

The Effect of Discipline, Work Motivation and Work Ability on Employee Performance PT. Bijak Unit *Learning Center* Bogor

Yusuf Akbar^{1*}, Sudarijati Sudarijati², Ismartaya Ismartaya³

¹⁻³Management Study Program, Faculty of Economics, Djuanda University, Bogor, Indonesia

Author correspondence: yusufakbar909@gmail.com*

Abstract. *This study aims to determine the effect of discipline, work motivation and work ability on the performance of employees of PT BIJAK Bogor Learning Center Unit either simultaneously or partially. Questionnaires were distributed to 101 respondents. The results of the validity and reliability tests indicated that all questions were stated to be valid and reliable. The results of multiple correlation analysis stated that there were very strong relationships between discipline, work motivation and work ability on the performance of employees of PT BIJAK, the result of the coefficient of determination can be explained by 70.8%. The multiple regression analysis F test (simultaneous) states that there is a positive and significant effect simultaneously between discipline, work motivation and work ability on the performance of employees of PT WISE. The results of the t (partial) test state that discipline has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and work ability has a positive and significant effect on employee performance at PT. BIJAK Bogor Learning Center Unit.*

Keywords: *Diciplin; Work Motivation; Work Ability; Performance*

1. BACKGROUND

In the current era of globalization, the higher competition of companies makes human resources a very important aspect for the interests of the company, to be able to successfully realize the company's wishes, it requires proper human resource management from management so as to create good performance for each employee of the company, because good employee performance greatly contributes to the sustainability of the company. According to Sutrisno (2017: 172), performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization by creating discipline, work motivation and work ability of its employees . According to Singodimedjo (2016: 94), discipline is the attitude of a person's willingness and willingness to obey and obey the norms of the rules that apply around him. Apart from discipline, work motivation has a very important role in company activities to achieve its goals. According to Afandi (2018: 23), work motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results. Another factor that can affect employee performance in the company is the work ability factor. According to Paramita R and Warso (2016: 38), work ability is something that is owned by individuals to carry out the tasks or work assigned to them.

PT BIJAK is a company engaged in the provision of labor services at home and abroad. PT.BIJAK is a subsidiary of BPJS Ketenagakerjaan. The *Learning Center* BPJS Employment Bogor building is one of the buildings managed by PT.BIJAK. In this case, PT BIJAK as the manager of the BPJS Employment *Learning Center* building always tries to maximize the quality of its performance in the *Security, Front Office, Banquet, Housekeeping, Mechanical Electrical* and *Food & Beverage* divisions by creating discipline, work motivation and work ability of its employees. Often companies face problems regarding their human resources in operational activities. In carrying out operational activities it is not uncommon to encounter guest comments on the performance of company employees. The *guest comments (Guest Comment)* of PT BIJAK Bogor *Learning Center* Unit in 2021 are as follows:

Table 1 Guest Comment PT.BIJAK Bogor Learning Center Unit in 2021

Division	Guest Comment								
	Very good		Good		Simply		Less		
	Total	%	Total	%	Total	%	Total	%	
<i>Security</i>	223	39	223	39	68	12	58	10	
<i>Front Office</i>	266	46	209	37	54	9	43	8	
<i>Banquet</i>	238	42	218	38	58	10	58	10	
<i>Housekeeping</i>	73	13	83	14	278	49	138	24	
<i>Mechanical Electrical</i>	75	13	78	14	283	49	136	24	
<i>Food & Beverage</i>	218	38	233	41	63	11	58	10	
Average	182	32	174	31	134	23	82	14	
Total								572	

Source: *Front Office Department* 2022.

Based on Table 1, it can be seen that guest comments (*Guest Comment*) in 2021 PT.BIJAK as many as 572 guests, the average assessment of employee performance for the excellent category is 32% or as many as 182 guests, the good category is 31% or as many as 174 guests, the sufficient category is 23% or as many as 134 guests and the less category is 14% or as many as 82 guests. As for Table 2, some guests who conveyed problems that became complaints of the training participants as follows:

Table 2 Training Participants' Guest Complaints About Insufficient Employee Performance at PT.BIJAK Bogor Learning Center Unit in 2021

