Improving Employee Performance Through Work Discipline, Work Motivation and Work Environment at PT. Jayamandiri Gemasejati Bogor

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ABSTRACT

The success of a company or organization is highly dependent on the activities and creativity of the resources within the company or organization. Human resources are one of the most important factors in a company to achieve company goals because the success or failure of the company in achieving its goals depends heavily on the ability of human resources or employee performance in completing their duties. Therefore, employee performance has an important role for the company to achieve its goals because good employee performance will produce good quality. This study aims to analyze and identify the effect of work discipline, work motivation, and work environment on employee performance at PT. Jayamandiri Gemasejati Bogor. The subjects of this study were 46 employees of PT. Jayamandiri Gemasejati Bogor as sample member. Determination of the sample using non-probability sampling with the sampling technique used is saturation sampling. The form of this research is descriptive and verification. The data analysis method used in this research is multiple linear regression analysis. The results of the study indicate that work discipline, work motivation, and work environment simultaneously and partially have a positive and significant effect on employee performance.

Keywords: *Work Discipline, Work Motivation, Work Environment, Employee Performance*

1. INTRODUCTION

The success of a company or organization really depends on the activity and creativity of the resources within the company or organization. Human resources are a very important factor in a company. Organizations or companies must provide a special section tasked with dealing with issues related to employees, this section is called human resource management (HRM).

Basically, the most important thing to achieve a maximum goal is to start from the thing that most supports the achievement of that goal, namely human resources (HR). Therefore, it is necessary to carry out something called management or development which aims to create productive humans. With good human resource development or management, an employee can easily face and complete task demands, both now and in the future.

As time goes by, it will be difficult for employees to obtain achievements and skills if they only rely on what they have without ever carrying out a training or development process, so that HR development is very influential in achieving organizational goals effectively and efficiently. Therefore, human resources are the main thing in the success of a company or organization. For this reason, employee performance has an important role for the company to achieve its goals because good employee performance will produce good quality. Performance is the potential that every employee must have to carry out the duties and responsibilities given to employees.

Yamaha Corporation is a Japanese company that sells products, including motorbikes. PT. Jayamandiri Gemasejati Bogor (Yamaha JG Bogor) is an official Yamaha dealer located on JL.

Siliwangi, No. 42, Rt. 01/01, Batutulis, Kec. South Bogor, Bogor City. PT. Jayamandiri Gemasejati Bogor operationally runs the Yamaha automotive retail business.

PT. Jayamandiri Gemasejati Bogor (Yamaha JG Bogor) has problems related to low employee performance which is thought to be caused by employees who lack discipline, low motivation at work and an unsupportive work environment in the company. This has an impact on achieving monthly motorbike sales targets. Therefore, there were several months where sales did not reach the predetermined targets.

Performance is the work result achieved by a person in carrying out the tasks assigned to him. Decreased employee performance will greatly affect the stability of the company. Employees with poor performance will make the company's targets unachievable so that the company will find it difficult to compete with other companies and in the end it can also experience bankruptcy if the right solution is not immediately provided to deal with these performance problems.

One factor that is thought to influence employee performance is work discipline. Work discipline is an attitude of obeying, respecting and complying with applicable regulations. Employees at PT. Jayamandiri Gemasejati Bogor still has people who do not arrive at work on time. One of the employee's work discipline behavior can be seen from the punctuality of the employee coming to work. If employee tardiness is high, then the level of employee work discipline is low. Apart from the high level of employee tardiness, employee performance is also influenced by low employee work motivation. Low motivation is shown by low work morale which is shown by high levels of employee absenteeism, as indicators according to [1], namely work productivity, level of attendance and calm at work. A high level of absenteeism hinders the performance and tasks assigned by the company.

In addition, employee performance can influence the work environment in the company. The work environment is less supportive, such as several employees complaining about poor facilities in the office environment including poor internet network connections, a very limited number of photocopy machines and slow provision of office stationery (ATK) to employees, problems with work facilities, layout design. inappropriate location in some work spaces. Apart from having to pay attention to the physical work environment, such as the appropriateness of the place and inventory that supports employee activities at work, companies need to pay attention to the non-physical work atmosphere and environment, such as the employee's relationship with his colleagues, the employee's relationship with his superiors and the suitability of his work. The following is data containing the results of a pre-survey regarding the non-physical work environment for PT employees. Jayamandiri Gemasejati Bogor.

