JRSSEM 2026, Vol. 5, No. 9, April
E-ISSN: 2807 - 6311
P-ISSN: 2807 - 6494

# The Effect of Motivation, Incentives, and Training on Employee Performance at Bumitama Gunajaya Agro in West Kalimantan

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**Keywords:**
Palm Oil; Labor; Productivity; Industry; Motivation; Incentive; Training.

**Abstract**

Labor productivity is a key element in the operational success of the palm oil plantation industry. Bumitama Gunajaya Agro (BGA) faces challenges in improving employee productivity, including high absenteeism, low work efficiency, and a productivity gap compared to workers from other regions. This research is driven by the company's need to enhance work effectiveness and productivity through optimal human resource management. In this context, motivation, the provision of incentives, and training programs are considered crucial variables that can sustainably improve employee performance. Motivation, incentives, and training are key factors believed to significantly enhance employee performance and productivity. The objective of this research is to analyze the factors affecting labor productivity and to develop strategies to enhance the effectiveness of working days. This research uses a quantitative approach with descriptive and causal research designs. Data were collected through surveys using Likert-scale questionnaires and direct field observations. The collected data were tested for validity and reliability, and analyzed using multiple linear regression with the help of SPSS software. The results are expected to show that motivation, incentives, and training significantly influence employee performance, both partially and simultaneously. These findings are anticipated to contribute to policy-making and the development of human resource strategies, particularly in enhancing the productivity and work effectiveness of local employees in plantation environments. The practical implications of this study may serve as a foundation for designing fair incentive systems, targeted training programs, and motivation approaches that align with the characteristics of Bumitama Gunajaya Agro.

## INTRODUCTION

In a company, workforce performance is one of the key factors in operational success, especially in the oil palm plantation industry in Indonesia. Bumitama Gunajaya Agro (BGA) as one of the oil palm plantation companies in Indonesia is currently facing challenges in improving employee performance amid difficulties in recruiting employees who have skills in oil palm plantations. Often employees are known to have several problems they face, including high absenteeism, lack of efficiency of working days, and performance gaps between workers at BGA and workers from other companies.

**Table 1. BGA Employee Labor Output for the 2020-2024 period**

| Year | Output (Tons/Labor) | | |
|---|---|---|---|
| | Budget | Actual | % |
| 2020 | 1196.2 | 1129.2 | 94% |

| | | | |
|---|---|---|---|
| 2021 | 1207.4 | 1012.2 | **84%** |
| 2022 | 1329.6 | 1316.2 | 99% |
| 2023 | 1316.6 | 997.3 | **76%** |
| 2024 | 1258.4 | 1043.6 | **83%** |

Source: Bumitama Gunajaya Agro Annual Report (2024)

The development of plantation areas has had a positive impact on community education, both for those directly involved and for the surrounding population (Ewane, 2024; Rocca & Zielinski, 2022; Yadav et al., 2022; Zikargae et al., 2022). This indicates that the palm oil industry can enhance people's livelihoods, particularly for communities located near company operations. Huda et al. (2024) explain that financial and non-financial incentives, when considered simultaneously, have a significant impact on employee performance. This implies that employee performance improves as both financial and non-financial compensation increase. Conversely, inadequate financial and non-financial compensation can negatively affect employee performance. Salaries, bonuses, and incentives play an important role because they are directly related to economic security and employee welfare. Employees who feel that their financial needs are met generally demonstrate higher engagement and work motivation. However, non-financial compensation—such as job satisfaction, a supportive work environment, and job security—also remains important as part of a comprehensive reward system. These elements are essential for driving optimal performance and retaining high-performing employees, in alignment with employee expectations and labor market developments (Orellana Leon, 2025; Rismayadi, 2024; Robinson, 2025; Shinde, 2024; Singh & Gupta, 2024).

