

The Influence of Work Discipline, Self-Efficacy and Work Environment on Employee Performance in the Building Plant D Department at PT Gajah Tunggal Tbk

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Abstract:- In this globalization era, The companies are expected to prepare for the new development of technology and the automotive industry which is growing rapidly , because human resources are the main thing to achieving the organization targets. PT Gajah Tunggal Tbk as one of the companies in Indonesia which engaged in the tire manufacturing industry. The Building Department is part of PT Gajah Tunggal Tbk which is required to qualified to the performance indicators that set by the company. The aims of this research was to determined the influence of work discipline, self-efficacy and work environment on employee performance at Building plant D Department at PT Gajah Tunggal Tbk. The research designed uses quantitative methods. Total population was 203 with sized of the sample using the Slovin formula of 134 respondents, processing data analysis using multiple linear regression analysis. The results showed that three (3) variables 'X' had a significant influences on employee performance at PT Gajah Tunggal Tbk, namely work discipline, self-efficacy and work environment. However, there are two (2) variables 'X' which need to be improved by the management of PT Gajah Tunggal Tbk especially in Building Plant D Department namely the work discipline variable and self-efficacy variable. Thus its hoped that management could pay attention to these variables in effort to improve employee performance to achieve the goals, vision and mission of the organization.

Keywords:- *Work Discipline, Self-Efficacy, Work Environment, Employee Performance.*

I. INTRODUCTION

In this globalization era, companies are expected to prepare for technological developments. The fastest development of technology makes it easy for companies to earn a products or services who does meet the consumer needs. Technological developments also have an impact on the development of the automotive industry. The rapid development of the automotive industry in the country is to

be proud of because it brings a very broad positive impact, the ability of the domestic industry in developing the automotive industry is evidence of increasingly high capability and mastery of technology possessed by Indonesian workers who are constantly working to improve their competence.

PT Gajah Tunggal Tbk as one of the companies in Indonesia which is engaged in the tire manufacturing industry is currently faced increasingly fierce business competition. The development of the tire manufacturing industry in Indonesia is quite rapid, both from internal capital and foreign capital (foreign companies). According to 2015 Indonesian Tire Companies Association (APBI) data, there were no less than 18 tire manufacturing companies competing for the local market, including those competitors from Bridgestone Indonesia, PT Good Year Indonesia, PT Summi Rubber Indonesia, PT Hankook Tire Indonesia, PT Multi Strada Arahsarana.

The Building Department is a part of the Organizational Structure of PT. Gajah Tunggal Tbk, which demanded pressured to meet the performance indicators which set by the company. Therefore the role of Human Resources (HR) is one of the most important factors for the organization, in context of the existing employee organization must be involved to fulfill these performance indicators, starting from the highest level to the lowest level, namely the operator. Even the operator's contribution in supporting of achievement in Building Department's performance indicators is quite large, because of work system that applies here is also individual, where one operator is responsible for one building machine. However, based on the facts on the last three years, the results of production at the Building D Plant Department PT Gajah Tunggal Tbk has experienced the decreased performance. The percentage of the years of the Building Plant D Department in 2015 was 98.63%, in 2016 it had a 96.13% percentage in 2016 which decreased by 2.5%, and in 2017 it had a percentage of 94.77%. Production results in 2017 again declined by 1.36%.

Department	Years	Production Input / Day (Pcs Tire)		
		2015	2016	2017
Building	Schedule	10,870	10,970	10,900
	Actual	10,721	10,545	10,330
	%	98.63%	96.13%	94.77%

Table 1:- Production Result Data for Building Plant D Department

Source: PT Gajah Tunggal Tbk (2018)

Based on data reports on the last 3 years of the employees performance of the Building Plant D Department at PT Gajah Tunggal Tbk, the decreased which occurs around 2015 to 2016 from the value of employee performance classified into the category 'Exceeding Expectations' in 2016 by 22 employees compared to the performance value of employees in 2015 the category 'Exceeding Expectations' totaling 40 employees, as well as this happened again in 2017 the category 'Exceeding Expectations' experienced a decline by

20 employees in 2017. But it is inversely proportional to the category 'Partly Fulfilling Expectations' which increased from 50 employees in 2015, 90 employees in 2016 the category 'Not Fulfilled Expectation' had experienced an increase of 2 employees from 8 employees in 2015 to 10 employees in 2016. The results of the KPI affected that the decline in employee performance that occurred in Building Plant D Department PT Gajah Tunggal, Tbk.