Based on this description, it can be seen that the performance of PT employees. Jayamandiri Gemasejati Bogor is still low in the adequate criteria which is thought to be due to the current lack of employee work discipline, low employee work motivation and a work environment both physical and non-physical that does not support optimal work implementation. Therefore, the author is interested in conducting research with the title "Improving Employee Performance Through Work Discipline, Work Motivation and Work Environment at PT. Jayamandiri Gemasejati Bogor".

2. LITERATURE REVIEW

2.1 Human Resource Management

Organizations have various human resources as input to be converted into output transformed into goods or services. Management is the science and art of

managing the process of utilizing human resources and other sources effectively and efficiently to achieve a certain goal [2]. Human Resource Management (HRM) can be interpreted as a process and effort to recruit, develop, motivate and evaluate all human resources needed by a company to achieve its goals [2].

2.2 *Employee Performance*

Performance is everything a person does and the results in carrying out the functions of a job. Evaluation of employee performance is very important, because with performance it will be known how far the employee or employees are able to carry out the tasks assigned to them. For this reason, it is necessary to determine clear criteria. So performance is the willingness of a person or group of people to carry out activities or improve them in accordance with their responsibilities with the results as expected.

2.3 *Work Discipline*

Work discipline is an employee's awareness of carrying out his obligations by optimizing his abilities for the work he is responsible for. In everyday life, both in the company environment and in the community, regulations and provisions are needed that can regulate and limit every human activity and behavior. In general, work discipline is an activity carried out to train oneself in carrying out activities well and correctly.

2.4 *Work Motivation*

According to [3], work motivation is the encouragement of needs within a person that need to be fulfilled in order to adapt to the environment and be able to achieve the goals that have been set. In other words, motivation is an energy to generate drive within oneself to achieve certain goals.

2.5 *Work environment*

The work environment in a company is very important for management to pay attention to. Even though the work environment does not influence a production process in a company or organization, the work environment has a direct influence on employee work activities. The work environment is everything around him that can influence him in carrying out his duties. The work environment is the totality of tools encountered, the surrounding environment in which a person works, as well as work regulations both as an individual and as a group [4].

Hypothesis Development

H1: There is a positive and significant influence of discipline, work motivation, and work environment simultaneously on employee performance.

H2: There is a positive and significant influence of work discipline on employee performance.

H3: There is a positive and significant influence of work motivation on employee performance

H4: There is a positive and significant influence of the work environment on employee performance.

3. METHODS

3.1 Research Objects and Research Locations

The objects of this research are work discipline, work motivation, work environment and employee performance. The subjects of this research were employees of PT. Jayamandiri Gemasejati

Bogor, which is located on JL. Siliwangi, No.42, Rt.01/01, Batutulis Village, South Bogor District, Bogor City.

3.2 Research design

The research method used in this research is descriptive and verification methods. According to [5], the descriptive method is a research method used to investigate various situations and then the results are presented in the form of a research report. Apart from that, the definition of the verification method according to [6] is research to find out the results of evidence showing whether a hypothesis is rejected or accepted through descriptive research hypothesis testing with statistical calculations. This research aims to prove the theory of the influence of work discipline, work motivation and work environment on employee performance at PT. Jayamandiri Gemasejati Bogor (Yamaha JG Bogor). So that results are obtained that can explain the conditions of the variables studied. This research was carried out with the help of the Microsoft Excel program and IBM SPSS 25.0 for Windows software.

3.3 Population, Sample and Determination of Sample

1. Population

A study requires a population as a data source. According to [6], population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population used in this research were employees at PT. Jayamandiri Gemasejati Bogor, totaling 46 people.

2. Samples and Sampling Techniques

According to [6], the sample is part of the number and characteristics of the population. Determination of the sample in this study was carried out using non-probability sampling. Non-probability sampling is a sampling technique that is carried out in a way that does not provide an equal opportunity for each element (person) of the population to become a member of the sample [6]. The non-probability sampling technique chosen is saturation sampling, which is a sampling method when all members of the population are used as samples. According to [6], saturated sampling is a sample research technique by taking all members of the population as respondents. In this research, the sample that will be taken is all members of the population used as the sample.

