their actions. According to Sutrisno (2016: 109) Motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior. Every activity carried out by a person must have a factor that drives these activities. According to Raharjo (2013: 154) motivation is related to the level of effort made by a person in order to pursue a goal.

2.4 Kompensasi

Hasibuan (2017:119) Kompensasi adalah semua pendapatan yang berbentuk uang, barang langsung atau tidak langsung yang diterima karyawan sebagai imbalan atas jasa yang diberikan kepada perusahaan. Pembentukan sistem kompensasi yang efektif merupakan bagian penting dari manajemen sumber daya manusia karena membantu menarik dan mempertahankan pekerjaan– pekerjaan yang berbakat. Selain itu sistem kompensasi perusahaan memiliki dampak terhadap kinerja strategis. Marwansyah (2016:269) Kompensasi adalah penghargaan atau imbalan langsung maupun tidak langsung, finansial maupun non finansial, yang adil dan layak kepada karyawan, sebagai balasan atau kontribusi/jasanya terhadap pencapaian tujuan perusahaan.

2.5 Prestasi Kerja

Mangkunegara (2015: 13) work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, the work results in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to him that is what is meant by work performance. Hasibuan (2015: 87) says that in an organization, work performance is usually associated with efforts to determine the value of a job. With the employee performance appraisal, company leaders can find out the level of potential and ability of each employee which will be one of the basic considerations for leaders in providing compensation, placement, promotion and transfer. After employees are accepted, placed and hired, the next manager's job is to assess the work performance of the employees. Employee performance appraisal absolutely must be done to determine the achievements that can be achieved by each employee. Is the

employee's achievement good, moderate, or less. Performance appraisal is important for companies to determine their next policy action.

Based on this theory, it can be stated that work performance is the result of employees' work in quality and quantity in carrying out their work in accordance with the responsibilities given during a certain period of time.

III. METODE PENELITIAN

This research strategy uses associative research with a quantitative approach to obtain quantitative / numeric data. This study aims to determine the effect of training (X_1), motivation (X_2), and compensation (X_3) on job performance (Y).

The method used in this research is a sample survey method using a questionnaire as a data collection tool. The choice of this approach is used to determine how much influence the training, motivation and compensation have on job performance

IV. HASIL PENELITIAN DAN PEMBAHASAN

4.1 Uji Validitas

The validity test was processed using a computer with the SPSS version 25.0 program. The research instrument can be said to be valid (accurate) for research if it has a value of r count if it is greater than the critical value of 0.3 and vice versa, if the validity value is less than 0.3 it is said to be invalid (inaccurate).

For the training variable (X_1) 10 statements were given to 93 respondents. Based on data management, the results of the training variable (X_1), the 7 statements have a r count value greater than 0.3 so that the statement can be used in data collection in this study. The following are the results of data management for all statements in the training instrument which consists of 7 items in the table as follows:

Tabel 1
Hasil Uji Validitas Variabel Pelatihan (X_1)

Pertanyaan	r_{hitung}	r_{kritis}	Keterangan
1	0,891	0,3	Valid
2	0,940	0,3	Valid
3	0,949	0,3	Valid
4	0,906	0,3	Valid
5	0,865	0,3	Valid
6	0,949	0,3	Valid
7	0,954	0,3	Valid
8	0,935	0,3	Valid
9	0,935	0,3	Valid
10	0,900	0,3	Valid

Sumber: Data diolah

Tabel 2
Validitas Instrumen per Butir untuk Variabel Motivasi(X₂)

Pertanyaan	r _{hitung}	r _{kritis}	Keterangan
1	0,919	0,3	Valid
2	0,951	0,3	Valid
3	0,940	0,3	Valid
4	0,981	0,3	Valid
5	0,972	0,3	Valid

Sumber: Data diolah

Tabel 3
Hasil Uji Validitas Variabel Kompensasi (X₃)

Pertanyaan	r _{hitung}	r _{kritis}	Keterangan
1	0,954	0,3	Valid
2	0,939	0,3	Valid
3	0,930	0,3	Valid
4	0,958	0,3	Valid
5	0,924	0,3	Valid
6	0,904	0,3	Valid
7	0,966	0,3	Valid

Sumber: Data diolah

Tabel 4
Hasil Uji Validitas Variabel Prestasi Kerja (Y)