In a study conducted by Syuhada et al. (2023), it was found that five dimensions of worker behavior—namely efficacy (effective capability), initiative, motivation, reliability, and cooperative attitude—have a significant influence on the performance of oil palm plantations in Malaysia. The findings suggest that motivation is the most significant predictor in explaining the relationship between worker behavior and improved plantation performance (Hari & Vaithianathan, 2022; Nasution & Isnaini, 2025; Rahim et al., 2023; Sibuea et al., 2024). Therefore, it is important for plantation company management to pay greater attention to enhancing worker motivation as a primary strategy for improving organizational performance. Information regarding efficacy, initiative, motivation, reliability, and cooperative attitude can be used as managerial instruments in developing human resource potential and encouraging the achievement of optimal performance. Improving workforce performance is critical because labor costs represent a substantial and consistently increasing component of company expenses. Therefore, strategies to enhance employee performance are necessary to support operational effectiveness and ensure long-term business sustainability.

Therefore, this study aims to identify the main factors affecting workforce performance and to determine the most effective strategies for improving work efficiency. In line with research conducted by Herlina et al. (2025), employee well-being plays a crucial role in creating a positive work environment, where employees feel supported physically, psychologically, and socially. Comprehensive well-being programs—including emotional support, wellness facilities, work-life balance initiatives, and career development opportunities—have been shown to effectively reduce stress and burnout, increase job

satisfaction, and strengthen employee commitment and engagement. Sustained well-being not only contributes to improved performance but also fosters employee loyalty to the organization, thereby reducing turnover rates.

On the other hand, a research gap is identified in Oktaviani (2025), who states that incentives and organizational culture do not significantly affect job retention, although improvements in these areas may still provide additional benefits. This research emphasizes the importance of motivation in employee retention and directs management to focus on enhancing motivational efforts to effectively improve retention rates. These findings offer practical implications for companies in designing more targeted human resource strategies to maximize employee retention. Furthermore, training has a positive but not statistically significant effect on employee performance, indicating that increased training does not necessarily lead to immediate performance improvement. The limited impact of training may be attributed to employees' continued difficulties in applying learned concepts to their work, even after participation. In some cases, employees perceive that the theoretical material provided during training does not align with real field conditions. Observations also indicate that existing training programs have sometimes been ineffective in terms of both timing and content.

With the increasing difficulty of finding skilled workers in oil palm plantations, limited labor availability, and rising labor costs each year, Bumitama Gunajaya Agro must develop effective strategies to improve employee performance and maintain operational sustainability. In this context, the present study examines whether motivation, incentives, and training significantly affect the performance of employees at Bumitama Gunajaya Agro. Specifically, this research aims to analyze the influence of motivation on employee performance, assess the contribution of incentives, and evaluate the effect of training on employee performance. The results of this study are expected to provide both theoretical and practical contributions. Theoretically, the research is expected to enrich the human resource management literature, particularly concerning the relationship between motivation, incentives, training, and employee performance in the plantation sector. Practically, the findings are expected to serve as a reference for company management in formulating more effective human resource policies, including enhancing motivational strategies, evaluating the fairness and effectiveness of incentive systems, and designing more relevant training programs to improve employee competence, productivity, and overall work effectiveness.

## RESEARCH METHOD

This study employed a quantitative approach with descriptive and causal research designs to analyze the relationships among variables affecting employee performance.

The study population consisted of the active workforce at Bumitama Gunajaya Agro. However, the exact number of active employees was not precisely known due to high turnover rates, the demanding nature of the work, and limitations associated with the plantation environment. Therefore, the sample size was not determined based on a population proportion but rather on an indicator-based approach. This study adopted the guideline proposed by Hair et al. (2010) for determining sample size in multivariate analysis. A total of 15 indicators were used, representing the variables of motivation, incentives, training, and employee performance. Based on this approach, the minimum sample size was calculated to be 105 respondents, and

the final sample was increased to 110 respondents to enhance reliability.