3.4 Method of collecting data

Research data can be obtained from various data collections. Data collection methods are selected and adapted to the situation and conditions of the research object. The data collection methods in this research are as follows:

1. **Interview Method (Interview)**

Interviews are data collection techniques carried out by discussion or question and answer with sources in the field related to the research conducted by the researcher. In this research the author conducted an interview with Mr. Isep Adiwidjaja, manager and supervisor from PT. Jayamandiri Gemasejati Bogor and employees as respondents in this research.

2. **Questionnaire Method**

A questionnaire is a data collection technique that is obtained by providing a set of written questions and statements to be answered by research respondents in order to obtain objective data.

3. **Observation Method**

Direct observation is carried out by looking at the daily work activities carried out by employees.

4. **Literature review**

Library study data collected by reading and studying literature, books, thesis journals, data from the internet and data from agency reports.

3.5 Instrument Testing Methods

After the indicators have been developed which originate from the theoretical concept of variables, before they are used in actual research, trials will be carried out on a relatively small number of target populations which are considered to represent the characteristics of the actual population and targets.

1. Validity test

According to [6], a validity test is a degree of accuracy between the data that actually occurred and the data collected by the researcher. Validity is the degree of accuracy or reliability of an instrument's measurement regarding the content of the questions. The ordinal score of each question item whose validity is tested is correlated with the overall ordinal score of the item. If the correlation coefficient is positive, then the item is declared valid, whereas if it is negative then the item is declared invalid and will be removed from the questionnaire or replaced with an improvement statement.

2. Reliability Test

According to [6], a reliability test is a test to determine the extent to which measurement results using the same object will produce the same data. This test is also used to determine the extent of measurements on the same subject or in other words to show that there is a correspondence between something being measured and the measuring device used.

4. RESULTS AND DISCUSSION

The results of this research, conducted through a literature review method, reveal several key findings relevant to the topic of community-based waste management policies to achieve a clean and healthy environment. Here are some of the outcomes obtained:

4.1 General Description of Research Locations
Brief History of PT. Jayamandiri Gemasejati Bogor

Jayamandiri Gemasejati is an official Yamaha dealer with the legal entity PT. Jayamandiri Gemasejati, which was founded on October 29 1994. Operationally it runs the Yamaha automotive retail business in September 2001 using the name Jayamandiri Gemasejati Motor Group, in 2000 one of the branches founded by Jayamandiri Gemasejati Motor was Jayamandiri Gemasejati Bogor which initially still used the name PT. Lautan Teduh, but in 2004 it officially became Jayamandiri Gemasejati Bogor. Since its inception, this dealer has been engaged in the 3S sector, namely sales, service and spare parts.

To serve and meet consumer demand for motorbikes, especially Yamaha, the company is developing sales businesses in various regions/areas including: Jakarta, Bogor, Depok, Tangerang, Bekasi and West Java. Jayamandiri Gemasejati Motor Group is the largest in the Jabodetabek and West Java areas.

4.2 Employee Responses to Work Discipline, Work Motivation and Work Environment at PT. Jayamandiri Gemasejati Bogor

Responsiveand employees involves employee assessments of work discipline, work motivation, work environment and employee performance at PT. Jayamandiri Gemasejati Bogor. The employee responses are as follows:

1. Employee Responses to Work Discipline at PT. Jayamandiri Gamasejati Bogor

Based on the results of data collection through a questionnaire conducted regarding work discipline variables at PT. Jayamandiri Gemasejati Bogor which consists of 5 indicators, namely frequency of attendance, level of vigilance, compliance with work standards, compliance with company regulations and work ethics.