Year	Total Employees	Exceeded Expectations	Fulfill Hope	Some of Meets Hope	Not Fulfilling Expectations
2015	203	40	105	50	8
2016	213	22	91	90	10
2017	203	20	103	72	8

Table 2:- KPI Values of Building Plant Employees D Department (2015-2017)

Source: PT Gajah Tunggal Tbk, (2018)

The declined in employee performance of Building Plant D Department PT Gajah Tunggal Tbk allegedly caused by several factors. To find out these factors, the authors conducted an initial pre-survey with 30 respondents who worked in the Building Plant D Department PT Gajah Tunggal Tbk. And from this results of pre-survey tells that work discipline, self-efficacy and work environment were the dominant factors that allegedly influenced the employees performance at the Building Plant D Department PT Gajah Tunggal Tbk.

The problems above illustrate the general lack of optimal employees performance. This is very interesting topic to discuss considering the results of the last three years of production has declined in 2015 - 2017. The problem that caused the suboptimal employees performance at Building Plant D Department at PT. Gajah Tunggal Tbk should be revealed and overcome. Based on the background of the problems that have been described, the author will conduct research under the title "*The Influences of Work Discipline, Self-Efficacy and Work Environment on Employee Performance in the Building Plant D Department at PT Gajah Tunggal Tbk*".

Numb	Factors	Amount
1	Work Discipline	25
2	Self-efficacy	21
3	Work Environment	19
4	Work Stress	9
5	Organizational Culture	6
6	Leadership Style	6
7	Training	4

Table 3: Pre-Survey Results

Source: FGD of the Building Department at PT Gajah Tunggal Tbk Year (2018)

II. THEORITICAL REVIEW

A. Work Discipline

Discipline shows a condition or attitude of respect that been exists in employees against the rules and regulations of the company. Therefore, discipline could be interpreted as written or unwritten behavior. (Hasibuan, 2012:193) Meanwhile employee discipline is defined as the Personal behavior in accordance with the rules, existing work procedures or discipline is an attitude, behavior and actions in accordance with the regulations of the organization which both written and unwritten. (Edy Sutrisno, 2016:94)

B. Self-efficacy

According to Bandura in Myers (2012:72) states that the self-efficacy is a feeling of someone's ability to do a task, and believe in one's own competence and effectiveness as a result of gratification. Self-efficacy as an individual evaluation related to the ability or competence of themselves to do a task, achieve goals, and overcome obstacles. (Baron and Byrne in Ghuftron, 2011:73). Told the similiar thing as expressed by Bandura in Alwisol (2012:344), Efficacy is a perception of how well oneself can function in certain situations.

C. Work Environment

The work environment in a company is very important to consider by management. A conducive work environment provides a sense of security and allows employees to work optimal. According Sedarmayanti (2012:2), the work environment is the overall tools and materials faced, the surrounding environment in which a person works, its work methods, and work arrangements both as individuals or as and as groups. Meanwhile, according to Schultz (2010:405), the environment or working conditions are all aspects of physical work, psychological work and work regulations that can affect the job satisfaction and its own productivity.

D. Employee Performance

Performance in an organization is one of element that can't be separated from an organizational institution, both government and private institutions. Performance according to Faustino Cardoso Gomes (2010: 162), tells that Perfomance is Note the outcome of the function of a particular job or employee activities for a certain period of time. Anwar Prabu Mangkunegara (2017:9) states that employee performance is the result of quality and quantity of work stamped

E. Prior Research

Tumilaar (2015) and Afandi et. al. (2016) on his research he stated that work discipline has a significant influence on employee performance. Then Kasegar (2013) and Sari (2013) in their research explained that the self-efficacy had an influence on improving employee performance. Employee performance is also influenced by the work environment, it was stated by Nanzushi (2015), Riyanto, Sutrisno, and Ali (2017) on his research.