Data were collected using a structured questionnaire as the primary instrument, employing a Likert scale ranging from 1 to 5. The questionnaire design was simplified to ensure clarity and ease of understanding for respondents working in plantation settings.

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The analysis included validity and reliability testing, descriptive statistics, and multiple linear regression. The validity of the instrument was assessed using Pearson correlation, while reliability was evaluated using Cronbach's Alpha, with a threshold of 0.70. Descriptive statistics were used to summarize respondents' perceptions based on mean scores, standard deviations, and value ranges.

Multiple linear regression analysis was applied to examine the influence of motivation, incentives, and training on employee performance. Prior to regression analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the model met the required statistical assumptions.

The regression model included employee performance as the dependent variable and motivation, incentives, and training as independent variables. Hypothesis testing was conducted using t-tests to assess partial effects and an F-test to evaluate the simultaneous effect of the independent variables. All statistical tests were performed at a significance level of 0.05.

## RESULTS AND DISCUSSION

This research uses primary data obtained through the distribution of questionnaires to 120 employee respondents. Based on gender characteristics, respondents were dominated by 101 men (84.2%), while women amounted to 19 people (15.8%). This composition reflects the workforce structure of oil palm plantation companies that mostly involve field operational work, making it relevant to examine the factors that affect employee performance, particularly related to motivation, incentives, and job training.

In terms of age, the majority of respondents were in the productive and mature age group of work with the age of 25–30 years was the most with 60 respondents (50%), followed by 41 respondents (34.2%) at the age of 36–45 years. Respondents aged over 45 years amounted to 13 people (10.8%), while under 25 years old only 6 respondents (5%). The dominance of this productive age shows that respondents are in a relatively stable work phase, so that theoretically they have physical and psychological readiness to respond to company policies related to the provision of incentives, training programs, and motivational encouragement that have an impact on performance.

Based on the length of work, most of the respondents had a working period of 1-3 years, which was 67 people (55.8%), followed by the group of 4-6 years of service as many as 34 people (28.3%). Respondents with a working period of more than 8 years were recorded as many as 16 people (13.3%), while the 6-8 year group was relatively small, namely 3 respondents (2.5%), and there were no respondents with a working period of less than 1 year. This distribution of employment period shows that the majority of respondents have passed the initial orientation stage and have enough work experience to objectively assess the training system, incentives, and motivational factors implemented by the company, so that the data generated is considered adequate to analyze its influence on employee performance.

**Overview of Descriptive Statistics**

Based on the output of Descriptive Statistics on 120 respondents, all research variables have complete data (Valid N = 120), so that the analysis can be carried out without bias due to missing data. The range of minimum and maximum values indicates a variation in respondents' answers, but not extremes, which indicates the consistency of filling out the questionnaire.