Pertanyaan	r _{hitung}	r _{kritis}	Keterangan
1	0,953	0,3	Valid
2	0,921	0,3	Valid
3	0,952	0,3	Valid
4	0,878	0,3	Valid
5	0,966	0,3	Valid
6	0,961	0,3	Valid
7	0,954	0,3	Valid
8	0,953	0,3	Valid

Sumber: Data diolah

4.2 Uji Reliabilitas

After the validity test is carried out, the reliability test will then be carried out. The reliability test is intended to ensure that the instrument has consistency as a measuring tool so that the high level of reliability can show consistent results. Reliability testing is carried out using the Cronbach Alpha method. Furthermore, Sugiono said the research instrument was said to be reliable if the Cronbach Alpha value was 0.6 or more. The data is correlated with the help of the SPSS program version 25.0.

Tabel 5
Hasil Uji Reliabilitas

Variabel	rhitung	rkritis	Keterangan
Pelatihan (X₁)	0,980	0,6	Reliable
Motivasi (X₂)	0,974	0,6	Reliable
Kompensasi (X₃)	0,977	0,6	Reliable
Prestasi Kerja (Y)	0,982	0,6	Reliable

Sumber: Data diolah

The table above shows that the results of the questionnaire answers are 10 (ten) items of the Training factor (X₁), 5 (five) statements of Motivation (X₂), 7 (seven) statements of Compensation (X₃) and 8 (eight) statements of Job Performance (Y) is said to be reliable. This is because Cronbach's Alpha value is obtained based on the table above where all of these values have exceeded 0.60.

4.3 Uji Asumsi Klasik

4.3.1 Uji Heteroskedastisitas

To determine heteroscedasticity can use the Glejser test. The basis for decision making in this test is if the significance value is ≥ 0.05 , it can be concluded that there is no heteroscedasticity problem, but on the contrary, if the significance value is <0.05 , it can be concluded that there is a heteroscedasticity problem. The results of the heteroscedasticity test obtained are as follows:

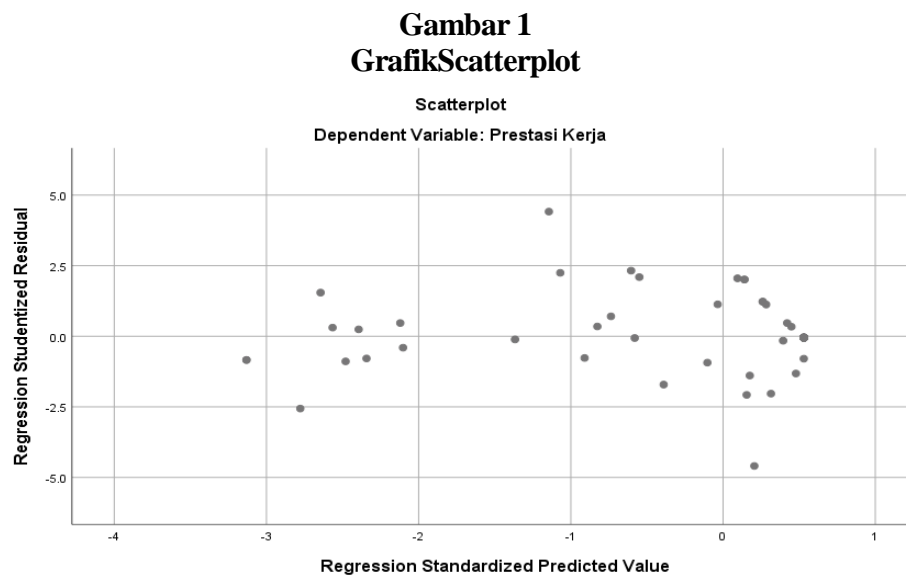
Tabel 6
Hasil Uji Heteroskedastisitas
Coefficients^a

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,067	,444		4,655	,000
	Pelatihan	-,076	,032	-,575	-2,391	,019
	Motivasi	-,338	,097	-1,320	-3,494	,001
	Kompensasi	,289	,067	1,488	4,287	,000

a. Dependent Variable: Abs_Res
Sumber : Data diolah

THE EFFECT OF TRAINING, MOTIVATION AND COMPENSATION ON
EMPLOYEE WORK ACHIEVEMENT (CASE STUDY PT. TRIKARYA ADHI
KOMUNIKA CLUSTER 14)

