

Employee Performance Viewed from Discipline, Motivation and Work Environment: Case Study at PT Semarang Autocomp Manufacturing Indonesia Semarang City

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ABSTRACT.

The goal of this research was to ascertain how employee performance at PT. Semarang Autocomp Manufacturing Indonesia Semarang City was impacted by discipline, motivation, and the workplace environment. A descriptive quantitative method was utilized by the researchers. The study was carried out at PT Semarang Autocomp Manufacturing Indonesia and would last around three months, from January to March 2023. The 50 participants in this research were all PT Semarang Autocomp Manufacturing Indonesia workers. All 50 workers of PT Semarang Autocomp Manufacturing Indonesia were the sample in this research. Non-probability sampling was employed by researchers. As a result of this research, employee performance at PT. Semarang Autocomp Manufacturing Indonesia Semarang City is simultaneously and significantly impacted by discipline, motivation, and work environment. The outcomes of work environment, motivation, and discipline have a simultaneous and considerable impact on employee performance at PT. Semarang Autocomp Manufacturing Indonesia Semarang City, according to the t test.

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

INTRODUCTION

The performance of the company's employees has a significant impact on its success. Every company tries to improve the performance of each employee to achieve its goals. Until now, management has had problems improving the performance of its employees. Therefore, management must understand all the things that can affect the performance of its employees, either in a negative or positive way.

Companies must keep up with the current era of digitalization. Superior and proficient human resources will definitely be needed to achieve increasingly complex company goals. Special attention should be paid to employee performance to improve work quality. Each worker must have unique skills and work qualities. Because of this, differentiation makes the leadership's attention focus on each staff member, not just one (Abdullah et al., 2021). It is possible to improve the quality of the work of employees by considering three main elements: work discipline, work motivation, and work environment. These three elements are very important for assessing the performance of employees in companies or institutions because they are directly correlated with the individual traits that support their work.

Employees are the most important component that determines how advanced or backward a company is. In fulfilling the company's goals, employees must meet the company's requirements and also have the ability to carry out the tasks set by the company. All businesses always try to improve the performance of their employees to achieve their goals. The quality of employees can be seen from their performance, and optimal performance is the best performance (Ardiyanto & Pogo, 2021).

PT Semarang Autocamp Manufacturing Indonesia (PT SAMI) is a Japanese Foreign Investment company working in the automotive component sector. This company makes Electrical Distribution Systems, also known as wiring harnesses. This component is essential for vehicles and is similar to the human nervous system. Its function is to transmit electrical commands to the vehicle, allowing the flow of electricity to move from one section to another. These wiring harness components affect vehicle performance and safety.

Poor quality and quantity of training activities and a lack of motivation will cause employee performance to decrease because employees often make mistakes. If the company is able to improve employee training activities properly, employees will have the motivation and enthusiasm to do the job, so that the resulting performance can affect the company (Susanti, 2022). The company focuses on addressing this issue, especially in the production of wiring harnesses, which are an important part of vehicles (Tobing et al., 2021).

In the most crucial aspect of HR management, discipline is also crucial. Without strong discipline, reaching your full potential is challenging. Additionally, discipline affects productivity at work since workers often return late after a break, which undermines corporate objectives (Prawoto & Hasyim, 2022). Losses will be experienced by the business as a consequence of the same amount of human resources employed but reduced productivity. Poor work habits and reduced productivity are the results of poor work discipline.

Workplace discipline is particularly advantageous for businesses and their workers, claim (Ilah et al., 2020). For businesses, work discipline may ensure that activities are carried out in a systematic and efficient way to get the best outcomes. According to (Ilah et al., 2020) and (Prawoto & Hasyim, 2022), work discipline has a favorable and considerable impact on employee performance. This is so that the advantages of workplace discipline for workers may improve morale by creating a pleasant work environment.

