
THE EFFECT OF COMPENSATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE OF PT. RADIO SWARA MERSIDIONA TANGERANG CITY

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ABSTRACT

This study aims to analyze the effect of compensation and work discipline on employee performance at PT Radio Swara Mersidiona Kota Tangerang, both partially and simultaneously. Using a quantitative method with a saturated sample of 55 employees, data was obtained from the results of respondents' answers. The results showed that compensation and work discipline simultaneously had a significant effect on employee performance ($F_{count} 50.505 > F_{table} 3.175$, sig. $0.000 < 0.05$). Partially, compensation (coefficient 0.617) and work discipline (coefficient 0.392) had a positive and significant effect. The determination value (R^2) of 53.4% indicates that the remaining 46.6% is influenced by other factors.

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INTRODUCTION

The development of the current era of capitalization has made competition between companies in Indonesia increasingly tight, including in the broadcasting industry. To win the competition or simply survive in the current competition, companies must be able to have a vision and mission and optimize employee performance as one of the important assets of a company. This has an impact on the existence of existing radio to be able to produce information and provide services that are in accordance with the needs of today's society. In general, companies have the same goal, namely to obtain maximum profit and to be able to maintain the life and performance of the company. Therefore, in order for the company's goals to be achieved, each company must utilize existing resources by making one of the bases that employees are company assets that must be managed properly so that the performance produced is in accordance with the company's goals.

These human resources are very important in determining the success of a company. Currently, every company is required to have superior human resources to be able to compete. Every company in carrying out its activities is always oriented towards achieving the goals set by the company to obtain maximum profit and spend as much operational costs as possible. To achieve the desired goals, the company uses competitive resources, therefore the company needs resources to achieve its goals, one of which is human resources in it.

Human resources in this case are employees who always play an active role in company activities. This shows that human resources are the key to every company activity. In order for management activities to run well, company employees must have high knowledge and skills and efforts to manage the company as optimally as possible so that employee performance increases.

PT. Radio Swara Mersidona located in Tangerang City is a company engaged in telecommunications services or one-way information media. This company aims to become one of the media that provides the most updated information and become an Indonesian Bandar Dangdut radio. To achieve this goal, the company innovates based on market needs and technological developments. In improving the quality of human resources, company employees are able to understand several regulations that have been given by the company. One way is to improve employee performance.

Performance is a work achievement or employee work results based on the quality and quantity achieved in accordance with the responsibilities received. There are several factors that influence performance, including effectiveness, authority, initiative and discipline. Employee performance is one of the main factors that influence the progress of the company. The better the employee performance, the easier the company's goals are to achieve, but if employee performance declines, it will result in a decline for the company.

The performance problems that occur at PT. Radio Swara Mersidiona are the less than optimal performance in the company, such as poor target fulfillment, implementation of tasks that are not in accordance with procedures and lack of achievements in the form of achievements so that employee performance assessments show that there are several aspects that have not been fully achieved by PT. Radio Swara Mersidiona employees, which are summarized in the following table:

Table 1. Employee Performance Scale Range

No	Mark	Performance	Information
1	10 – 24	Very Less	SKS
2	25 – 39	Less than once	KS
3	40 – 54	Not enough	K
4	55 – 69	Enough	C
5	70 – 84	Good	B
6	85 – 90	Very good	SB

Table 2. Employee Performance Assessment Data of PT. Radio Swara Mersidiona Period 2021 - 2024

No	Indicator	Year							
		2021		2022		2023		2024	
		Mark	Caption	Mark	Caption	Mark	Caption	Mark	Caption
1	Quality	80%	B	66%	C	63%	C	69%	C
2	Quantity	60%	C	57%	C	55%	C	50%	K
3	Presence	69%	C	53%	K	46%	K	39%	KS
4	Collaboratio	77%	B	70%	B	60%	C	55%	C

	n Ability								
5	Punctuality	70%	B	67%	C	43%	K	40%	K
	Average	72%	B	63%	C	54%	K	51%	K