**Tabel 2. Descriptive Statistic**

| Question Item | Scale | | | | | Mean | Standard Deviation |
|---|---|---|---|---|---|---|---|
| | STS | TS | N | S | SS | | |
| M1 | 0 | 0 | 0 | 20 | 100 | 4.833 | 0.374 |
| M2 | 0 | 0 | 0 | 45 | 75 | 4.625 | 0.486 |
| M3 | 0 | 6 | 54 | 54 | 6 | 3.500 | 0.674 |
| M4 | 0 | 1 | 13 | 72 | 34 | 4.158 | 0.635 |
| M5 | 0 | 0 | 6 | 26 | 88 | 4.683 | 0.565 |
| M6 | 0 | 0 | 3 | 16 | 101 | 4.817 | 0.449 |
| M7 | 0 | 0 | 3 | 61 | 56 | 4.442 | 0.547 |
| M8 | 0 | 0 | 1 | 69 | 50 | 4.408 | 0.510 |
| M9 | 0 | 1 | 1 | 38 | 80 | 4.642 | 0.547 |
| M10 | 0 | 1 | 2 | 36 | 81 | 4.642 | 0.562 |
| M11 | 0 | 2 | 7 | 34 | 77 | 4.550 | 0.684 |
| M12 | 0 | 0 | 0 | 17 | 103 | 4.858 | 0.350 |
| M13 | 0 | 5 | 49 | 34 | 32 | 3.775 | 0.893 |
| I1 | 0 | 0 | 3 | 9 | 108 | 4.875 | 0.401 |
| I2 | 0 | 0 | 2 | 10 | 108 | 4.883 | 0.371 |
| I3 | 0 | 2 | 9 | 49 | 60 | 4.392 | 0.702 |
| I4 | 0 | 4 | 16 | 48 | 52 | 4.233 | 0.807 |
| I5 | 0 | 5 | 10 | 55 | 50 | 4.250 | 0.781 |
| I6 | 0 | 5 | 12 | 49 | 54 | 4.267 | 0.807 |
| I7 | 0 | 0 | 0 | 23 | 97 | 4.808 | 0.395 |
| I8 | 0 | 0 | 0 | 15 | 105 | 4.875 | 0.332 |
| P1 | 0 | 1 | 7 | 72 | 40 | 4.258 | 0.601 |
| P2 | 0 | 2 | 7 | 77 | 34 | 4.192 | 0.612 |
| P3 | 0 | 1 | 8 | 75 | 36 | 4.217 | 0.597 |
| P4 | 0 | 1 | 8 | 71 | 40 | 4.250 | 0.612 |
| P5 | 0 | 1 | 8 | 66 | 45 | 4.292 | 0.627 |
| P6 | 0 | 2 | 7 | 67 | 44 | 4.275 | 0.648 |
| K1 | 0 | 0 | 3 | 67 | 50 | 4.392 | 0.539 |
| K2 | 0 | 0 | 1 | 55 | 64 | 4.525 | 0.518 |
| K3 | 0 | 0 | 1 | 45 | 74 | 4.608 | 0.507 |
| K4 | 0 | 0 | 0 | 35 | 85 | 4.708 | 0.456 |
| K5 | 0 | 0 | 1 | 37 | 82 | 4.675 | 0.488 |
| K6 | 0 | 1 | 1 | 34 | 84 | 4.675 | 0.537 |

Source: Primary Data Processed, 2025

The results of the descriptive statistical analysis in Table 2 show that with the Highest Satisfaction (M12 & M1), respondents feel very comfortable with the work environment (Mean 4,858) and feel that their work is very suitable for their abilities (Mean 4,833). The correlation of Wages & Workload (I2) that the more work, the greater the wages received (Mean 4,883) was recognized by respondents as positive and this indicates that the pay-for-performance system is working. In the training variable, the suitability of the training schedule with the workload (P5) received the highest score in this category (Mean 4,292). Employees feel that

their performance has increased in line with the company's support (Q4) as seen from the Mean of 4,708. This performance is the result of a healthy work ecosystem, where the company manages to align satisfaction (Motivation), financial justice (Incentives), and self-development (Training). This creates a positive atmosphere where employees feel fully supported, which they then expend in the form of dedication and high productivity for the company.

**Validity Test**

Validity in research is defined as a degree of accuracy of the researcher's measuring tool about the content or actual meaning being measured. The validity of a measuring instrument depends on the ability or not of the measuring instrument to achieve the desired measurement goal. The results of the validity test for each variable are as follows:

**Table 3. Motivation Variable Validity Test Results**

| Indicator | r count | r Table | Description |
|---|---|---|---|
| M1 | 0.494 | 0.1865 | Valid |
| M2 | 0.596 | 0.1865 | Valid |
| M3 | 0.757 | 0.1865 | Valid |
| M4 | 0.644 | 0.1865 | Valid |
| M5 | 0.705 | 0.1865 | Valid |
| M6 | 0.682 | 0.1865 | Valid |
| M7 | 0.682 | 0.1865 | Valid |
| M8 | 0.622 | 0.1865 | Valid |
| M9 | 0.767 | 0.1865 | Valid |
| M10 | 0.798 | 0.1865 | Valid |
| M11 | 0.774 | 0.1865 | Valid |
| M12 | 0.470 | 0.1865 | Valid |
| M13 | 0.489 | 0.1865 | Valid |