Although motivation to work is necessary for improving employee performance, it is not the primary strategy. Motivation leads to interest in work, and interest in work and collaboration both boost performance. (Burhanuddin et al., 2022) "The desire, encouragement, desire, and driving force that come from people to do something is called work motivation." Employees have diverse requirements, expectations, and objectives from one another, therefore motivating them is not an easy task. This makes

the issue difficult to resolve. Therefore, if the business is able to recognize the issue of a lack of work motivation and find a solution, it will achieve optimum employee performance in accordance with set standards. An individual who is driven to work will perform well while carrying out the assigned job program. As a result, it is not unexpected that workers who are highly motivated at work do well.

According to (Fauzi & Wakhidah, 2020) motivation is the force that either propels a person to act or not; in other words, motivation may be either positive or negative and can exist both inside and externally. It all comes down to how harsh the manager is while guiding. PT Semarang Autocamp Manufacturing Indonesia provides incentives to its workers in the form of THR, BPJS health benefits, and promotions for those who do well. Motivation is essential for maintaining employee morale as long as they carry out their jobs. As a result, this incentive significantly affects how well employees work for the business. This is consistent with the findings of (Burhanuddin et al., 2022) and (Fauzi & Wakhidah, 2020) that employee performance is positively and significantly influenced by job motivation. Accordingly, having motivated staff will improve both their performance and how effectively they carry out their responsibilities.

Another element that influences the degree of performance attained by workers is the workplace environment. The work environment has relevance for the people employed by the firm since it will either directly or indirectly effect those who work there. Everything around workers that might influence how they carry out their activities is considered to be an important part of the workplace. When the working environment is favorable, employees are more likely to focus on the task at hand and carry out the duties that have been assigned to them. The condition of the work environment is shown by the location's/room's cleanliness, safety, and distance from distracting areas, which encourages workers to do their jobs. According to research (Pasaribu & Siagian, 2019), the term "work environment" refers to everything that employee uses to do their job and provide the best outcomes. An unsuitable work environment, such as a room that is excessively hot, will have a detrimental influence on employee performance, and this impact will progressively worsen.

According to (Nainggolan, 2018) workers who are subjected to an unfavorable work environment are more likely to have health problems, go through stressful situations, struggle to concentrate, and generate less work. Employee comfort will, of course, be greatly impacted by unpleasant working circumstances including excessive heat or humidity, poor ventilation, congestion, sloppy cleaning, and a loud environment. This is consistent with the claims made by (Nainggolan, 2018) and (Pasaribu & Siagian, 2019) that the work environment significantly improves employee performance. In order to enable employees to work as effectively as possible and make it possible to readily adapt to changing circumstances, which in turn ultimately results in an increase in overall work productivity, it is crucial to establish a comfortable and risk-free work environment, firm and clear work regulations, and harmonious working relationships

between employees and leaders. In this situation, a positive work atmosphere may have an impact on employee performance.

LITERATURE REVIEW

Employee Performance

According to (Susanti, 2022), the definition of performance is "the outcome of a person as a whole in a certain period when performing tasks compared to various alternatives, such as work standards, targets, goals, or criteria that have been determined and mutually agreed upon." Employee performance is the amount of effort that an employee puts in for a company in line with their responsibilities and the authority that they have been given in order to advance the goals of the company.

Work Discipline

Workplace discipline is crucial for the development of human resources, hence it is necessary in companies to avoid neglect, irregularities, or waste in the performance of job (Abdullah et al., 2021). Attitudes, behaviors, and actions must adhere to both written and unwritten standards in the context of workplace discipline. There will be consequences if you disregard this regulation.

Work Motivation

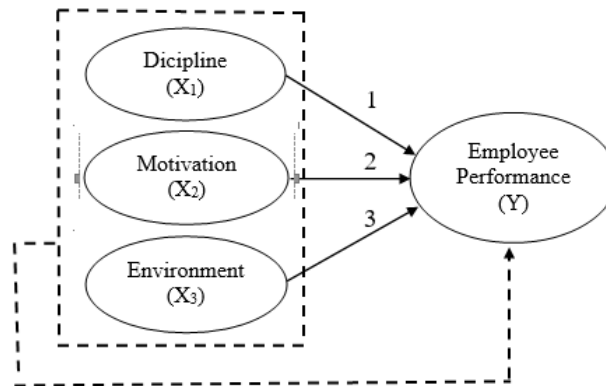
(Burhanuddin et al., 2022) define motivation as a group of attitudes and values that inspire people to pursue certain objectives. The drive a person has to work hard or engage in a certain activity is known as their work motivation.