F. Thinking Framework

Based on the results of the previous research and theoretical studies, this writing can be described as systematically as it follows:

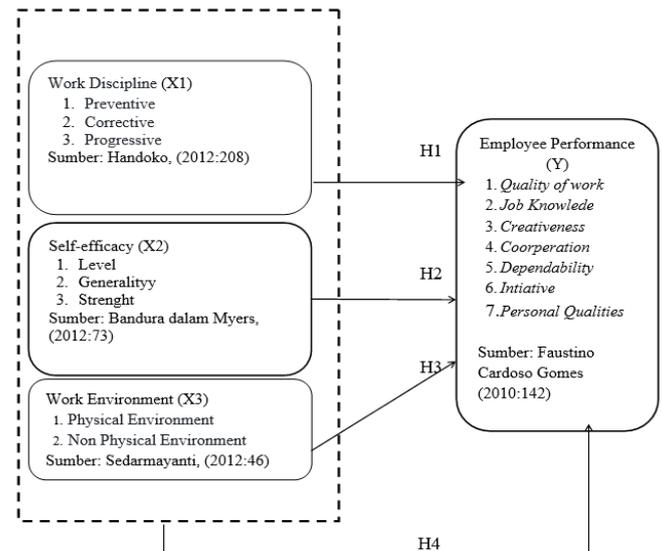


Fig 1:- Thinking Framework Illustrated

G. Hypothesis

Based the researcher proposes several hypotheses in this research as it follows:

- Work Discipline has an affects to the employees perfomance of Building Plant D Department at PT Gajah Tunggal Tbk.
- Self-Efficacy has an affects to the employees perfomances of the Building Plant D Department at PT Gajah Tunggal Tbk.
- The Work Environment has an influences to the employees perfomance of the Building Plant D Department PT Gajah Tunggal Tbk.
- Work Discipline, Self-Efficacy and Work Environment has simultaneously influence to the performance of Building Plant D Department at PT Gajah Tunggal Tbk.

III. METHODOLOGY

This research using quantitative research by questionnaire given to the research object. The instrument in this research will measure the variables of work discipline, self-efficacy and work environment which related to employee performance. The population referred in this studies are employees from Building Plant D Department at PT Gajah Tunggal Tbk with total of 203 employees and the number of samples taken in this research amounted to 134 respondents or 66% of the total population (based on slovin, 5% error tolerance). The data analysis method that been used in this research is multiple linear regression analysis using SPSS version 25.0 while the testing consists of: 1) validity test, 2) reliability test, 3) classic assumption test, 4) hypothesis test and 5) The correlation test between dimensions.

IV. RESULTS AND DISCUSSIONS

X and Y indicate that the value of r count > r table (0.1684), so that all indicators are declared valid.

A. Validity and Reliability

The results of the validity test at the 5% significance level ($\alpha = 0.05$) conducted to all indicators on the variables

Num.	r _{count} X ₁	r _{table}	Info	r _{count} X ₂	r _{table}	Info	r _{count} X ₃	r _{table}	Info	r _{count} Y	r _{table}	Info
1	.460**	0.1684	Valid	.066**	0.1684	Valid	.288**	0.1684	Valid	.332**	0.1684	Valid
2	.225**	0.1684	Valid	.590**	0.1684	Valid	.634**	0.1684	Valid	.599**	0.1684	Valid
3	.540**	0.1684	Valid	.636**	0.1684	Valid	.410**	0.1684	Valid	.581**	0.1684	Valid
4	.615**	0.1684	Valid	.388**	0.1684	Valid	.594**	0.1684	Valid	.601**	0.1684	Valid
5	.691**	0.1684	Valid	.708**	0.1684	Valid	.680**	0.1684	Valid	.556**	0.1684	Valid
6	.793**	0.1684	Valid	.587**	0.1684	Valid	.452**	0.1684	Valid	.230**	0.1684	Valid
7	.794**	0.1684	Valid	.465**	0.1684	Valid	.454**	0.1684	Valid	.742**	0.1684	Valid
8	.615**	0.1684	Valid				.393**	0.1684	Valid	.507**	0.1684	Valid
9	.691**	0.1684	Valid				.738**	0.1684	Valid	.478**	0.1684	Valid
10							.748**	0.1684	Valid	.709**	0.1684	Valid