Source: Data comes from PT. Radio Swara Mersidiona Personnel

Based on tables 1 and 2 above, it can be seen that employee performance assessments from 2021 to 2024 continued to decline in almost all elements, starting from 2021 showing that the average value realized was 72% included in the Good category. In 2022, performance assessments began to decline and showed an average value of 63% in the Sufficient category. In 2023 and 2024, it showed that all performance assessments were classified as Poor with average values of 54% and 51% respectively. The overall work performance of PT. Radio Swara Mersidiona Kota Tangerang employees has decreased from year to year. This proves that the work performance of PT. Radio Swara Mersidiona Kota Tangerang employees is not optimal, especially since the compensation given is not satisfactory and there is a lack of discipline towards the company which encourages employees to work harder, resulting in a decrease in the level of employee performance of PT. Radio Swara Mersidiona.

The table description above shows that employee performance conditions must be evaluated immediately so that the quality of employee performance can be improved. This is in line with the opinion of Kasmir (2020:182) "Performance is the result of work and behavior that has been achieved in completing tasks and responsibilities given in a certain period". In addition to the declining performance of employees of PT. Radio Swara Mersidiona Kota Tangerang, the annual employee performance target is still relatively poor because the target requested by the company has not been achieved. Based on observations at the research location, there is data showing the results of employee performance targets at PT. Radio Swara Mersidiona Kota Tangerang, as follows:

Table 3 Employee Performance Target Data of PT. Radio Swara Mersidiona

Division	Target%	2021	2022	2023	2024	Average	Information
		Achievement					
		Score	Score	Score	Score		
General Adm	100	92	85	79	77	83	Not Yet Achieved
Marketing	100	81	80	77	75	78	Not Yet Achieved
Programmer	100	82	77	74	73	76.5	Not Yet Achieved
Broadcaster	100	85	79	76	72	78	Not Yet Achieved

Source: Data comes from PT. Radio Swara Mersidiona Personnel

Based on table 3 in 2021 to 2024 the employee performance target of PT. Radio Swara Mersidiona decreased or was not even achieved. If this is allowed to continue, it will result in a loss of productivity levels, loss of communication between employees, a decline in the company's performance results, the company's development will decline further and further or even go bankrupt. According to

Kasmir (2016:182): "Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period".

Based on the problems above, the author provides general limitations, namely that quality, quantity, attendance, ability to cooperate between employees and punctuality are important things in achieving maximum and effective performance.

Several factors that affect the performance of PT. Radio Swara Mersidiona include compensation and discipline factors. Compensation is a form of appreciation given by the company to employees as wages for their services, both financial and non-financial, in a fixed period. Compensation is one of the implementations of human resource management functions related to all types of awards. A good compensation system can provide satisfaction for employees. There are several factors that affect the amount of employee compensation, namely the type of work, experience, government regulations, employee living costs, the company's ability to pay employee salaries and demands from labor unions. According to Maslow (2019: 194) compensation can be given to meet the social needs of employees.

The compensation problem of PT. Radio Swara Mersidiona is still considered less than good, even fatal, because the compensation payment given by the company is not in accordance with employee expectations where employee salaries are not in accordance with government regulations, delays in payroll and the absence of allowances, incentives or bonuses received so that many employees still complain about the compensation they receive from the company does not match their work results. Based on observations at the research site, there are still shortcomings in the types of compensation provided, including:

Table 4 Amount of UMK and Incentives for Banten Province

Year	Minimum Wage of Tangerang City	Tangerang City Incentives
2021	4,262,015	500,000 to 1,000,000
2022	4,262,015	500,000 to 1,000,000
2023	4,584,519	500,000 to 1,000,000
2024	4,760,289	500,000 to 1,000,000