Work Environment

The workplace is a setting where individuals from both within and outside the organization work together to perform tasks and provide acceptable job outcomes (Pasaribu & Siagian, 2019). Employees are more likely to perform well on the job and provide the best outcomes in a pleasant working environment. The term "work environment" refers to all of the tangible and intangible elements that surround an employee at all times and have an impact on how they do their daily chores and job.

HYPOTHESIS DEVELOPMENT

Research Framework



The Effect of Discipline on Employee Performance

According to the study's findings (Ilah et al., 2020), discipline has a considerable favorable impact on employee performance. The same has been found in a study (Prawoto & Hasyim, 2022). The conclusion drawn from the study above is that the hypothesis is:

H1 : Work discipline has a significant effect on employee performance at PT. Semarang
Autocamp Manufacturing Indonesia.

The Effect of Motivation on Employee Performance

The findings of his study (Burhanuddin et al., 2022) revealed a substantial positive relationship between employee performance and motivation. Research (Fauzi & Wakhidah, 2020) demonstrates that there is a notable beneficial relationship between employee performance and motivation. The conclusion drawn from the study above is that the hypothesis is:

H2 : Work motivation has a significant effect on employee performance at PT. Semarang
Autocamp Manufacturing Indonesia.

Environmental Influence on Employee Performance

The study's findings (Nainggolan, 2018) demonstrate a substantial beneficial relationship between the workplace atmosphere and employee performance. Research (Pasaribu & Siagian, 2019) demonstrates that the environment has a significant favorable impact on employee performance. This analysis leads to the conclusion that the hypothesis is:

H3 : The work environment has a significant effect on employee performance at
PT. Semarang Autocamp Manufacturing Indonesia.

RESEARCH METHODS

Research Population

The population is a generic region that takes the shape of items and persons with certain traits that are utilized to conduct research and develop conclusions. All 50 workers of PT Semarang Autocamp Manufacturing Indonesia make up the population in this study.

Research Sample

The sample is a component of the population's size and makeup. In this investigation, non-probability sampling was used. Non-probability sampling, according to (Sugiyono, 2019) is a sampling method that does not provide each member of the population with an equal chance to be sampled.

Data Types and Sources

This research makes use of primary data. Primary data is gathered using the questionnaire approach from direct sources. The questionnaire is a series of questions that serve as the foundation for interviews with respondents to learn more about how motivation, structure, and the workplace affect respondents' performance.

RESULTS AND DISCUSSION

INSTRUMENT TEST

Validity test

The author uses SPSS analysis to check the validity of the instrument. The assertions' validity was assessed using the 5% significance test: if the probability value is less than or equal to 0.05, the statement is true; if the probability is more than or equal to 0.05, the statement is false. The validity test results are listed below:

Table 1 Validity Test Results

Statement Points	p value	Significance	Information
Employee Performance (Y)			
Statement 1	0,006	0,05	Valid
Statement 2	0,000	0,05	Valid
Statement 3	0,005	0,05	Valid
Statement 4	0,000	0,05	Valid
Statement 5	0,000	0,05	Valid
Dicipline (X₁)			
Statement 1	0,000	0,05	Valid
Statement 2	0,004	0,05	Valid
Statement 3	0,000	0,05	Valid
Statement 4	0,000	0,05	Valid
Statement 5	0,000	0,05	Valid
Motivation (X₂)			
Statement 1	0,000	0,05	Valid
Statement 2	0,003	0,05	Valid
Statement 3	0,000	0,05	Valid
Statement 4	0,002	0,05	Valid
Statement 5	0,000	0,05	Valid
Work Environment (X₃)			
Statement 1	0,000	0,05	Valid
Statement 2	0,001	0,05	Valid
Statement 3	0,000	0,05	Valid
Statement 4	0,000	0,05	Valid
Statement 5	0,000	0,05	Valid

Source: Primary data processed in 2023

According to test findings, all items in the employee performance questionnaire (Y), discipline (X₁), motivation (X₂), and work environment (X₃) given to 20 respondents were deemed legitimate and may be utilized as research questions.