In the results of the above calculations, it is known that the significance value of the three variables is less than 0.05, namely training is 0.019, motivation is 0.001 and compensation is 0.000. Based on this, it can be concluded that there is heteroscedasticity between the independent variables in the regression model. Then the results above can be explained by the results of graphical analysis, namely the scatterplot graph, the points formed must be randomly distributed, spread either above or below the number 0 on the Y axis, if this condition is met then heteroscedasticity does not occur and the regression model is suitable for use. The results of the heteroscedasticity test using a scatterplot chart are shown in Figure 4.5 below:



Sumber : Output SPSS Versi 25.0

By looking at the scatterplot graph above, it can be seen that the dots are spread randomly, and are spread both above and below the 0 (zero) number on the Y axis. So it can be concluded that there is no heteroscedasticity symptom in the regression model used.

4.3.3 Uji Multikolonieritas

This test is intended to see whether there are two or more independent variables that are linearly correlated. If this situation occurs, we will face difficulties to distinguish the effect of each independent variable on the dependent variable. To detect multicollinearity symptoms in the research model, it can be seen from the tolerance value or the Variance Inflation Factor (VIF) value. The tolerance limit is > 0.10 and the VIF limit is < 10.00 , so it can be concluded that there is no multicollinearity between the independent variables.

Tabel 7
Hasil Uji Multikolonieritas

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pelatihan	.130	7.703
	Motivasi	.053	19.007
	Kompensasi	.062	16.037

- a. Dependent Variable: Kepuasan kerja
Sumber : Output SPSS Versi 25.0

4.4 Analisis Regresiasi Linier Berganda

After all the classical assumption tests are fulfilled, then multiple linear regression analysis is carried out. To test the Effect of Training, Motivation, and Compensation on Job Performance. The results of the multiple linear regression equation to see the Effect of Training, Motivation, and Compensation on Job Performance are shown by the results of the regression calculation as below:

Tabel 8
Hasil Regresiasi Linier Berganda

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.392	.641		2.171	.033
	Pelatihan	.175	.046	.233	3.834	.000
	Motivasi	-.013	.140	-.009	-.090	.929
	Kompensasi	.854	.097	.769	8.779	.000

Sumber : Data diolah

Dari table Sig. di atas dapat diinterpretasikan sebagai berikut :

1. Pelatihan berpengaruh terhadap Prestasi Kerja dengan sig. (0,000) dengan taraf $\alpha = 5\%$
2. Motivasi Tidak berpengaruh terhadap Prestasi Kerja dengan sig. (0,929) dengan taraf $\alpha = 5\%$
3. Kompensasi berpengaruh terhadap Prestasi Kerja dengan sig. (0,000) dengan taraf $\alpha = 5\%$

4.5 Koefisien Determinasi

Koefisien determinasi (Adj. R²) dari hasil regresi menunjukkan seberapa besar variabel dependen bisa dijelaskan oleh variabel-variabel bebasnya.

Tabel 9
Hasil Koefisien Determinasi
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978 ^a	.957	.956	1.347	2.026

a. Predictors: (Constant), Kompensasi, Pelatihan, Motivasi

b. Dependent Variable: Prestasi Kerja

Sumber: Data diolah

Based on table 4.10. This indicates that the coefficient of determination (Adj. R2) is 0.956. This means that the contribution of Training, Motivation and Compensation to Job Performance is 95.6%, while the remaining 4.4% is explained by the Training, Motivation and Compensation variables which are not disclosed in this study.

4.6 Uji Hipotesis

4.6.1 Uji Parsial (uji t)

The statistical t test basically shows how far the influence of one independent variable individually in explaining the dependent variable. This partial test is done by comparing the α (alpha) value with the p-value. If the p-value $< \alpha$ (0.05), then H_0 is rejected. So it can be said that there is a partial influence between the independent variable and the dependent variable, and vice versa. The following are the results of the t statistical test, which can be seen in table 4:12 below.