Source: Data comes from the Legal Document of the Banten Governor's Regulation

Table 5 Compensation Provision

Division	Salary Received				ate gor y	nc ent
	2021	2022	2023	2024		
Finance	3,070,000	3,070,000	3,070,000	4,030,000	Not in accordance with UMK	here isn't any
General Adm	2,090,000	2,090,000	2,090,000	2,610,000	Not in accordance with UMK	There isn't any
Marketing	3,070,000	3,070,000	3,070,000	3,570,000	Not in accordance with UMK	There isn't any
Programmer	2,150,000	2,150,000	2,150,000	2,350,000	Not in accordance	There isn't

					with UMK	any
Broadcaster	1,150,000	1,150,000	1,150,000	1,350,000	Not in accordance with UMK	There isn't any
Receptionist	1,840,000	1,840,000	1,840,000	2,000,000	Not in accordance with UMK	There isn't any
Technician	1,650,000	1,650,000	1,650,000	1,900,000	Not in accordance with UMK	There isn't any
OB	1,630,000	1,630,000	1,630,000	1,800,000	Not in accordance with UMK	There isn't any
Security	1,900,000	1,900,000	1,900,000	2,130,000	Not in accordance with UMK	There isn't any

Source: Data comes from Perso/nalia PT. Radio Swara Mersidiona

Based on table 5 in 2021 to 2024 as a whole, it shows that the compensation provided by the company has not met what employees expect, even below the minimum wage recommended by the government and there is no provision of incentives or other benefits. If this is allowed to continue, employees will no longer work well and employee morale will decrease, which will result in less than optimal work results because the salary received is considered not to meet the needs of the employees themselves, so employees will feel uncomfortable and the company will lose competent employees.

According to Hasibuan (2019:118) "Compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company". Based on the problems above, the author provides general limitations, namely that salary, wages, incentives, allowances and facilities are one of the important factors in meeting the needs and welfare of employees and to discipline employees in achieving company goals.

In addition to compensation, the next factor that can affect employee performance is discipline. Factors that increase employee performance can also be done by creating work discipline, because well-managed work discipline will result in employee compliance with various company regulations that aim to improve performance. According to Hasibuan (2012:194) Another factor that affects employee performance is discipline. Without discipline from stakeholders in the company, it is impossible to achieve the company's goals as desired. Discipline must be enforced in a company. Without the support of good employee discipline, it is difficult for the company to realize its goals. So, discipline is the key to a company's success in achieving its goals.

From the above opinion, it is concluded that work discipline is the awareness or willingness of employees with existing rules and norms. The most crucial problem regarding work discipline at PT. Radio Swara Mersidiona Kota Tangerang is the level of absence, here is information regarding employee absence:

Table 6 Employee Absence Data 2021 - 2024

Year	Number of Employees	Absence			Total
		S	I	Kindergarten	
2021	55	122	56	150	328
2022	55	89	35	109	233
2023	55	81	51	63	195
2024	55	77	106	43	226

Source: Data comes from PT. Radio Swara Mersidiona Personnel

Based on table 1.6, it is known that the percentage of attendance in the last four years of PT. Radio Swara Mersidiona Kota Tangerang, namely employee work discipline in 2021 totaled 328 employees and in 2022 a total of 233 employees were absent either sick, on leave, or even without explanation. Meanwhile, in 2023 there was a decrease in absence by 195 employees either sick, on leave, or without explanation, and in 2024 employee absence of PT. Radio Swara Mersidiona Kota Tangerang increased by 226.

From the existing problems, it can be concluded that the lack of work discipline can affect the effectiveness and efficiency of the organization. Therefore, an organization requires work discipline to maintain efficiency by avoiding individual actions and bad faith towards organizational groups.

Based on these problems, discipline is a positive encouragement to move people to take action in order to achieve predetermined goals. Therefore, companies must work hard to immediately respond to these matters by evaluating so as not to cause poor employee performance in achieving company goals.