Reliability Test

According to (Ghozali, 2018), "the reliability test is a tool for measuring questionnaires, which are indicators of variables." If a person consistently responds to the statement on the questionnaire, it is considered reliable. According to (Ghozali, 2018), "a variable can be said to be reliable if it has a Cronbach's Alpha value > 0.70."

Table 2 Reliability Test Results

Variable	Cronbach's Alpha	Alpha	Information
Employee Performance (Y)	0,772	0,70	Reliable
Dicipline (X ₁)	0,822	0,70	Reliable
Motivation (X ₂)	0,758	0,70	Reliable
Work Environment (X ₃)	0,840	0,70	Reliable

Source: Primary data processed in 2023

clearly shows that the reliability coefficients of each study variable are greater than the predicted Cronbach's Alpha value, which is 0.70. demonstrates the validity of the idea used to assess the study variables, indicating the reliability of the instrument's findings.

CLASSIC ASSUMPTION TEST

Normality Test

According to, (Ghozali, 2018) the purpose of the normality test is to determine if the dependent variable and independent variable in a regression model both have a normal distribution. A decent regression model has a data distribution that is normal or nearly normal. The Kolmogorov-Smirnov test is used to determine whether the data are normally distributed; if the p value is greater than 0.05, the distribution is considered to be normally distributed and passes the normality test; otherwise, the data are not considered to be normally distributed and fail the test (Ghozali, 2018).

Table 3 Normality Test Results

	<i>Unstandardized Residual</i>
<i>N</i>	50
<i>Kolmogorov-Smirnov Z</i>	0,562
<i>Asymp. Sig. (2-tailed)</i>	0,910

Source: Primary data processed in 2023

The Kolmogorov-Smirnov test findings indicate Asymp. (2-tailed) Sig > 0.05 (0.910 > 0.05). The normal distribution of the data in this regression equation is used to explain it.

Multicollinearity Test

The multicollinearity test is used to determine if there is a connection between the independent variables and the regression model. There is no association between the independent variables in a good regression model. In order for multicollinearity to not occur, the conditions for the regression model must have a tolerance value > 0.10 and a VIF 10, whereas multicollinearity is mentioned if the tolerance value is 0.10 and VIF 10 (Ghozali, 2018).

Table 4 Multicollinearity Test Results

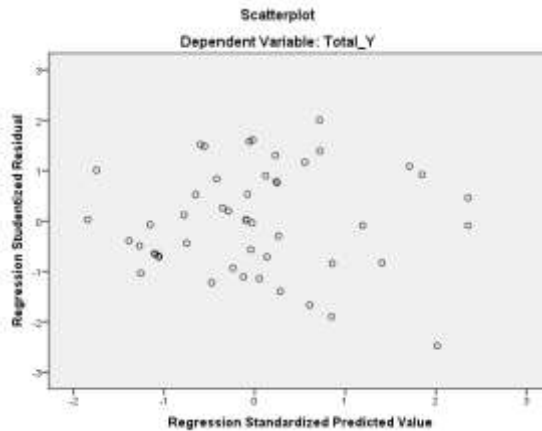
<i>Model</i>	<i>Collinearity Statistics</i>		<i>Information</i>
	<i>Tolerance</i>	<i>VIF</i>	
Dicipline (X ₁)	0,688	1,453	There is no multicollinearity
Motivation (X ₂)	0,829	1,207	
Work Environment (X ₃)	0,802	1,247	

Source: Primary data processed in 2023

According to the calculations, the work environment (X3) was 0.802, the motivation (X2) was 0.829, and the tolerance for discipline (X1) was 0.688, all of which were greater than 0.10. The VIF values for work environment (X3), motivation (X2), and discipline (X1) are all equal to or less than 10. So, there is no multicollinearity between the variables in the regression model used in this research.