No.	Guest Comment	Total
1.	<i>Laundry service is not good.</i>	7
2.	<i>Complaints are not responded to quickly.</i>	6
3.	<i>Tap water quality is not good as worms were found in the water.</i>	7
4.	<i>The drainage channel in the bathroom is not smooth.</i>	9
5.	<i>Late preparation of toilet facilities such as: tissue, soap and clean towels.</i>	15
6.	<i>Meals are not appropriate for the activity situation.</i>	8
7.	<i>One of the beds has a body itch.</i>	19
8.	<i>Please pay attention to the condition of the food buffet place there are ants in the pudding food 2-3 days in a row.</i>	14
9.	<i>To regularly monitor the meeting room, sometimes the air conditioner is not cold enough.</i>	15
Total		100

Source: *Front Office Department* 2022, processed by the author

This is still not in line with the goals desired by the company. Therefore, the need for work evaluation related to employee discipline, employee motivation and employee work ability in each department respectively. The non-optimal performance obtained by employees is thought to be caused by the low discipline of PT.BIJAK employees. Based on data from the HR Department, the punctuality of PT.BIJAK employees in 2021 is shown in Table 3 as follows:

Table 3 Timeliness of Entering Working Hours of PT.BIJAK Bogor *Learning Center* Unit in 2021

No.	Employees	Total percentage (%)
1.	Employees on time	70
2.	Late < 5 Minutes	20
3.	Late > 5 Minutes	8
4.	Late > 10 Minutes	2
	Total	100

Source: PT.BIJAK Unit *Learning Center* 2022

Based on Table 3, the percentage of PT.BIJAK employees who came to work on time was 70%, while the remaining 30% came late to work during the 2021 period. This shows that the work discipline of PT BIJAK employees at the Bogor *Learning Center* Unit is still low, based on the tolerance limit set by the company for late entry to work of 15% per year.

To see the initial picture of the work motivation of employees of PT BIJAK Unit *Learning Center* Bogor, the author conducted a pre-survey to 30 random employees on April 19, 2022 through a questionnaire on *google form* for 7 days with the following pre-survey results:

Table 4 Pre-survey of Work Motivation of Employees of PT BIJAK *Learning Center* Unit Bogor Year 2022

No.	Indicator	Question	Yes	No	Interpretation
1.	Reward	The salary received is sufficient to meet the needs	15	15	50% of employees stated that the salary received was sufficient to meet their needs, while 50% of employees stated that the salary received was not sufficient to meet their needs.
2.	Working conditions	Employees are comfortable in doing their work in the work environment	17	13	57% of employees stated that they were comfortable in doing their work in the work environment, while 43% of employees stated that they were not comfortable in doing their work in the work environment.
3.	Work facilities	Available work facilities are up to standard to support operational activities	13	17	43% of employees stated that work facilities are standard to support operational activities, while 57% of employees stated that work facilities are not standard to support operational activities.
4.	Work performance	Employees are eager to work because there are	15	15	50% of employees stated that they were motivated to achieve work performance by working hard, while 50% of

		opportunities to achieve work achievements in the company				employees stated that they were not motivated to achieve work performance by working hard.
5.	The work itself	Employees are interested in doing the work given by superiors	20	10		67% of employees stated that they were interested in the work given by their superiors, while 33% of employees stated that they were not interested in the work given by their superiors.
	Percentage (%)		60	40		From the total percentage of 100%, it shows that 60% of work motivation in employees of PT BIJAK Unit <i>Learning Center</i> Bogor has supported their performance in the company, while 40% shows that work motivation in employees of PT BIJAK Unit <i>Learning Center</i> Bogor has not supported their performance in the company.

Source: Employees of PT.BIJAK *Learning Center* Unit 2022

Based on Table 4 of the pre-survey on April 19, 2022 on 30 employees of PT BIJAK Bogor *Learning Center* Unit, it is known that the work motivation of employees has not fully supported the work performed. The following is Table 5 data on the condition of work facilities that are lacking at PT. BIJAK Bogor *Learning Center* Unit.