METHOD

The research method used in this study is a quantitative method, which aims to analyze the relationship between variables with a statistical approach. According to Priadana & Sunarsi (2021), the quantitative method is a scientific approach used to collect, process, and analyze data systematically in order to test predetermined hypotheses. This approach is correlational, where data is collected by distributing questionnaires or surveys to respondents, then analyzed using statistical techniques. In this study, the objects studied were employees of PT Radio Swara Mersidiona Kota Tangerang, with a saturated sampling technique involving the entire population of 55 employees as research samples. The data obtained from the questionnaire results were then tested for validity and reliability to meet good research standards. Data processing was carried out using multiple linear regression analysis to determine the effect of compensation and work discipline on employee performance, both partially and simultaneously. This analysis aims to see how much each independent variable contributes to the dependent variable. With this quantitative method, research can provide objective conclusions based on the results of statistical calculations, so that it can be used as a reference for companies in improving employee performance through compensation strategies and implementing more effective work discipline.

RESEARCH RESULT

Simple Linear Regression Test

The results of the simple linear regression test conducted on the independent variables and the dependent variables are shown below.

a. Compensation for Employee Performance

The following data shows the results of a simple linear regression test on the compensation variable against the employee performance variable.

Table 7
Simple Regression of Compensation Against Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	58,074	4.985		11,651	.000
	Compensation	-.695	.194	-.441	-3,581	.001

a. Dependent Variable: Employee Performance

Source: Processed by the Author with SPSS ver 26

The following regression equation is obtained from the regression calculations shown above:

$$Y = 58.074 - 0.695X_1$$

b. Work Discipline on Employee Performance

The following table shows the results of a simple linear regression test of the work discipline variable on employee performance.

Table 8. Simple Regression of Work Discipline on Employee Performance
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,277	6,367		2,085	.042
	Work Discipline	.644	.150	.508	4.289	.000

a. Dependent Variable: Employee Performance

Source: Processed by the Author with SPSS ver 26

The following regression equation is obtained from the regression calculations shown above:

$$Y = 13.277 + 0.644X_2$$

c. Multiple Linear Regression Test

In the context of multiple linear regression equations using two independent variables, the situation can be explained as follows: $Y = a + b_1X_1 + b_2X_2$, based on this equation, Y can be identified as a predicted variable, while reflecting a fixed value, and also representing an independent variable (Priyanto, 2016:56).

Table 9 Table of Multiple Linear Regression Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,721	4,774		6,016	,000
	Compensation	-1,052	,134	-,669	-7,847	,000
	Work Discipline	,913	,108	,719	8,438	,000

a. Dependent Variable: Employee Performance

Source: Processed by the Author with SPSS ver 26

From the calculation results in table 4.17, the regression equation obtained is as follows: $Y = 28.721 - 1.052X_1 + 0.913X_2$

Hypothesis Testing

a. T Hypothesis Test

It is stated in the test, we see how much influence a single independent variable has in explaining the variation of the independent variable. The significance value used is $\alpha = 0.05$

Table 10. T-Test Results (Partial)**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28,721	4,774		6,016	,000
	Compensation	-1,052	,134	-,669	-7,847	,000
	Work Discipline	,913	,108	,719	8,438	,000

a. Dependent Variable: Employee Performance

Source: Processed by the Author with SPSS ver 26

Based on table 4.18, it can be concluded that the figures for compensation (X1), work discipline (X2), and employee performance (Y) recorded late are:^{hitung}

- The significant impact between Compensation (X1) on Employee Performance (Y) has been proven with a significant value of 0.000 which is smaller than the significance of 0.05. Indicating a significant positive influence of Compensation (X1) on Employee Performance (Y).
- The Work Discipline variable (X2) has a significance value of 0.000, which is smaller than 0.05, indicating a significant positive influence of Work Discipline (X2) on Employee Performance (Y).

Based on the data above, the compensation variable shows a value of (minus) -7.847 with a significance level of 0.000, while the value is 1.674. Because it is included in the category smaller than (-7.847 < 1.674) but has a significance effect smaller than 0.05 (0.000 < 0.05), it can be interpreted that individual compensation has a significant effect on employee performance. Based on the data above, the work discipline variable has a value of 8.438 with a very low significance level of 0.000,

with a value of 1.674. Because the work discipline value is greater than the value ($8.438 > 1.674$) and its significance is smaller than 0.05 ($0.000 < 0.05$), the conclusion remains the same that work discipline has a significant partial effect on employee performance.

b. F Hypothesis Test (Simultaneous)

According to Imam Ghozali (2018:98) the F test is a statistical tool used to assess the joint impact of independent variables on dependent variables. Significance is usually set at the $\alpha = 0.05$ level.