Heteroscedasticity Test

The goal of the heteroscedasticity test is to determine if there is a variance inequality between different residual observations in the regression model. It is referred to as homoscedasticity or the absence of heteroscedasticity if the residual variance persists. The gleyser test may be used to the heteroscedasticity test. According to (Ghozali, 2018), heteroscedasticity exists when the p value is less than 0.05 and does not exist when the p value is more than 0.05.



Picture 1 Heteroscedasticity Test Results

Sumber: Data primer diolah tahun 2023

The illustration shows how the dots on the Y axis are distributed at random above zero. This demonstrates that this regression model has no heteroscedasticity.

MULTIPLE LINEAR REGRESSION TEST

Table 5 Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	3.123	2.832
Discipline (X ₁)	0,279	0,120

Motivation (X_2)	0,254	0,111
Work Environment (X_3)	0,309	0,121

Source: Primary data processed in 2023

This table may be used to create a multiple linear regression model for this investigation, which is as follows:

$$Y = 3.123 + 0,279X_1 + 0,254X_2 + 0,309X_3 + e$$

The regression coefficients for each variable reveal that discipline = 0.279, motivation = 0.254, and work environment = 0.309, demonstrating that these factors have a favorable impact on employee performance based on the equation above. Employee performance increases with increased discipline, motivation, and work environment.

F test

According to (Ghozali, 2018), the simultaneous significant test (F Test) tries to demonstrate whether the independent variables in the model concurrently impact the dependent variable. The test procedures include:

Table 6 F test results

Model	F	Sig.	Information
Regression Residual	12.627	0,000	H0 rejected
Total			

Source: Primary data processed in 2023

a. Hypothesis Composition

Ho : $\beta_1=\beta_2=\beta_3=0$, It indicates that the model used by PT Semarang Autocamp Manufacturing Indonesia to examine the impact of motivation (X_2), discipline (X_1), and work environment (X_3) on employee performance (Y) has not been proved.

Ha : $\beta_1\neq\beta_2\neq\beta_3\neq 0$, suggests that the model tested at PT Semarang Autocamp Manufacturing Indonesia to determine the impact of discipline (X_1), motivation (X_2), and work environment (X_3) on employee performance (Y) is successful.

b. Determining the level of significance (α) = 5 %

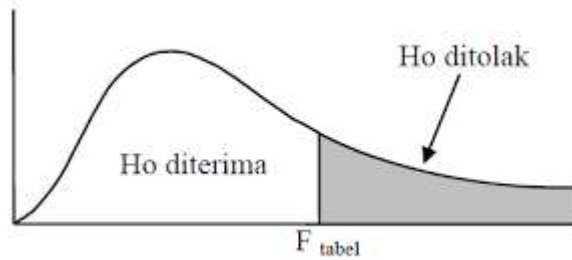
c. Calculating F grades

$$\begin{aligned} F_{\text{tabel}} &= (k; n-k) \\ &= (3; 50-3) \\ &= (3; 47) \\ &= 2,80 \end{aligned}$$

d. Calculating F grades

It is known that F_{count} is 12,627.

e. Test criteria:



Results of the Normal Curve Test F

H_0 accepted : $F_{count} \leq F_{table}$ (12.627 \leq 2,80)

H_0 ditolak : $F_{count} \geq F_{table}$ (12.627 \geq 2,80)

Decision

Based on the examination of the data that was collected, it can be deduced that F_{count} is 12,627, and therefore H_0 is rejected since $F_{count} \geq F_{table}$ (12,627 \geq 2.80) and sig 0.000 < 0.05. H_a was found to be acceptable, indicating that PT Semarang Autocamp Manufacturing's staff performance was significantly impacted by discipline, motivation, and the workplace.

t test

According to Ghozali, (2018: 99) The individual parameter significant test (t test) was carried out to describe whether an independent variable individually affects the dependent variable. The t-test is used to partially test the regression coefficients of the independent variables. The test steps are:

Table 7 t test result

Model	t	Sig.	Information
Dicipline (X_1)	2,321	0,025	H1 accepted
Motivation (X_2)	2,277	0,028	H2 accepted
Work Environment (X_3)	2,567	0,014	H3 accepted

Source :Primary data processed in 2023

The calculation is:

- 1) The effect of the discipline variable (X_1) on employee performance (Y) is:

a. Determine null hypothesis and alternative hypothesis:

$H_0: \beta_1 = 0$, means the model used to test the influence of discipline (X1) to employee performance (Y) at PT Semarang Autocamp Manufacturing Indonesia is not proven.