Table 4:- Validity Test Results
Source: SPSS Processing Results version 25.0

The reliability test results for all the variables in this studied shown that the Alpha Cronbach value > 0.6, it means that all the tested variables were declared reliable.

Variable	Cronbach's Alpha	Criteria	Info
Work discipline	0,765	0,6	Reliable
Self-efficacy	0,675	0,6	Reliable
Work Environment	0,748	0,6	Reliable
Employee Performance	0,741	0,6	Reliable

Table 5:- Reliability Test Results
Source: SPSS Processing Results version 25.0

B. Classic Assumption Test

The normality test results of research data using the Kolmogorov-Smirnov in each research test variable produces Sig. > Sig. 0.05 so it could be said that the research data is normally distributed.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		134
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.53040091
Most Extreme Differences	Absolute	.073
	Positive	.065
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed)		.074 ^c

Table 6:- Normality Test Results
Source: SPSS Processing Results version 25.0

Multicollinearity test results, has Tolerance results obtained on work discipline variables (X1), self-efficacy variables (X2) and work environment variables (X3) which has Tolerance > 0.1 it means that there's no multicollinearity or a serious problems doesnt occur.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Discipline	.404	2.477
	Self-efficacy	.180	5.545
	Work Environment	.155	6.471

Table 7:- Multicollinearity Test Results
Source: SPSS Processing Results version 25.0

Heteroscedasticity test results show that the points spread randomly at the bottom and top of the X axis and Y axis and do not form a specific pattern whose data distribution is between -3 and 3, so it could be concluded that the test results are free from the assumption of heteroscedasticity.

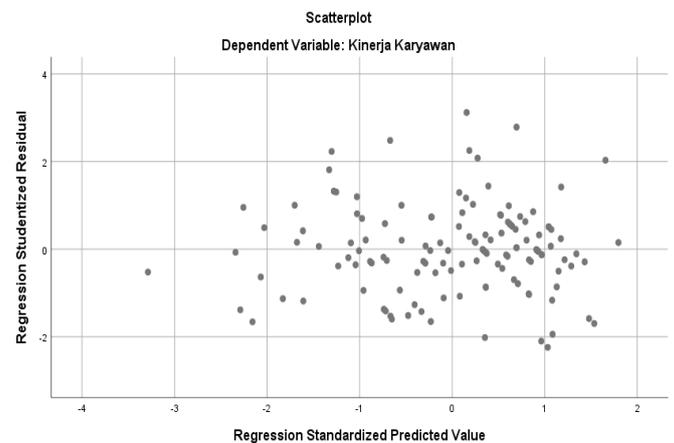


Fig 2:- Heteroscedasticity Test Results
Source: SPSS Processing Results version 25.0

C. Hypothesis Test

The Hypothesis test in this research was conducted through t test, F test and determination test to determine

the effect of variable X on variable Y both partially and simultaneously.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.544	0.145		10.614	.000
Work Discipline	.291	.058	.305	5.039	.000
Self-efficacy	.391	.123	.288	3.182	.002
Work Environment	.363	.096	.370	3.783	.000
F				181.825	.000
Adjusted R Square				0,803	

Table 7: Hypothesis Test Results
Source: SPSS Processing Results version 25.0

From the results of hypothesis test that has been carried out at a significance level of 5%, it can be seen that all values of t arithmetic > t table (1.97838) therefore it could be concluded that the variables of work discipline, self-efficacy variables, and work environment variables partially affect to the employees performance at Building Plant D Department at PT Gajah Tunggal Tbk. Which means H1, H2, and H3 are accepted and tested. The regression equation is as follows:

$$Y = 1,544 + 0,291 X_1 + 0,391 X_2 + 0,363 X_3$$

Then after t-test, the writer was conducted the F-test and determination test to find out the simultaneous influence between variables. From these tests it could be

seen that the calculated F value > F table (2.67) with a level of influence of 0.803 or 80.3%, so it could be draw the lines that the variables of work discipline, self-efficacy variables, and work environment variables are partially affect the employees performance at the Building Plant D Department PT Gajah Tunggal Tbk with the effect size is 80.3%.