Table 5 Conditions of Lack of Work Facilities at PT.BIJAK Bogor *Learning Center* Unit in 2021

No.	Item Type	Total	Condition/Situation
1.	4 (Four) Wheeled Vehicle	1	RS
2.	2 (Two) Wheeled Vehicle	2	RS
3.	Laptop	12	RR
4.	Computer	12	RR
5.	Genset	1	RR
6.	Filling Cabinet	6	RR
7.	Wooden / Iron Cabinets	6	RR
8.	Workbench	12	RR
9.	Printer	6	RR
10.	AC	6	RR
	Total	64	
Description:	B	:	Good: the facility is suitable for use
	RR	:	Mildly Damaged: the facility is not suitable for use
	RS	:	Moderately Damaged: the facility is not suitable for use
	RB	:	Severely Damaged: the facility is not suitable for use

Source: PT.BIJAK Unit *Learning Center* 2022

Based on Table 5, it can be seen that there are 64 types of work facilities at PT BIJAK Bogor *Learning Center* Unit. The majority of the facilities provided by the company are not suitable for smooth operation in providing services to guests of training participants to the fullest. The facilities that are already available are classified as damaged, this can be seen from the types of goods with a medium damage category of 3 types of goods and as many as 61 types of goods with a minor damage category. This affects the level of work motivation and services provided by employees to be low, with the lack of attention of company

management to the work needs of employees allegedly affecting the level of employee work ability, especially in work activities not being maximized. Employee work ability is very important because it affects the performance produced by an employee. To find out the work ability of employees, the author conducted a pre-survey to 30 random employees on April 19, 2022 through a questionnaire on *google form* for 7 days with the following pre-survey results:

Table 6 Pre-survey of Work Capability of Employees of PT.BIJAK Learning Center Unit Bogor in 2022

No.	Indicator	Question	Yes	No	Interpretation
1.	Knowledge	Employees master the job in theory and practice	12	18	40% of employees stated that they fully mastered the job in theory and practice, while 60% of employees stated that they did not fully master the job in theory and practice.
2.	Training	I mastered the various vocational training materials provided quickly.	16	14	53% of employees stated that they had mastered the training material provided quickly while 47% of employees stated that they had not mastered the training material provided quickly enough.
3.	Experience	The experience possessed is sufficient to carry out the work of employees in the company. Employees are able to work independently without waiting for instructions from superiors.	10	20	33% of employees stated that they were experienced and independent in doing work without waiting for instructions from superiors, while 67% of employees stated that they were not experienced enough and independent in doing work without waiting for instructions from superiors.
4.	Skills	The skills possessed are sufficient to support the work of employees in the company	19	11	63% of employees stated that their skills have supported them in doing their jobs while 37% of employees stated that their skills were not enough to support them in doing their jobs.
5.	Employability	In working, employees are able to carry out operational activities properly and maximally	20	10	67% of employees stated that they were able to carry out operational activities properly and maximally, while 33% of employees stated that they had not been able to carry out operational activities properly and maximally.
Percentage (%)			66	34	From the total percentage of 100%, it shows that 66% of the work ability of PT BIJAK employees at the Bogor <i>Learning Center</i> Unit has supported their performance in the company, while 34% shows that the work ability of PT BIJAK employees at the Bogor <i>Learning Center</i> Unit has not supported their performance in the company.

Source: Employees of PT.BIJAK Learning Center Unit 2022

Based on Table 6 of the pre-survey on April 19, 2022 on 30 employees of PT BIJAK Learning Center Unit Bogor, it is known that the work ability of employees has not fully supported the work performed. This is also thought to be due to the low education of employees, so it is thought to affect the level of employee work ability, especially in doing their work. The following is Table 7 employee data per division based on education.

Table 7 Recapitulation of Employee Education Levels at PT.BIJAK Bogor Learning Center Unit in 2021

No.	Division	Education Level					
		Terms	High School / Equivalent	%	D1	D3	S1
1.	House Keeping	D1	29	14	2	2	-
2.	Front Office	D1	2	21	-	3	8
3.	Safety & Security	D1	31	15	-	-	5
4.	Resto	D1	10	18	-	4	4
5.	Banquet	D1	3	19	-	3	6
6.	Mechanical Electrical	D1	20	13	2	1	-
AMOUNT			95	100	4	13	23

Source: PT.BIJAK Unit Learning Center 2022

Based on Table 7, the education level of employees at PT BIJAK Bogor Learning Center Unit is dominated by high school / equivalent graduates as many as 85 employees, the remaining D1 as many as 4 employees, D3 as many as 14 employees and S1 as many as 33 employees.

2. THEORETICAL STUDY

According to Hasibuan (2017: 10), states that human resource management is the science and art of regulating the relationship and role of labor effectively and efficiently helping to realize the goals of the company, employees, and society.