Table 1. Recapitulation of Employee Assessment of Work Discipline

No	Indicator	Average	Criteria	Interpretation
1.	Frequency of Attendance	3.92	Good	Employees give good ratings, meaning that the frequency of employee attendance is good so that employees are able to meet the attendance set by the company.
2.	Level of Alertness	4.00	Good	Employees give good ratings, meaning the level of employee alertness is good, employees are able to work carefully and minimize work errors.
3.	Adherence to Work Standards	4.13	Good	Employees give good ratings, meaning that compliance with work standards in the company is good so that employees are able to comply with existing work standards in the company
4.	Compliance with Work Regulations	4.11	Good	Employees give good ratings. This means that compliance with work regulations is good, employees obey existing regulations in the company.
5.	Work Ethics	3.74	Good	Employees give good ratings. This means that employee ethics in working are good, employees respect each other's superiors and co-workers and maintain good behavior.
Average assessment of the work discipline variable		**3.98**	**Good**	Average employee assessment of work discipline such as indicators of frequency of attendance, level of alertness, compliance with work standards, compliance with work regulations and work ethics with good criteria.

Source: Primary Data Processed, 2023

Based on Table 4.12, it is known that the average value of employee responses to the work discipline variable is 3.98 and is included in the good criteria. Hi, this shows that employees of PT. Jayamandiri Gemasejati Bogor stated that the existing work discipline was good. The answer with the highest score of 4.13 is the indicator of compliance with work standards, meaning that employees always comply with the work standards set by the company well and take great responsibility in carrying out the tasks assigned. Meanwhile, the lowest score was 3.74, namely on the work ethics indicator. Therefore, companies must be able to improve employee work ethics by mutually respecting and giving respect to others, communicating openly to reduce work misunderstandings, giving each other good examples such as completing work well and arriving at work on time and the company should provide training to employees on ethics and codes of conduct as an effective means for employees with company ethical values to improve ethical standards of the work environment and . By implementing good work ethics, it will really help improve performance so you can achieve company targets.

2. Employee Responses to Work Motivation at PT. Jayamandiri Gemasejati Bogor

Based on the results of data collection through questionnaires conducted regarding motivation variables at PT. Jayamandiri Gemasejati Bogor which consists of 5 indicators, namely responsibility, work performance, opportunities for advancement, recognition of performance and challenging work. The employee responses regarding work motivation are as follows:

A recapitulation of employee responses regarding work motivation variable indicators can be seen in the following table:

Table 2. Recapitulation of Employee Assessment of Work Motivation

No	Indicator	Average	Criteria	Interpretation
1.	Responsibility	3.57	Tall	Employees give good ratings. This means that employee responsibility is good so that employees are able to take full responsibility for their work at work.
2.	Work performance	3.89	Tall	Employees give good ratings. This means that work performance is good, so that the work performance produced by employees can provide a real role to the company.
3.	Opportunities for Advancement	3.64	Tall	Employees give good ratings. This means that the opportunity to advance in the company is good, so that employees can develop their careers in the company to the maximum.
4.	Recognition of Performance	4.13	Tall	Employees give good ratings. This means that recognition of employee performance in the company is good, so that employees deserve incentives or bonuses from the company based on the results of their performance.
5.	Challenging Work	3.88	Tall	Employees give good ratings. This means that challenging work can make employees learn new things that employees have never done before.
Average assessment of the Work Motivation variable		3.82	Tall	Average employee assessment of work motivation such as indicators of responsibility, work performance, opportunities for advancement, recognition of performance and challenging work with good criteria results.

Source: Primary Data Processed, 2023

Based on Table 4.18, it is known that the average value of employee responses to the work motivation variable is 3.82 and is included in the good criteria. This shows that employees of PT. Jayamandiri Gemasejati Bogor stated that employee work motivation is high. The answer with the highest score of 4.13 is recognition of performance, meaning recognition of the performance received by employees as expected. This means making employees enthusiastic about working to achieve company targets. Meanwhile, the lowest score was 3.57, namely on the responsibility indicator, this shows that employees are not responsible enough for their work. Therefore, companies need to pay close attention to employees in carrying out their work.