D. Correlation Test Between the Dimensions

Correlation analysis between dimensions is used to determine the strength of the relationship between the dimensions of the independent variable with the dependent variable. The correlation test results between dimensions can be seen in Table 8 below.

Correlations				
Variable	Dimension	Employee Performance (Y)		
		Quality	Quantity	Efficient
Work Discipline (X1)	Preventive	.664**	.794**	.507**
	Corrective	.571**	.695**	.633**
	Progressive	.613**	.541**	.675**
Self-efficacy (X2)	Level	.613**	.532**	.531**
	Generality	.276*	.452**	.459**
	Strength	.294**	.459**	.358**
Work Environment (X3)	Physical Environment	.630**	.418**	.529**
	Non Physical Environment	.425**	.672**	.487**

Table 8:- Correlation Test Results
Source: SPSS Processing Results version 25.0

Based on the results of the correlation test between these dimensions, it could be concluded:

- For the work discipline variable, the strongest relationship dimension is the direct to preventive dimension to the Quantity / Y2 dimension on employee performance, because it has a coefficient value = 0.794 (has a "very strong" relationship). And the progressive dimension is not directly related to the quality / Y1 dimension on employee performance, because it has a coefficient value of 0.541 (has a "strong" relationship).

- For self-efficacy variables, the strongest dimension of relationship with employee performance is the level dimension to the quality / Y1 dimension on employee performance. The relationship between the two dimensions has a value of 0.621 (has a "strong" relationship). And the generality dimension is not directly related to the quality / Y1 dimension on employee performance, because it has a coefficient value of 0.276 (has a "sufficient" relationship).
- For work environment variables, the strongest relationship dimension is the non-physical

environment dimension to the quantity dimension for / Y2 in employee performance. The relationship between the two dimensions has a value of 0.672 (has a "fairly strong" relationship) And the dimensions of the physical environment are not directly related to the quantity / Y2 dimension on employee performance because it has coefficient value of 0.418 (has a "sufficient" relationship).

E. Discussion

The results showed that work discipline had significant effect on employee performance in Building Plant D Department PT Gajah Tunggal Tbk. The findings of this research are in line with the results of previous research was conducted by Tumilaar (2015) and Afandi et. al. (2016) If it is related to the results of correlation between dimensions in this research where there is "Very Strong" categorized relationship between work discipline in the preventive dimension with employee performance in the realm of quantity which means employee awareness in complying and following the guidelines made by the company is low. This illustrates if employees who obey and follow the guidelines made by the company will be easy in deliver good performance. The results of the correlation between these dimensions also show that there is "strong" relationship between work discipline through progressive dimension and employee performance in the realm of quantity, which means information about activities that provide heavier penalties for repeat violations is "good enough". This illustrates that employees who repeat the same violation will receive severe or periodic penalties. Managerial implications in the Building Plant D Department PT Gajah Tunggal Tbk, the company has made regulations in accordance with company requirements adopted by the company environment. However, the thing to note is that companies and leaders pay less attention to preventive discipline where employees do not obey and follow the guidelines made by the company, therefore many employees are not compliant with their absences.