Discipline

According to Singodimedjo (2016: 87), states that discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the rules that apply around him.

Work Motivation

According to Afandi (2018: 23), work motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results.

Employability

According to Paramita R and Warso (2016: 38), work ability is something that is owned by individuals to carry out the tasks or work assigned to them.

Performance

According to Mangkunegara (2017), performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Framework of Thought

According to Sugiyono (2018: 128), is a conceptual model of how theory relates to various factors that have been identified as important. The framework model regarding the relationship between variables in this study can be presented in Figure 1 below:

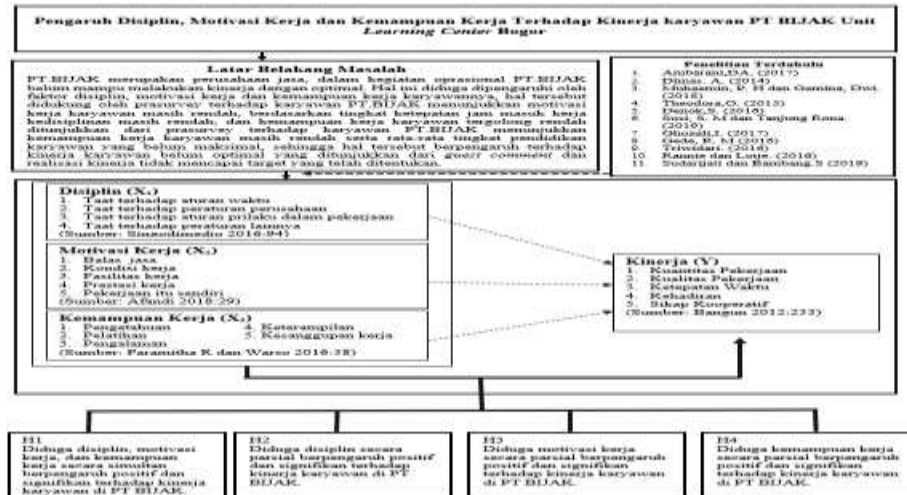


Figure 1. Framework of Thought

3. RESEARCH METHODS

Object and Location of Research

The object of this research is about the influence of discipline, work motivation and work ability on performance in employees of PT.BIJAK Unit *Learning Center* Bogor. As the subject of research are employees of PT.BIJAK Bogor *Learning Center* Unit located at Jl. Dadali No.7, RT.03 / RW.05, Tanah Sereal Bogor, West Java, Postal Code 16161 Bogor City.

Research Design

In this study, quantitative and qualitative approaches were used with survey methods. The type of research used in this research is *descriptive* and *verification* research.

Validity Test

The validity test in this study used variable X as many as 32 questions and variable Y as many as 11 questions. The following Table 8 is a recapitulation of the validity test results for each variable.

Table 8. Recapitulation of Validity Test Results for Each Variable

No.	Variables	Indicator	Statement Item	Number of Items Before Validity Test	Invalid Items	Number of Items After Validity Test
1	(X) ₁	1. Adhere to time	1-2	2	-	2
		2. Obey the rules	3-4	2	-	2
		3. Obey the rules of behavior at work	5-6	2	-	2
		4. Abide by other rules	7-8	2	-	2
2	(X) ₂	1. Reward	9-10	2	-	2
		2. Working conditions	11-13 14-16	3 3	- -	3 3
		3. Work facilities	17-18	2	-	2
		4. Work performance	19-20	2	-	2
		5. The work itself				
3	(X) ₃	1. Knowledge	21-22	2	-	2
		2. Training	23-24	2	-	2
		3. Experience	25-26	2	-	2
		4. Skills	27-29	3	-	3
		5. Workability	30-32	3	-	3
4	(Y)	1. Quantity of work	33-34	2	-	2
		2. Quality of work	35-36	2	-	2
		3. Timeliness	37-38	2	-	2
		4. Attendance	39-40	2	-	2
		5. Cooperative attitude	41-43	3	-	3
Total		-	43	43	-	43

Source: Questionnaire Data (Processed), 2022

Reliability Test

According to (Sugiyono 2014: 220) the reliability test criteria by comparing if the results of data processing are more than or equal to 0.6 then the data can be said to be reliable and if less than 0.6 then the data is said to be unreliable. The results of the reliability test in this study can be seen in Table 5 as follows:

Table 9 Reliability Test Results of Research Instrument

Variables	Value (a)	(a) Decree	Description
Work motivation (X ₁)	0,785	0,6	Reliable
Discipline (X ₂)	0,645	0,6	Reliable
Employability (X ₃)	0.808	0,6	Reliable
Employee performance (Y)	0,750	0,6	Reliable

Source: Research Results in 2022

Based on table 9, it can be seen that each variable shows a *Cronbach's alpha* value greater than or equal to 0.6. this shows that all instruments in each variable used in this study are declared reliable.