3. Employee Responses to the Work Environment at PT. Jayamandiri Gemasejati Bogor
Based on the results of data collection through a questionnaire conducted regarding PT work environment variables. Jayamandiri Gemasejati Bogor which includes equipment, lighting, air circulation, use of color, cleanliness, working hours, sense of security, relationships between superiors and subordinates, and relationships between individuals and groups. The employee responses regarding work motivation are as follows:

A recapitulation of employee responses regarding physical and non-physical work environment variable indicators can be seen in the following table:

Table 3. Recapitulation of Employee Assessment of the Work Environment

No	Indicator	Average	Criteria	Interpretation
1.	Equipment	3.87	Good	Employees give good ratings. This means that the condition of the employee's work equipment is adequate, so that it is able to support the employee's activities while working
2.	Lighting	3.84	Good	Employees give good ratings. This means that the company's lighting is good, so it can work faster and minimize work errors.
3.	Air Circulation	3.74	Good	Employees give good ratings. This means that air circulation in the workplace is good, so employees can work comfortably.
4.	Use of Color Management	4.07	Good	Employees give good ratings. This means that the use of color on the walls of the room is neat, so that employees can be comfortable and calm when working in their room.
5.	Cleanliness	3.84	Good	Employees give good ratings. This means that the cleanliness of the work environment is good, so that employees can comfortably carry out work activities.
6.	Working hours	3.96	Good	Employees give good ratings. This means that the company's working hours are good, so that employees are able to work according to the working hours determined by the company.
7.	Sense of security	3.75	Good	Employees give good ratings. This means that the sense of security at the company is good, so that employees can work comfortably at the company.
8.	Working Relationship Between Superiors and Subordinates	4.05	Good	Employees give good ratings. This means that the working relationship between superiors and employees runs well, thereby creating a good and comfortable environment for employees.
9.	Working Relationships Between Individuals	3.86	Good	Employees give good ratings. This means that employee relations with co-workers are good, thus creating a comfortable work environment.
Average assessment of work environment variables		**3.89**	**Good**	The average employee assessment of the work environment is the physical work environment including equipment, lighting, air circulation, use of color, cleanliness, working hours and feeling of security. Meanwhile, the non-physical work environment includes work relationships between superiors and subordinates and individual and group work relationships with good criteria results.

Source: Primary Data Processed, 2023

Based on Table 4.28, it is known that the average value of employee responses to work environment variables is 3.89 and is included in the good criteria. The indicators with the highest values are:The use of color scheme is 4.07 with good criteria, this shows that the company is good at using the color scheme for employee work spaces so that employees are able to work comfortably. Meanwhile, the indicator with a low value is air circulation of 3.74 with good criteria, this shows that the company is quite good at providing good air circulation in employee work spaces so that employees can work well.

4. Employee Responses to Employee Performance at PT. Jayamandiri Gemasejati Bogor

Based on the results of data collection through questionnaires conducted regarding PT employee performance variables. Jayamandiri Gemasejati Bogor which consists of 4 indicators, namely work quality, work quantity, timeliness and effectiveness.

A recapitulation of employee responses regarding employee performance variable indicators can be seen in the following table:

Table 4. Recapitulation of Employee Assessment of Employee Performance

No	Indicator	Average	Criteria	Interpretation
1.	Quality of Work	3.55	Tall	Employees give good ratings. This means that the quality of employee work is good, so that employees are able to do their work well to achieve company goals.
2.	Work Quantity	3.51	Tall	Employees give good ratings. This means that the quantity of employee work is good, employees are able to produce their work according to the time set by the company.
3.	Punctuality	3.68	Tall	Employees give good ratings. This means that the timeliness in the company is good so that employees are able to carry out tasks quickly and according to the specified time.
4.	Effectiveness	3.89	Tall	Employees give good ratings. This means that work effectiveness is good, so that employees are able to achieve the goals set at work.
Average assessment of the work discipline variable		3.66	Tall	Average employee assessment of employee performance such as indicators of work quality, work quantity, timeliness and effectiveness with good criteria.