The results showed that work discipline had a significant effect on employee performance in Building Plant D Department PT Gajah Tunggal Tbk. The findings of this research are in line with the results of previous research conducted by Kasegar (2013) and Sari (2013). If related to the correlation between dimensions in the results of the research where there is a categorized correlation of "strong" between self-efficacy on the level dimension with employee performance on the quality dimension. The correlation illustrates that employees must believe in the difficulty of the tasks they receive from the leadership, so that it will deliver the desired performance results. The results of the correlation between these dimensions also show that there is " weak " categorized in relationship between self-efficacy and the generality dimension to the quality dimension on employee performance. This means that employees must also be concerned with other activities and not just stay put because this sense of interest will foster greater employee self-efficacy as well. Managerial implications in the Department of Building Plant D Department PT Gajah Tunggal Tbk Among other things,

the culture in the process of trust to assess whether they are capable or not in carrying out tasks and self-regulation being confidence in completing the tasks given by the employee leader and found that there is still a low sense of employee interest in other activities within the company environment, this results in a sense lazy excessive so that the performance results obtained decreases. Employee leaders should help and lead the employees to show their best potential for less in interest and lack of employee confidence is one of the causes of low employee performance.

The results showed that the work environment partially had positive and significant effect on the Employees Performance of the Building Plant D Department PT Gajah Tunggal Tbk. The findings of this study are in line with the results of previous research whose conducted by Nanzushi (2015), Riyanto, Sutrisno, and Ali (2017). If its related to the interdependence of these dimensions, its illustrated that a non-physical work environment and a physical work environment are said to be good or appropriate if the people inside can carry out their activities optimal, healthily, safely, and comfortably. The suitability of the work environment can have a long-term impact. Managerial implications in the Building Plant D Department at PT Gajah Tunggal Tbk. Among other things, a bad work environment will make it difficult to obtained an effective and efficient work system, but also stated that "pleasant working conditions can include workplaces, and facilities that could help to accelerate the completion of work".

The results of hypothesis test have proven that there is a positive and significant effect between work discipline, self-efficacy and work environment on employee performance in the Building Plant D Department PT Gajah Tunggal Tbk. Then of the three variables namely work discipline, self-efficacy and work environment have a positive effect indicated that all changes occur alongside with changes in employee performance results. Seeing the magnitude of influence of these three variables on the results on the performance of the Building Plan D Department PT Gajah Tunggal Tbk, the Plant Head and the leaders of the Building Department should pay attention to these variables. Plant Head and leaders can create an attractive and effective work system for employees by including these three variables as a whole package in implementing a new work program in work environment so that can have an impact on improving employee performance results. The new work program activities relate to these three variables as a way to improve the performance of their employees by developing attractive and cooperative work system methods so that the employees will have more confidence to be responsible for work and employee self-awareness will increase to achieve the desired deliver results from those activities. these activities will improve employee performance results aswell.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

The conclusions that could be drawn according to the discussion of data analysis through validation of the hypotheses that have been set in this research are:

- There is an influence between work discipline on employee performance in Building Plant D Department at PT Gajah Tunggal Tbk. This could be means that companies and leaders must jointly pay attention to employee discipline by means terms of time discipline, attitude discipline and preventive discipline that complies with the norms and guidelines made by the company. With the discipline thats owned by employees, it will push for more responsible to self-character and mutual respect in the work environment. This sense of responsibility will built the motivation in working area and get maximum performance results.
- There is an influence between self-efficacy on employee performance in the Building Plant D Department at PT Gajah Tunggal Tbk. This could be means that the employee's lack of confidence in assessing whether if they capable or not in carrying out the tasks given by the leader and self-regulation of the situation around the environment that they work in, by given the confidence to complete the tasks from the employee's leadership. In them who does not have high self confidence it will hugely impact with process to earn good performance result if the employee has high self confidence it will increase the focus of works so that it will improve the results of theirs performance aswell
- There has an influence between the work environment on employee performance in Building Plant D Department at PT Gajah Tunggal Tbk. It could be means that working environment would said to be good or appropriate if the people who are in it could carry out their activities optimally, healthy, safe, and comfortable. The Suitability of the work environment could have an impact in a long time, as well as a bad work environment will result in difficulness of obtaining an effective and efficient work system. Because not all employees have a physical condition that can adapt to the existing work environment, an comfortable work environment will lead to a comfortable atmosphere at work, therefore the work environment could be interpreted if everything that surround the employee at work both physically and non-physical which could affect the employees while working. If the work environment is conducive then employees can be safe, comfortable and if the work environment is not supportive then employees cannot feel safe and comfortable.
- Togetherness both of work discipline, self-efficacy alongside with work environment have an influence on employee performance in Building Plant D Department at PT Gajah Tunggal Tbk. This means that the higher work discipline, self-efficacy and work environment of employees will also increase the production and performance of employees at Building Department Plant D PT Gajah Tunggal Tbk.