$H_a: \beta_1 \neq 0$, means the model used to test the influence of discipline (X1) on employee performance (Y) at PT Semarang Autocamp Manufacturing Indonesia is proven.

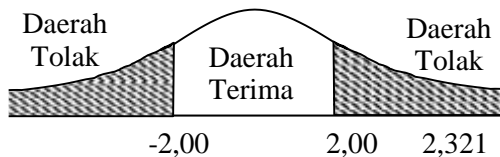
b. Calculating the value of t

Selected level of significance $\alpha = 0.05$

df (degrees of freedom) = $n - k - 1$

$t_{table} = (\alpha/2; n-k-1)$
 $= (0,05/2; 50-3-1)$
 $= (0,025; 46)$
 $= 2,00$

c. Test criteria



Picture 2 Discipline t Test Normal Curve (X1)

H_0 is accepted if $2,321 \leq 2,00$

H_0 is accepted if $2,321 \geq 2,00$

d. Calculating the value of t

Known $t_{count} 2,321$.

e. Decision

H_0 is refused while H_1 is approved when $t_{count} \geq t_{table}$ ($2.321 \geq 2.00$) and sig $0.025 < 0.05$ are present. It was determined that PT Semarang Autocamp

Manufacturing Indonesia's employee performance is significantly impacted by punishment.

2) The effect of motivation (X2) on employee performance (Y) is:

a. Determine null hypothesis and alternative hypothesis:

$H_0: \beta_2 = 0$, means the model used to test the influence of motivation (X2) on employee performance (Y) at PT Semarang Autocamp Manufacturing Indonesia is not proven.

$H_a: \beta_2 \neq 0$, means the model used in testing the influence of motivation (X2) on employee performance (Y) at PT Semarang Autocamp Manufacturing Indonesia proved.

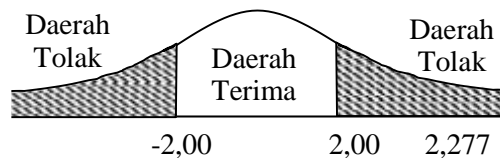
b. Calculating the value of t

Selected level of significance $\alpha = 0.05$

df (degrees of freedom) = $n - k - 1$

$$\begin{aligned} t_{\text{table}} &= (\alpha/2; n-k-1) \\ &= (0,05/2; 50-3-1) \\ &= (0,025; 46) \\ &= 2,00 \end{aligned}$$

c. Test criteria



Picture 3 Normal Curve Motivation t test (X2)

H_0 is accepted if $2,277 \leq 2,00$

H_0 is rejected if $2,277 \geq 2,00$

d. Calculating the value of t

Known t_{hitung} 2,277.

e. Decision

$t_{count} \geq t_{table}$ ($2,277 \geq 1.98$) and sig $0,028 < 0,05$ then H_0 is rejected and H_2 is accepted. It can be concluded that motivation (X2) has a significant influence on employee performance (Y) at PT Semarang Autocamp Manufacturing.

3) Effect of work environment (X3) on employee performance (Y):

a. Determine null hypothesis and alternative hypothesis:

$H_0: \beta_3 = 0$, means the model used to test the influence of the work environment

(X3) on employee performance (Y) at PT Semarang Autocamp Manufacturing Indonesia is not proven.

$H_a: \beta_3 \neq 0$, means the model used in testing the influence of the work environment

(X3) on employee performance (Y) at PT Semarang Autocamp Proven Indonesian Manufacturing.