Source: Primary data processed, 2023

Based on Table 4.33, it is known that the average value of employee responses to employee performance variables is 3.66 and is included in the high criteria. The indicator with the highest value is effectiveness of 3.89 with high criteria, this shows that employees are able to achieve success in achieving their tasks. Meanwhile, the indicator with the lowest value is work quality of 3.51 with high criteria. Therefore, companies must be able to improve the quality of employee work by conducting regular evaluations

4.3 The Influence of Work Discipline, Work Motivation and Work Environment on Employee Performance PT. Jayamandiri Gemasejati Bogor

1. Regression Coefficient Test Results (F Test)

Before being used as a basis for drawing conclusions, the regression equation obtained and fulfilling the regression assumptions through previous testing needs to be tested for the regression coefficients simultaneously (F test) and partially (t test). The F test criteria is that if Fcount > Ftable then work discipline (X_1), work motivation (X2), and work environment (X3) have a positive and

simultaneous effect on employee performance (Y). If Fcount ≤ Ftable then it has no effect simultaneously. To see the effect of the F test, the hypothesis will be tested as follows:

1. H0: βi ≤ 0: This means that there is no positive and significant influence simultaneously on work discipline, work motivation and work environment on employee performance at PT. Jayamandiri Gemasejati Bogor.
2. H0: βi > 0: This means that there is a simultaneous positive and significant influence of work discipline, work motivation and work environment on employee performance at PT. Jayamandiri Gemasejati Bogor.

To prove this statistical hypothesis, the results of the F test calculation are obtained through the Variance Analysis Table (Anova) as follows:

Table 5. F Test Results

ANOVAa						
	Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	1202.468	3	400,823	37,673	,000b
	Residual	446,858	42	10,639		
	Total	1649.326	45			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work environment, Work motivation, Work discipline						

Source: Primary data processed, 2023

Based on Table 4.36, it can be seen that the Fcount value is 37,673 and the Ftable value for α = 0.05 with degrees of freedom V1 = 4 - 1 = 3 and V2 = 46 - 3 - 1 = 42. Based on the results of the degrees of freedom, the Ftable value is 2.827. . It can be seen that Fcount is greater than Ftable, namely 37,673 > 2.827, so it can be concluded that H0 is rejected and Ha is accepted, meaning that the independent variables in this research, namely work discipline, work motivation and work environment simultaneously have a positive and significant effect on employee performance in PT. Jayamandiri Gemasejati Bogor. This is in line with the results of [7]

4.3.1 Partial Influence of Work Discipline, Work Motivation and Work Environment on Employee Performance at PT. Jayamandiri Gemasejati Bogor (t test)

The t test is carried out by comparing tcount with ttable. If tcount is greater than ttable (tcount > ttable) then it shows that the independent variable has an effect on the dependent variable. The t-test results in this research can be seen in Table 4.34. The partial influence is as follows:

1. Influence of Work Discipline (X1) on Employee Performance (Y)

To see whether or not there is an influence of work discipline on employee performance statistically, the hypothesis is tested, as follows:

H01: βi ≤ 0: This means that work discipline does not have a positive and significant effect on employee performance.
Ha1: βi > 0: This means that work discipline has a positive and significant effect on employee performance.

Based on Table 4.34, it can be seen that the tcount for the work discipline variable is 5.803 and the ttable value for α= 0.05 with degrees of freedom 46 - 3 - 1 = 42 is 1.682, meaning tcount > ttable (5.803 > 1.682), so H0 is rejected and Ha is accepted. This means that work discipline (X1) has a positive and significant influence on employee performance (Y). This is in line with the research results of [8] that the work discipline variable has a positive and significant effect on employee

performance. Based on this, the curve of the t test results on the regression coefficient of work discipline on employee performance can be depicted as follows:
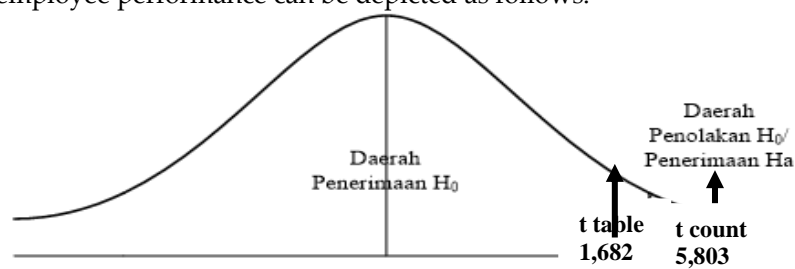

Figure 1. Results of the Regression Coefficient T-Test for Work Discipline Variables
Source: Primary data processed, 2023

This result can be seen from the regression coefficient value of 5.803 and has a probability value of 0.000 < 0.05 that the existence of work discipline will have an effect on increasing employee performance.