**Table 11F Test Results (Simultaneous)
ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1297.449	2	648,724	50,505	.000b
	Residual	667,933	52	12,845		
	Total	1965.382	54			

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Compensation, Work Discipline

Source: Processed by the Author with SPSS ver 26

Based on the data in table 11, it can be concluded that there is a value of 50.505 and a significance level of 0.000. Because it is greater than ($50.505 > 3.175$) and the significance value is lower than 0.05 ($0.000 < 0.05$), it can be concluded that the two independent variables, namely Compensation (X1) and Work Discipline, together have a significant effect on employee performance (Y).

Correlation Coefficient Test

The results of the correlation coefficient analysis are useful in tracing the level of strength of the relationship between independent and dependent variables.

Table 12 Output of Partial Correlation Coefficient Test of Compensation Variable (X1) on Employee Performance (Y)

Correlations			
		Kompensasi	Kinerja Karyawan
Kompensasi	Pearson Correlation	1	.403**
	Sig. (2-tailed)		0.002
	N	55	55
Kinerja Karyawan	Pearson Correlation	.403**	1
	Sig. (2-tailed)	0.002	
	N	55	55

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed by SPSS 26 (2024)

From the evaluation output in the table provided, it is concluded that the correlation coefficient reaches 0.403, between 0.400 and 0.599. This indicates a moderate level of relationship and a relationship between the two variables.

Table 13 Output of Partial Correlation Coefficient Test of Work Discipline Variable (X2) on Employee Performance (Y)

Correlations			
		Disiplin Kerja	Kinerja Karyawan
Disiplin Kerja	Pearson Correlation	1	.942**
	Sig. (2-tailed)		0.000
	N	55	55
Kinerja Karyawan	Pearson Correlation	.942**	1
	Sig. (2-tailed)	0.000	
	N	55	55

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed by SPSS 26 (2024)

The test output presented in the table above shows that the correlation coefficient value is 0.942, which is in the range of 0.800 to 1.000. This indicates a strong relationship between the two variables.

Table 14 Output of Simultaneous Correlation Coefficient Test of Compensation Variables (X1) and Work Discipline (X2) on Employee Performance (Y)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812a	.660	.647	3,584

a. Predictors: (Constant), Compensation, Work Discipline

b. Dependent Variable: Employee Performance

Source: Data Processed by SPSS 26 (2024)

Through the test output in the table, a correlation coefficient of 0.812 was obtained, which is included in the range of 0.800 to 1,000. This indicates that the two variables have a very strong relationship.

Coefficient of Determination Test

According to Ghozali (2018:97) explains that the coefficient of determination (is a tool to measure the extent to which a model is able to explain variations in the dependent variable. The range of values for the coefficient of determination is from zero to one, reflecting how well the model is able to describe the pattern of the dependent variable. The following are the results of the coefficient of determination: R^2)

Table 15 Output of Partial Determination Coefficient Test of Compensation Variable (X1) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.403 ^a	0.163	0.147	0.691

a. Predictors: (Constant), Kompensasi

Source: Data Processed by SPSS 26 (2024)

Through the data presented, a determination coefficient of 0.163 was obtained. This indicates that there is an influence of the compensation variable (X1)

affecting employee performance (Y) by 16.3% while other factors outside the study affect the remaining 83.7%.

Table 16 Output of Partial Determination Coefficient Test of Work Discipline Variable (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	0.888	0.886	0.253

a. Predictors: (Constant), Disiplin Kerja

Source: Data Processed by SPSS 26 (2024)

Through the data presented, a determination coefficient of 0.888 was obtained. This indicates that there is an influence of the work discipline variable (X2) affecting employee performance (Y) by 88.8% while the remaining 11.2% is influenced by other things that are not the focus of the research.