Source: Primary Data Processed, 2025

From Table 3, it can be seen that the coefficient of all statement items of the motivation variable can give a total score (*corrected item-total correlations*) above the r-value of the table which is 0.1865 so that it can be concluded that all statement items in the motivation variable are declared valid.

**Table 4. Results of the Validity Test of Incentive Variables**

| Indicator | r count | R table | Remarks |
|---|---|---|---|
| I1 | 0,498 | 0.1865 | Valid |
| I2 | 0,480 | 0.1865 | Valid |
| I3 | 0,781 | 0.1865 | Valid |
| I4 | 0,887 | 0.1865 | Valid |
| I5 | 0,848 | 0.1865 | Valid |
| I6 | 0,880 | 0.1865 | Valid |
| I7 | 0,493 | 0.1865 | Valid |
| I8 | 0,459 | 0.1865 | Valid |

Source: Primary Data Processed, 2025

From Table 4, it can be seen that the coefficient of all statement items of the incentive variable can give a total score (*corrected item-total correlation*) above the r-value of the table,

which is 0.1865 so that it can be concluded that all statement items in the incentive variable are declared valid.

**Table 5. Results of the Validity Test of Training Variables**

| Indicator | r count | R table | Remarks |
|---|---|---|---|
| P1 | 0,932 | 0.1865 | Valid |
| P2 | 0,932 | 0.1865 | Valid |
| P3 | 0,925 | 0.1865 | Valid |
| P4 | 0,934 | 0.1865 | Valid |
| P5 | 0,868 | 0.1865 | Valid |
| P6 | 0,860 | 0.1865 | Valid |

Source: Primary Data Processed, 2025

From Table 5, it can be seen that the coefficient of all statement items of the training variable can give a total score (*corected item-total coralation*) above the r-value of the table which is 0.1865 so that it can be concluded that all statement items in the training variable are declared valid.

**Table 6. Results of the Validity Test of Employee Performance Variables**

| Indicator | r count | R table | Remarks |
|---|---|---|---|
| K1 | 0,719 | 0.1865 | Valid |
| K2 | 0,744 | 0.1865 | Valid |
| K3 | 0,789 | 0.1865 | Valid |
| K4 | 0,816 | 0.1865 | Valid |
| K5 | 0,795 | 0.1865 | Valid |
| K6 | 0,843 | 0.1865 | Valid |

Source: Primary Data Processed, 2025

From Table 6, it can be seen that the coefficient of all statement items from the employee performance variable can give a total score (*corrected item-total correlation*) above the table r value of 0.1865 so that it can be concluded that all statement items in the employee performance variable are declared valid.

**Reliability Test**

**Table 7. Reliability Test**

| Variable | Reliable Requirements | Cronbach's Alpha | Remarks |
|---|---|---|---|
| Employee Performance | a > 0.60 | 0,796 | Reliable |
| Motivation | a > 0.60 | 0,750 | Reliable |
| Incentives | a > 0.60 | 0,770 | Reliable |
| Training | a > 0.60 | 0,816 | Reliable |

Source: Primary Data Processed, 2025

The results of the reliability test showed that each variable in this study had a Cronbach alpha of more than 0.60 which indicates that every measurement concept for each variable is considered reliable.

**Classic Assumption Test**

**Normality Test**

The normality test in the regression model is used to test whether the residual value resulting from the regression is normally distributed or not, a good regression model is one that has a normally distributed residual value.