Multiple Regression Analysis

According to Sugiyono (2016) multiple regression analysis is used to predict how the state (ups and downs) of the dependent variable (criterion), when two or more independent variables as predictor factors.



Figure 2. Relationship between Research Variables

Correlation Coefficient Analysis

Estimating the strength and direction of the direct relationship of the two factors under study.

Table 10 Interpretation of the r Value of the Correlation Analysis Results

R Value Interval	Interpretation
0,000-0,199	Very Low
0,200-0,399	Low
0,400-0,599	Medium
0,600-0,799	Strong
0,800-1,000	Very Strong

Source: (Sugiyono 2018)

Coefficient of Determination Analysis (R^2)

In this study, in order to know the percentage of changes in the dependent variable caused by the independent variable, thus the coefficient of determination can be used. If R^2 is high, the percentage of changes with the dependent variable will be higher, and vice versa. To decide the impact of the independent variable on the dependent variable simultaneously can use the F test with the criteria:

The result if F_{count} is lower than or equal to F_{table} ($F_{count} \leq F_{table}$) at $\alpha = 0.05$ thus H_0 is accepted while H_a is rejected, and if F_{count} is higher than F_{table} ($F_{count} > F_{table}$) at $\alpha = 0.05$ thus H_0 is rejected while H_a is accepted. To decide the impact of each independent variable on the dependent variable partially, we can use the *F-test* with the criteria: The result is if t_{count} is lower or equal to t_{table} ($t_{count} \leq t_{table}$), then H_0 is accepted and H_a is rejected, and if t_{count} is higher or equal to t_{table} ($t_{count} > t_{table}$), then H_0 is rejected and H_a is accepted.

Hypothesis Testing

To prove the reality of the correlation analysis calculation, it is necessary to test the null hypothesis (H_0) and the alternative hypothesis (H_a). This test will use the t distribution, with a certainty $(1-\alpha)$ of 95% and a chance level of $n-5-1$ to test the hypothesis is accepted or rejected.

4. RESULTS AND DISCUSSION

Employee Characteristics

The characteristics of the majority of employees are male, aged 22-26 years, with a working period of 4-6 years and have a high school / vocational school education level. The following is a recapitulation of employee answers regarding discipline, work motivation, work ability, and employee performance.

1. Discipline

Table 11 Recapitulation of Responses to Discipline

No.	Indicator	Average Score	Assessment Criteria	Interpretation
1.	Adhere to time	4.36	Very good	This means that employees come to work and go home according to the time determined very well. So that employees are able to provide maximum performance in the company.
2.	Obeying company regulations	4.31	Very good	This means that employees obey company rules such as wearing uniforms as prescribed, always tidying up work equipment very well so as to provide employee discipline in the company.
3.	Obey the rules of behavior at work	4.16	Good	This means that employees do the job thoroughly and do other work after one job is completed properly so that they are able to provide maximum employee performance in the company.
4.	Abide by other rules	4.27	Very good	This means that employees maintain the cleanliness of the workspace and use work tools according to standards very well so as to provide employee discipline in the company.
Average Discipline Variable		4.28	Very good	Employee assessments of discipline variables which include obeying time, obeying company regulations, obeying rules of behavior at work, and obeying other rules are rated very well by employees.