B. Suggestions

Suggestions that could be submitted based on the analysis that has been done in accordance with the results of the research are:

- 1) Due to work discipline affects the employees performance of the Building Plant D Department at PT Gajah Tunggal Tbk and this is what the company needs to do:
 - a) Companies and leaders should created the sanctions on employees who disobey the regulations who set by the company. Like, giving a warning letter or made a statement so that they would not repeat again their mistake.
 - b) Collaborative Work Agreements (KKB) need to be made for disciplinary issues, especially in absenteeism issues, because with the KKB it will encourage employee work motivation and it is hoped that both parties can understand and respect each other.
 - c) Creating achieving targets for employee attendance and implementing a reward and punishment system so that they have a greater sense of responsibility for the targets they made.
 - d) The need for another policies from leaders who are more assertive so that the employees would have no other choice but to obey regulations or guidelines in the company or they would getting the punishment.
- 2) Due to Self-Efficacy has an influence to the employee performance of Building Plan D Department at PT Gajah Tunggal Tbk therefore the company needs to do:
 - a) Sharpened the employees knowledge by providing challenges in form of new tasks that are still within the scope of the same division, but still under the supervision of the company therefore they would be more accustomed if they given more responsibility by the leadership.
 - b) The Leaders provide the latest innovations in how to get the job done more effectively and efficiently.
 - c) The leadership provides training to employees with the latest knowledge and technology materials, especially for some employees who are considered to have potential to improve for company's progress.
 - d) Building employees 'self- perceptions about the work that they received by approaching by their leader to their subordinates, positive self-perceptions about work will arouse positive work morale and positive self-assessment will arouse confidence in employees' abilities to succeed
- 3) Due to the Work Environment has an influence to the employee performance of the Building Plant D Department at PT Gajah Tunggal Tbk, therefore the company needs to do:
 - a) The important of improving the atmosphere of a good work environment it would helping to improve employee performance aswell, especially in terms of availability of facilities at work.
 - b) The important of improving the atmosphere of good and conducive working environment in help to improve employee productivity in terms of air temperature in the workplace, security and lighting needs supervision so that every worker feels safe and

- comfortable without feeling disturbed and worried about using those equipment.
- c) Applied a sense of openness between employees and company leaders and establish a good relationship between each employee, so that the work that carried out can be on target or can exceed the target which set by the company.
- d) It is expected that the company could maintain and improve services to non-physical work environment such as work conditions, work facilities, and team work relations between the employee therefore it would continue to improve the employees performance
- 4) To improve the employees Performance of Building Plant D department at PT Gajah Tunggal Tbk through work discipline, self-efficacy and work environment it could be done by:
- a) Regular evaluation of employee performance results every month, semester and yearly as well as controlling the attendance of employees and improvements to the factors that affect the achievement of employee performance results.
- b) Improved the employee performance can be done by increasing employee competence, especially in terms of the character of each employee so that they would have integrity, honesty, the desire to develop themselves which would support the performance improvement as desired by the company and it is expected to deliver the employee awareness to excel and increase a sense of belonging to company.
- c) Improve the comfort of the work environment, especially to build a shared commitment between all employees. The spirit to build the commitment with all employees to give an excellent performance need to increase therefore it would expected to have an conducive work situation who could support to the employees performance.
- d) Related to the next further research, it is expected to conduct more extensive and in-depth research on improving employee performance results from other variables which have not been studied by the author such as transformational capabilities, organizational culture and leadership and its development.

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