Tabel 10
Hasil Uji Parsial (uji t)

Variabel	P-Value	Sig.	Keputusan
Pelatihan (X₁)	0,000	0,05	Berpengaruh
Motivasi (X₂)	0,929	0,05	Tidak Berpengaruh
Kompensasi (X₃)	0,000	0,05	Berpengaruh

Sumber : Data diolah

Based on the table 4.11 above, it is shown that the training variable has a P-Value of 0.000, where this probability value is below 0.05. Thus, in accordance with the provisions in the test criteria, if the probability value is < 0.05 , it can be concluded that the training variable has an effect on Job Performance. Next it is shown that the P-value of the Motivation variable is 0.929 where this probability value is more than 0.05. Thus, it is in accordance with the provisions of the test criteria, if the value is prob. > 0.05 . This means that partially motivation has no effect on work performance. Next it is shown that the P-value of the compensation

variable is 0,000 where this probability value is below 0.05. Thus, it is in accordance with the provisions of the test criteria, if the value is prob. <0.05. This means that partially compensation has an effect on work performance.

4.6.2 Uji Simultan (uji f)

The F statistical test basically shows how far the independent variables influence simultaneously in explaining the dependent variable. This simultaneous test is carried out by comparing the α (alpha) value with the p-value. If the p-value < α (0.05), then H₀ is rejected. So it can be said that there is a simultaneous influence between the independent variable and the dependent variable, and vice versa. If the p-value > α (0.05), then H₀ is accepted, which means that there is no influence between the independent variable on the dependent variable simultaneously. The following are the results of the F statistical test, which can be seen in table 4:12 below:

Tabel 11
Hasil Simultan (uji f)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3630.797	3	1210.266	667.028	.000 ^b
	Residual	161.483	89	1.814		
	Total	3792.280	92			

a. Dependent Variable: Prestasi Kerja

b. Predictors: (Constant), Kompensasi, Pelatihan, Motivasi

Sumber : Data diolah

Based on table 4:12 above, it shows that the independent variable has a P-Value of 0,000 where this probability value is below 0.05. Thus, in accordance with the provisions in the test criteria, if the probability value is <0.05, it can be concluded that the variables of Training, Motivation and Compensation together have an effect on Job Performance.

V. SIMPULAN DAN SARAN

5.1 Simpulan

Based on the research that has been done, the following conclusions can be drawn:

1. The results of data processing in this study indicate that training has an effect on job performance. With training activities, employees have the opportunity to absorb new knowledge or values, so that with this new knowledge employees can improve their professions in carrying out their assigned tasks. Training will determine employee performance, the more training the greater the employee's work performance.

2. The results of data processing in this study indicate that motivation has no effect on work performance. The existence of motivation from the leadership can create conditions that encourage a person to achieve maximum achievement. However, in the absence of motivation from the leadership it can cause work performance to decline.
3. The results of data processing in this study indicate that compensation has an effect on work performance. With fair and proper rewards or rewards to employees, in return for or contributions / services to the achievement of company goals, company compensation has an impact on strategic performance.
4. The results of data processing in this study indicate that training, motivation and compensation have an effect on job performance.

5.2 Saran

Based on the research results obtained, the suggestions that can be submitted are as follows:

1. In the statement No. 5 "The method used helps me understand the training being held." Has the lowest score. We recommend that PT. Trikarya Adhi Komunika can prepare the best possible training methods so that employees can understand well.
2. On the motivation variable statement No. 11 "My colleagues and I have a good relationship and support each other to achieve successful goals." has the lowest score. We recommend that the management of PT. Trikarya Adhi Komunika is more able to create good and mutually supportive relationships with employees in order to achieve successful goals.
3. On the variable compensation statement No. 21 "While working at the company I get health insurance." has the highest score. We recommend that PT. Trikarya Adhi Komunika must maintain and pay attention to the health of employees so that company goals can be achieved properly.
4. On the work performance variable statement No. 26 "With the skills employees have, employees have the initiative to work." Has the lowest score. So it is better if management often conducts training so that it can create employee skills properly so that employees have their own initiative in doing work. Based on the employee jobsatisfaction variable with the question "I always respond to the job given by my boss with positive things" has the lowest score. In this case, employees should always accept and carry out the job responsibilities assigned by the leadership properly. And for the question "I must support the company's vision and mission" has the highest value. All employees must maintain the vision and mission in carrying out the work given by the leadership.

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THE EFFECT OF TRAINING, MOTIVATION AND COMPENSATION ON
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