Source: Research Results in 2022

2. Work Motivation

Table 12 Recapitulation of Responses to Work Motivation

No.	Indicator	Average Score	Assessment Criteria	Interpretation
1.	Reward	4.22	Very good	This means that everything in the form of goods, services and money is given by the company to employees on time in accordance with the work agreement and fairly according to the job responsibilities of each employee. So as to be able to motivate employees to work in the company.
2.	Working conditions	4.30	Very good	This means that the company provides comfortable, safe and conducive working conditions that support workers to carry out their work activities optimally.
3.	Work facilities	4.19	Good	This means that everything contained in the company that is occupied and enjoyed by employees in the form of social security facilities and infrastructure is provided by the company for the smooth running of the work performed.
4.	Work performance	4.27	Very good	This means that employees are willing to do challenging work and the company rewards outstanding employees very well so that they are able to motivate employees to work in the company.
5.	The work itself	4.41	Very good	This means that employees who do their work according to their abilities in achieving high performance, motivate other employees to do their work more enthusiastically and optimally in the company.
Average Responses to Work Motivation Variables		4.28	Very good	Employee assessment of work motivation variables which include indicators of compensation, working conditions, work facilities, work performance and the work itself is rated in the very good category by employees.

Source: Research Results in 2022

3. Employability

Table 13 Recapitulation of Responses to Work Ability

No.	Indicator	Average Score	Assessment Criteria	Interpretation
1.	Knowledge	4.17	Good	This means that employee knowledge supports work and improves the ability to work well. So as to be able to provide maximum employee performance in the company.
2.	Training	4.21	Very good	This means that the training provided by the company to employees according to the needs of the job is done very well. So as to be able to provide opportunities to develop work skills in the company.
3.	Experience	4.17	Good	This means that employee experience helps reduce work errors and improve work skills properly. So as to be able to provide maximum employee performance in the company.
4.	Skills	4.28	Very good	This means that employee work skills help get the job done very well. So as to be able to provide maximum employee performance in the company.
5.	Workability	4.39	Very good	This means that the ability to work carried out by employees deftly and independently is very good. So as to be able to provide maximum employee performance in the company.
Average Responses to Work Ability Variables		4.24	Very good	Employee assessments of work ability variables which include knowledge, training, experience, skills and work ability are rated very well by employees.

Source: Research Results in 2022

4. Employee Performance

Table 14 Recapitulation of Responses to Performance

No.	Indicator	Average Score	Assessment Criteria	Interpretation
1.	Quantity of work	4.24	Very good	This means that employees understand the targets that must be achieved and meet the work targets that have been set very well. So as to be able to provide maximum performance in the company.
2.	Quality of work	4.07	Good	This means that employees pay attention to accuracy at work and do their work according to the SOP well. So as to be able to provide maximum performance in the company.
3.	Timeliness	4.24	Very good	This means that employees complete work on time according to the assigned workload very well. So that the work done is maximized.
4.	Attendance	4.25	Very good	This means that employees notify when they are absent from the company and are willing to work outside of working hours very well. So that the work done is complete.
5.	Cooperative attitude	4.29	Very good	This means that employees are easy to work together in a team very well. So as to be able to provide maximum performance in the company.
Average Response to Performance Variables		4.22	Very good	Employees' assessment of performance variables which include quantity of work, quality of work, punctuality, attendance and cooperative attitude is rated very well by employees.

Source: Research Results in 2022

Multiple Regression Testing

Multiple linear regression analysis is used to predict how the state (ups and downs) of the dependent variable, when two or more independent variables as predictor factors so that it can be known whether or not there is an influence of the independent variable on the dependent variable. From the research results, a regression equation is obtained, namely:

$$Y = 5.667 + 0.311x_1 + 0.362x_2 + 0.269x_3 + \epsilon$$

These results can be interpreted, namely, the constant α of 5.667 which means ($X = 0$). While the regression coefficient of discipline ($X_1 = 0.311$), work motivation ($X_2 = 0.362$) and work ability ($X_3 = 0.269$) means that every increase in the influence of variable X will also be followed by an increase in variable Y , and vice versa.

Correlation and Determination Coefficient Testing

The magnitude of the correlation or relationship between the independent variables consisting of discipline (X_1), work motivation (X_2) and work ability (X_3) with the dependent variable employee performance (Y) is :

Table 15 Test Results of Multiple Correlation Analysis and Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,842a	,708	,699	1,618
a. Dependent Variable: performance				
b. Predictors: (Constant), work motivation, discipline, work ability				

Source: Research Results in 2022

From this calculation, it can be seen that the R value is 0.842 which shows the correlation or relationship between the independent variables consisting of discipline (X_1), work motivation (X_2), and work ability (X_3) with the dependent variable, namely employee performance (Y) has a very strong correlation (0.800- 1000), meaning that the higher the work motivation, discipline and work ability of employees, the higher the employee performance.