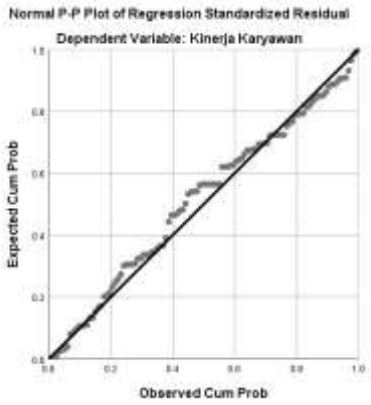


**Figure 2. Normality Test Graph**

Source: Primary Data Processed, 2025

The distribution of the data (points) around the diagonal axis and follows the direction of the diagonal line, then the regression model fulfills the assumption of normality. From the graph above, the data distribution has followed the diagonal line between 0 (zero) and the meeting of the Y axis (*expected cum. prob.*) with the X axis (*observed cum prob.*) This shows that the data in this study has been distributed normally.

**Multicollinearity Test**

The multicollinearity test can be carried out by looking at *the value of tolerance* and *variance inflation factor* (VIF). If the VIF value is not more than 10, then the regression model states that there are no multicollinear symptoms.

**Table 8. Multicollinearity Test Results**

| Variabel | Tolerance | Variance Influence Factor (VIF) | Remarks |
|---|---|---|---|
| **Motivation** | 0,437 | 2.288 | Free of multicollinearity |
| **Incentives** | 0,658 | 1.519 | Free of multicollinearity |
| **Training** | 0,489 | 2.045 | Free of multicollinearity |

Source: Primary Data Processed, 2025

Based on Table 8, the value of *variance influence factor* (VIF) on all independent variables used as a research model is less than 10, while the *tolerance value* is close to 1. This is in accordance with the stipulations that have been set, so in the regression equation there is no correlation between independent variables or it can also be called free multicollinearity.

**Heteroscedasticity Test**

Based on the results of the heteroscedasticity test using *the Scatterplot graph method* , the results were obtained, which are as follows:

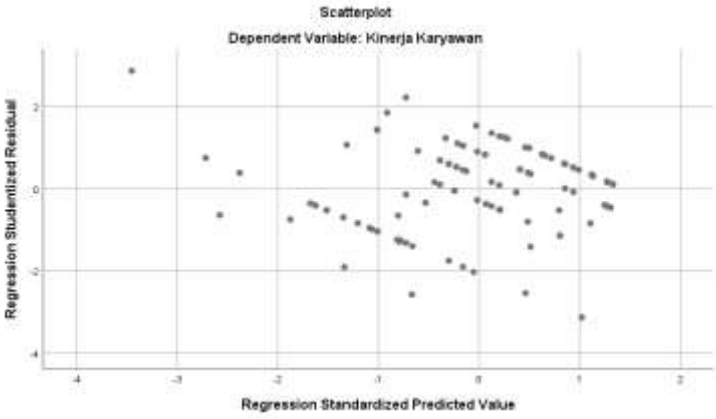


**Figure 3. Heteroscedasticity Test Graph**
Source: Primary Data Processed, 2025

From Figure 3. It can be seen that the dots that spread randomly, do not form a clear pattern, spread above or below the number 0 on the Y axis, it can be concluded that there is no heteroskedasticity disturbance in the research model.

**Analysis of the Multiple Linear Regression**

The results of the multiple linear regression test through the SPSS program calculation tool obtained the following results:

**Table 9. Multiple Linear Regression Results**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.992 | 2.237 | | 2.679 | .009 |
| | Motivation | .246 | .054 | .465 | 4.546 | .000 |
| | Incentives | .095 | .059 | .136 | 1.628 | .106 |
| | Training | .147 | .068 | .209 | 2.160 | .033 |

a. Dependent Variable: Employee Performance

Source: Primary Data Processed, 2025

From the data in Table 9, the regression equations obtained are:

**KK= 5.992 + 0.246M + 0.095I + 0.147PK + no**

From the regression equation, it can be deduced as follows: (1) The motivation regression coefficient (b1) = 0.246 indicates the direction of the positive (unidirectional) relationship between the motivation variable and employee performance. This shows that the higher the motivation given, the higher the employee's performance. This happens assuming the influence of other independent variables is constant. (2) The incentive regression coefficient (b2) = 0.095 indicates the direction of the positive (unidirectional) relationship between the incentive variable and employee performance. This shows that the greater the incentives given, the higher the performance of employees. This happens assuming the influence of other independent variables is constant. (3) Training regression coefficient (b3) = 0.147 indicates the direction of a positive relationship (unidirectional) between the training variable and employee performance. This shows that the higher the training provided, the higher the employee's performance. This happens assuming the influence of other independent variables is constant.

**Uji Hypothesis**

**T test**

To test the hypothesis in the study, it was carried out by comparing *sig* with *sig α* (0.05) for each variable which can be seen at:

**Table 10. Research Hypothesis Testing Results**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Sig. |
|---|---|---|---|---|
| | | **B** | **Std. Error** | |
| 1 | (Constant) | 5.992 | 2.237 | .009 |
| | Motivation | .246 | .054 | .000 |
| | Incentives | .095 | .059 | .106 |
| | Training | .147 | .068 | .033 |

a. Dependent Variable: Employee Performance

Source: Primary Data Processed, 2025

From Table 10, the results of the research hypothesis testing can be explained in sequence as follows: (a) Hypothesis Testing 1: Motivation has a significant effect on the performance of Bumitama Gunajaya Agro employees. Based on the results of the research hypothesis test, the effect of motivation on employee performance resulted in a positive coefficient value of 0.246 and *a Sig* of 0.000. Therefore, *Sig* (0.000) <sig. *α* (0.05), the influence of motivation on employee performance is proven to be significant with the direction of positive influence. So the conclusion of the hypothesis test is that H1 is accepted. (b) Hypothesis Testing 2: Incentives do not have a significant effect on the performance of Bumitama Gunajaya Agro employees. Based on the results of the research hypothesis test, the effect of incentives on employee performance resulted in a positive coefficient value of 0.095 and *a Sig* of 0.106. Therefore, *Sig* (0.106) > *sig*. *α* (0.05), then there was no effect of incentives on employee performance was proven to be insignificant, so the hypothesis test conclusion was H2 rejected. (c) Hypothesis Testing 3: Training has a significant effect on the performance of Bumitama Gunajaya Agro employees. Based on the results of the research hypothesis test, the effect of training on employee performance resulted in a positive coefficient value of 0.147 and *a Sig* of 0.033. Therefore, *Sig* (0.565) <sig. *α* (0.05) then the effect of training on employee performance is proven to be significant with a positive influence direction, so that the conclusion of the hypothesis test is H3 accepted.

**Test F**

The F test is carried out to test whether the sub-structure of the model used is significant or not, so that it can be ascertained whether the model can be used to predict the influence of independent variables together on dependent variables. To test the feasibility of the resulting model using 5%. The test criteria: (a) If the sig value of F > 0.05, then the model used in the study is not feasible and cannot be used for subsequent analysis. (b) If the Sig F value is < 0.05, then the model used in the study is feasible and can be used for subsequent analysis. The results of the F test for the regression model can be seen in the table below:

**Table 11. F Test Results**

| ANOVA | | | | | | |
|---|---|---|---|---|---|---|
| | **Model** | **Sum of Squares** | **df** | **Mean Square** | **F** | **Sig.** |
| 1 | Regression | 329.545 | 3 | 109.848 | 37.568 | .000b |
| | Residual | 309.946 | 106 | 2.924 | | |
| | Total | 639.491 | 109 | | | |

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Training, Incentives, Motivation
Source: Primary Data Processed, 2025

From the output of the SPSS analysis Table 10, the significance level of the test F = 0.000 < 0.05 (level of significant) was obtained, which shows that the model produced is feasible, which means that the variables of motivation, incentives, and training are able to explain their influence on employee performance.