Table 17 Output of Partial Determination Coefficient Test of Work Discipline Variable (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812a	.660	.647	3,584

c. Predictors: (Constant), Compensation, Work Discipline

d. Dependent Variable: Employee Performance

Source: Processed by the Author with SPSS ver 26

Based on the data in table 17, it is concluded that the coefficient of determination () value obtained is 0.647. This value means that the compensation variable (X1) and work discipline (X2) on the employee performance variable (Y) contribute 0.647 and 64.7% to employee performance (Y), while the remaining 0.353 or 35.3% is influenced by other variables that are not included in this research model. R^2

DISCUSSION

The effect of compensation on employee performance (Y) PT Radio Swara Mersidiona, Tangerang City

The results of the analysis show that Compensation (X1) has a positive and significant influence on employee performance (Y) of PT Radio Swara Mersidiona Kota Tangerang. This can be proven through the results of the linear regression test which has a regression equation value of $Y = 58.074 - 0.695X$, so it can be concluded that the constant value of 58.074 shows that at this time Compensation (X1) is zero or does not increase, then employee performance (Y) will remain at 58.074. The regression coefficient is -0.695, which indicates a unidirectional influence, meaning that every one-unit increase in Compensation will increase performance by 0.695. The T test has a tcount value of -7.847 and a 5% distribution table value of 1.674, so $t_{count} -7.847 < t_{table} 1.674$ with a sig. traf. $0.000 < 0.05$. This means that increasing compensation including salary, incentives, allowances, and other facilities can

improve the performance of PT Radio Swara Mersidiona Tangerang City employees. X_1

The Influence of Work Discipline (X2) on Employee Performance (Y) PT Radio Swara Mersidiona, Tangerang City

Work discipline (X2) has a positive and significant influence on Employee Performance (Y) of PT Radio Swara Mersidiona, Tangerang City. This can be proven through the results of the linear regression test which has an equation value of $Y = 13.277 + 0.644X_2$, then it can be concluded that the constant value of 13.277 shows that at this time Work Discipline (X2) is zero or does not increase, then Employee Performance (Y) will remain at 13.277. The regression coefficient is 0.644, which shows a unidirectional effect, meaning that every increase in Work Discipline (X2) by one unit will increase Work Performance (Y) by 0.644. The t-test has a t-value of 8.438 and a 5% distribution table value of 1.674, so t-value $8.438 > t\text{-table } 1.674$ with a sig. level of $0.000 < 0.05$. This means that Work Discipline (X2) has a positive and significant effect on Employee Performance (Y).

The influence of compensation (X1) and work discipline (X2) on employee performance (Y) at PT Radio Swara Mersidiona, Tangerang City

Compensation and Work Discipline simultaneously / both have a significant positive influence on employee performance at PT Radio Swara Mersidiona Kota Tangerang. This is proven through the results of multiple linear regression tests that have a regression equation value of $Y = 28.721 - 1.052X_1 + 0.913X_2$, then it can be concluded that the constant value of 28.721 means that if the Compensation variable (X1) increases by one unit, the Employee Performance value (Y) will increase by -1.052 units, and if the Work Discipline variable (X2) increases by one unit, the Employee Performance value (Y) will increase by 0.913 units. Simultaneous hypothesis test F obtained $f\text{ count} > f\text{ table } (50.505 > 3.175)$ with a significance level of $0.000 < 0.05$.

CONCLUSION

The results of the study at PT Radio Swara Mersidiona Kota Tangerang showed that compensation and work discipline had a significant effect on employee performance, both partially and simultaneously. Regression analysis proved that increasing compensation by one unit would increase employee performance by 0.695, while increasing work discipline by one unit would increase performance by 0.644. The t-test and F-test showed that both variables had a significant effect on employee performance with a significance level of $0.000 < 0.05$. However, this study has limitations in terms of location coverage and potential subjectivity bias in filling out the questionnaire. Therefore, the company is advised to improve the compensation system, tighten supervision of work discipline, and develop training and career development programs to improve employee performance optimally.

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