2. Influence of Work Motivation (X2) on Employee Performance (Y)

To see whether there is an influence of work motivation on employee performance statistically, the hypothesis is tested, as follows:

H01: $\beta i \leq 0$: This means that work motivation has no positive and significant effect on employee performance.

Ha1: $\beta i > 0$: This means that work motivation has a positive and significant effect on employee performance.

Based on Table 4.34, it can be seen that the tcount for the work motivation variable is 8.801 and the ttable value for $\alpha = 0.05$ with degrees of freedom 46 - 3 - 1 = 42 is 1.682, meaning tcount > ttable (8.801 > 1.682), so H0 is rejected and Ha is accepted. This means that work motivation (X1) has a positive and personally significant influence on employee performance (Y). This is in line with the research results of [9] that work motivation variables have a positive and significant effect on employee performance. Based on this, the curve of the t test results on the regression coefficient of work motivation on employee performance can be depicted as follows:
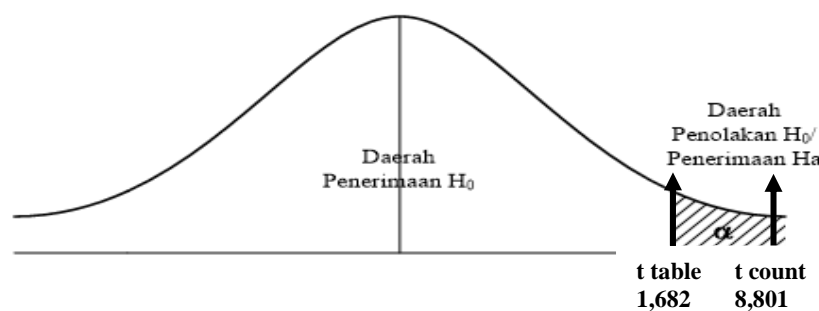

Figure 2. Results of the Regression Coefficient T-Test for Work Motivation Variables
Source: Primary data processed, 2023

This result can be seen from the regression coefficient value of 8.801 and has a probability value of 0.000 < 0.05 that the presence of work motivation will have an effect on increasing employee performance.

3. Influence of Work Environment (X3) on Employee Performance (Y)

To see whether or not there is an influence of the work environment on employee

performance statistically, the hypothesis is tested, as follows:

H01: βi ≤ 0: This means that the work environment does not have a positive and significant effect on employee performance.

Ha1: βi > 0: This means that the work environment has a positive and significant effect on employee performance.

Based on Table 4.34, it can be seen that the tcount for the work environment variable is 6.513 and the ttable value for α= 0.05 with degrees of freedom 46 - 3 - 1 = 42 is 1.682, meaning tcount > ttable (6.513 > 1.682), so H0 is rejected and Ha is accepted. This means that the work environment (X1) has a positive and personally significant influence on employee performance (Y). This is in line with the research results of [10] that work environment variables have a positive and significant effect on employee performance. Based on this, the curve of the t test results on the regression coefficient of work discipline on employee performance can be depicted as follows:
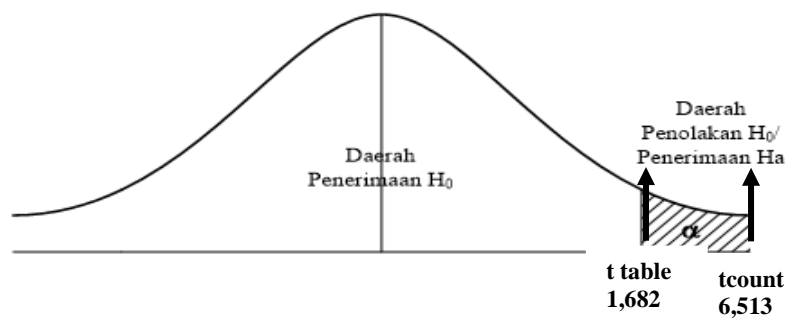

Figure 3. Results of Regression Coefficient T-Test for Work Environment Variables
Source: Primary data processed, 2023

This result can be seen from the regression coefficient value of 6.513 and has a probability value of 0.000 < 0.05 that the existence of a work environment will have an effect on increasing employee performance.