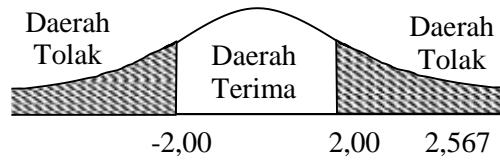
b. Calculating the value of t

Selected level of significance $\alpha = 0.05$

df (*degrees of freedom*) = $n - k - 1$

$$\begin{aligned} t_{table} &= (\alpha/2; n-k-1) \\ &= (0,05/2; 50-3-1) \\ &= (0,025; 46) \\ &= 2,00 \end{aligned}$$

c. Test criteria



Gambar 4 Kurva Normal Uji t Lingkungan Kerja (X3)

H_0 is accepted if $2,567 \leq 2,00$

H_0 is accepted if $2,567 \geq 2,00$

d. Calculating the value of t

Known t_{count} 2,567.

e. Decision

Value of $t_{count} \geq t_{table}$ ($2,567 \geq 1,98$) and sig $0,014 < 0,05$, then H_0 is rejected and H_2 is accepted. It can be concluded that the work environment (X3) has a significant effect on employee performance (Y) at PT Semarang Autocamp Manufacturing.

Determination Coefficient Test

The coefficient of determination is used to see the ability of the independent variables in defining the dependent variable. The results of the coefficient of determination are listed in the following table:

Table 8 Determination Coefficient Results

Model Summary

R	R Square	Adjusted R Square
0,672	0,452	0,416

Source: Primary data processed in 2023

From the table, we get an Adjusted R Square of 0.416 or 41.6%. The determination or contribution of discipline (X1), motivation (X2), and work environment (X3) to employee performance (Y) is 41.6%. The remaining 58.4% contributed by other variables such as leadership, compensation and workload.

DISCUSSION

Discipline Influences Employee Performance

Based on the results of the t test, it is known that $t_{count} \geq t_{table}$ ($2,321 \geq 2,00$) and sig $0,025 < 0,05$ then H_0 is rejected and H_1 is accepted. It was concluded that discipline

has a significant effect on employee performance at PT Semarang Autocamp Manufacturing Indonesia.

Motivation Influences Employee Performance

Based on the analysis of the t test, the value of $t_{count} \geq t_{table}$ ($2,277 \geq 1.98$) and a significance value of $0,028 < 0,05$ means H_0 is rejected and H_2 is accepted. It was concluded that motivation (X2) has a significant effect on employee performance (Y) at PT Semarang Autocamp Manufacturing.

Work Environment Affects Employee Performance

Based on the t test analysis, the results obtained $t_{count} \geq t_{table}$ ($2,567 \geq 1.98$) and sig $0,014 < 0,05$ then H_0 was rejected and H_2 was accepted. It was concluded that the work environment (X3) has a significant influence on employee performance (Y) at PT Semarang Autocamp Manufacturing.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the analysis and discussion, several conclusions can be drawn, namely:

1. Based on the t test it can be concluded:
 - a) Discipline has a significant effect on employee performance at PT Semarang Autocamp Manufacturing.
 - b) Motivation has a significant effect on employee performance at PT Semarang Autocamp Manufacturing.
 - c) The work environment has a significant effect on employee performance at PT Semarang Autocamp Manufacturing.
2. From the results of data analysis obtained, it can be seen that the value of F_{count} is 12.627, because $F_{count} \geq F_{table}$ ($12.627 \geq 2,80$) and sig $0,000 < 0,05$ then H_0 is rejected. It was concluded that H_a was accepted, meaning that discipline, motivation, and work environment had a significant effect on employee performance at PT Semarang Autocamp Manufacturing.
3. Based on the results of the analysis above, the Adjusted R Square value is 0.416 or 41.6%. The determination of discipline, motivation, and work environment on employee performance is 41.6%. The remaining 58.4% contributed by other variables such as leadership, compensation and workload.

Reccomendations

From the conclusion, in this study the authors provide suggestions that are expected to be useful, namely:

1. It is anticipated that PT Semarang Autocamp Manufacturing would pay more attention to the degree of discipline among its staff, as this will inevitably lead to improved performance.
2. It is anticipated that PT Semarang Autocamp Manufacturing can instill more motivation in its staff members, since this would inevitably lead to improved performance.
3. It is intended that PT Semarang Autocamp Manufacturing would pay more attention to the working conditions of its staff, since improving a pleasant working environment will also be followed by an improvement in staff productivity.

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