**The Influence of Motivation on Employee Performance**

Motivation variables have a significant and positive influence on employee performance at Bumitama Gunajaya Agro. This result shows that the higher the motivation given, the higher the performance of employees at Bumitama Gunajaya Agro. According to Azman & Isa (2022), motivation is a reason (reasoning) for a person to act in order to meet his life needs. Motivation is everything that arises or occurs due to the existence of factors, both internal and external factors. Which causes a person to immediately act into a positive thing.

Then conveyed by Dewi et al. (2022), motivation is a very important factor in achieving employee performance. Motivation influences a person or individual to engage in various activities and jobs that are oriented towards achieving goals and providing satisfaction. With this motivation, employees are encouraged to contribute better in carrying out their duties. The results of this study are in line with the results of research conducted by Basyid (2024) which states that employee work motivation for employee performance, especially at KSP Mandiri Sejahtera, turns out to have a significant effect on employee performance.

**The Effect of Incentives on Employee Performance**

The incentive variable does not have a significant influence on employee performance at Bumitama Gunajaya Agro. This means that the provision of incentives, both in financial and non-financial forms, is not the main factor that drives performance improvement. Employee performance may not be solely not an incentive, but rather by other factors such as work environment, leadership, career development opportunities, or job satisfaction. These findings are in line with Herzberg's motivation theory, which explains that factors such as salary or incentives fall into the category of hygiene factors, namely factors that prevent dissatisfaction, but do not directly improve performance. This means that while incentives are important for maintaining basic satisfaction, improving performance requires other motivational factors such as recognition, responsibility, and development opportunities.

In addition, this result is also due to less effective incentive mechanisms. For example, employees may think the amount or frequency of incentives are not commensurate with the workload they are undertaking, or the performance appraisal system on which incentives are

based is not transparent. As a result, incentives do not provide a strong enough incentive to improve performance (Ningsih, 2019). The results of this study are in line with the research conducted by Manan, et.al., (2023). Based on the results of research conducted at a brown sugar production house in Tirtamartani Village, Andoolo Utama District, South Konawe Regency, the provision of incentives does not have a significant effect on employee performance.

**The Effect of Job Training on Employee Performance**

Based on the value of the partial determination coefficient, the job training variable is a variable that has a dominant effect on employee performance. To achieve optimal performance, it is also necessary to have job training for employees. Job training can meet several interests in the organization, namely: (a) the company can improve its performance because it has trained and expert employees in their fields and is able to apply the company's technology, (b) with the job training that is held, employees will be able to improve their performance so that they have good performance. This is in line with Oktariansyah (2023) who said that training is an important instrument in human resource development which aims to improve employee knowledge, skills, and work attitudes to suit the needs of the organization. An employee if he has the skills will be able to easily complete various tasks given by his boss. The employee will have a positive value in the eyes of his boss and this will make it easier for him to obtain a position or higher career path. Kresnanda et al. (2022) support that the right training strategy will increase cooperation, effectiveness, and job satisfaction. Observations in the field show that training can help address these issues and improve teamwork.

## CONCLUSION

The study on the influence of motivation, incentives, and job training on employee performance at Bumitama Gunajaya Agro found that motivation and job training had significant and positive effects on employee performance, indicating that higher levels of motivation and more frequent or effective training contributed to improved employee outcomes. In contrast, incentives were found to have no significant effect, suggesting that both financial and non-financial incentives were not the primary drivers of performance improvement in this context. Based on these findings, it is recommended that the company reevaluate its incentive system to ensure its relevance and effectiveness, while continuing to implement structured and consistent training programs to enhance employee skills and performance. For future research, it is suggested that additional variables—such as communication, leadership, work environment, and workload—be examined to provide a more comprehensive understanding of the factors influencing employee performance.

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