Based on the results of employee assessments regarding work discipline, work motivation and work environment on employee performance at PT. Jayamandiri Gemasejati Bogor, the recapitulation of the t-test is as follows:

Table 6. Recapitulation of Test Results on Partial Regression Coefficients

No	Independent Variable	ttable	tcount	Sig.	A	Information
1.	Work discipline	1,682	5,803	0,000	0.05	Positive and significant influence
2.	Work motivation	1,682	8,801	0,000	0.05	Positive and significant influence
3.	Work environment	1,682	6,513	0,000	0.05	Positive and significant influence

Source: Primary data processed, 2023

Based on Table 4.37, it is known that the results of the partial regression coefficient between work discipline, work motivation and work environment each have an influence on employee performance. This is shown by the valuetcount of all these variables is greater than ttable. The work motivation variable (X2) is the variable that has the most dominant influence on employee performance (Y). This is proven in Table 4.34 by the magnitude of the regression coefficient for the work discipline variable (X1), which is 0.496, while the regression coefficient value for the work motivation variable (X2) is 0.837 and the regression coefficient for the work environment variable (X3) is 0.618, where this value is the largest compared to the values of other variables. Therefore, companies need to pay attention to work discipline, work motivation and work environment of PT employees. Jayamandiri Gemasejati Bogor.

CONCLUSION

Based on the results of the research and hypothesis testing obtained, the following conclusions can be drawn:

1. Employee responses to work discipline, work motivation and work environment on employee performance at PT. Jayamandiri Gemasejati Bogor are as follows:
    a) The average employee assessment response to work discipline is in the good category, with the highest score on the indicator of compliance with work standards, while the lowest score is on the indicator of work ethics.
    b) The average employee response to work motivation is in the high category, with the highest score on the performance recognition indicator, while the lowest score is on the responsibility indicator.
    c) The average employee response to the work environment is in the good category, with the highest score on the color use indicator, while the lowest score is on the air circulation indicator.
    d) The average employee response to employee performance is in the high category, with the highest score on the punctuality indicator, while the lowest score is on the work quality indicator.
2. Based on the results of the simultaneous test (Test F), it shows that work discipline, work motivation and work environment simultaneously have a positive and significant effect on employee performance at PT. Jayamandiri Gemasejati Bogor.
3. Partial test results (t test) are as follows:
    a) Work Discipline has a positive and significant effect on employee performance at PT. Jayamandiri Gemasejati Bogor.
    b) Work Motivation has a positive and significant effect on employee performance at PT. Jayamandiri Gemasejati Bogor.
    c) The work environment has a positive and significant effect on employee performance at PT. Jayamandiri Gemasejati Bogor.

SUGGESTION

Based on the research results and conclusions obtained, the suggestions that the author can put forward are as follows:

1. For Companies
    a) In connection with work discipline at PT. Jayamandiri Gemasejati Bogor, the company is expected to improve employee work ethics by respecting each other, giving respect to others and providing ethics and code of ethics training as an effective means of learning company ethical values and work environment ethical standards.
    b) In connection with work motivation at PT. Jayamandiri Gemasejati Bogor, the company is expected to increase the sense of responsibility of employees so that employee morale increases so that they can increase employee productivity at work.
    c) Regarding the work environment at PT. Jayamandiri Gemasejati Bogor, the company is expected to be able to improve air circulation in the workplace by optimizing ventilation in the work space and sunlight entering the work space as well as providing air conditioning in each employee's work space so that employees can work comfortably in the workplace.
    d) In connection with employee performance at PT. Jayamandiri Gemasejati Bogor, the company is expected to be able to provide direction so that employee performance

improves through work quality by increasing work results and being more thorough in carrying out the tasks and responsibilities given, this is able to minimize errors that occur while working.

2. For Further Researchers

This research can be used as a reference for further research and for the development of knowledge related to employee performance, variables can be added that can influence employee performance such as internal factors which include: intellectual ability, job satisfaction, work experience, education, and external factors which include: leadership style, career development, training, compensation and existing management systems in the company.

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