Simultaneous Testing (F Test)

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

Table 16 Testing the Regression Model Simultaneously (F Test)

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	609,856	3	203,285	77,693	,000b
	Residuals	251,184	96	2,617		
	Total	861,040	99			

a. Dependent Variable: performance

b. Predictors: (Constant), work motivation, discipline, work ability

Source: Research Results in 2022

Based on the F_{count} value in Table 16, it is known that the F_{count} is 77.693 and the F_{table} value for $\alpha = 0.05$ with degrees of freedom (dk) $n-k-1$ ($100-3-1$) = 96. Seeing the results of the degrees of freedom, the F_{table} value is 2.70, so that $F_{hitung} > F_{table}$ ($77.693 > 2.70$), and has a significance value of $0.000 < 0.05$, it can be concluded that H_0 is rejected and H_a is accepted, meaning that simultaneously the variables of work motivation, discipline and work ability have a positive and significant effect on performance variables.

Partial Testing (t test)

Based on these calculations, it can be seen the t_{count} value and the significant value of each independent variable. While the t_{table} value for $\alpha = 0.05$ with the degree of t ($\alpha; n - k - 1$) = (0.05); (95 - 3 - 1 = 91) (0.05; 91) is 1.660. Thus, the following results are obtained:

Table 17 Recapitulation of t test results

Variables	t_{hitung}	t_{table}	Conclusion
Work Motivation	3,020	1.660	H_0 is rejected and H_a is accepted, meaning that work motivation has a positive and significant effect on employee performance.
Discipline	3,317	1.660	H_0 is rejected and H_a is accepted, meaning that discipline has a positive and significant effect on employee performance.
Employability	2,545	1.660	H_0 is rejected and H_a is accepted, meaning that work ability has a positive and significant effect on employee performance.

Source: Research Results in 2022

Based on Table 4.33, the results of the recapitulation of the partial regression coefficient test (t test) are seen from the t_{count} and beta values, the variable that has the highest value is the discipline variable (X_2), namely with a t_{count} value of 3.317 and a beta value of 0.345, this shows that the discipline variable has the most dominant influence on the performance of employees of PT BIJAK Bogor *Learning Center* Unit compared to work motivation and work ability variables. Therefore, based on the questionnaires distributed in the field to employees of PT BIJAK, the discipline factor is the highest in influencing employees to perform optimally.

5. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the data obtained from the results of the analysis, it can be concluded that the variable conditions of discipline (X_1), work motivation (X_2), and work ability (X_3) on employees of PT BIJAK Unit *Learning Center* Bogor have a positive and significant effect simultaneously and partially on performance.

Suggestions

To improve discipline, work motivation, work ability and performance in employees of PT BIJAK Unit *Learning Center* Bogor, then for companies to be able to pay more attention to the application of employee discipline by supervising the rules of doing work strictly and giving strict sanctions to employees who violate company rules, paying attention to providing work motivation to employees by appreciating and rewarding employee performance fairly, maximizing and improving the work abilities of each individual employee by providing job training and technical and theoretical work development according to employee needs. For further research, other variables can be added outside the variables studied such as knowledge, work design, personality, organizational culture, leadership, so as to find out which ones have more influence on employee performance.

REFERENCE LIST

- Afandi. (2018). *Manajemen sumber daya manusia: Teori, konsep, dan indikator*. Nusa Media.
- Hasibuan, M. (2017). *Manajemen sumber daya manusia*. PT Bumi Aksara.
- Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia*. PT Remaja Rosdakarya.
- Paramita, R., & Warso. (2016). *Manajemen sumber daya manusia* (Jilid 1, Edisi 10).
- Singodimedjo. (2016). *Manajemen sumber daya manusia*. Ghalia Indonesia.
- Sudarijati, & Setiawan, B. (2022). Pengaruh manajemen talenta dan motivasi kerja terhadap kinerja pegawai pada PT. BDP Bogor. *Jurnal Visionida*, 5(1). ISSN: 2550-0694. Diakses pada 24 Juli 2022, pukul 19.00 WIB.
- Sugiyono. (2014). *Statistika untuk penelitian*. Alfabeta.
- Sugiyono. (2016). *Metode penelitian manajemen*. Alfabeta.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Sutrisno, E. (2017). *Manajemen sumber daya manusia*. Kencana Prenada Media Group.