
The Effect Of Work Discipline And Work Motivation On Employee Performance At PT. Tri Adi Bersama Branch Office, Tangerang Regency

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ABSTRACT

This study aims to analyze the effect of work discipline and work motivation on employee performance at the PT Tri Adi Bersama Branch Office, both individually and simultaneously. This study uses a quantitative approach with a data collection method through questionnaires distributed to 63 employees. Data analysis was carried out using multiple linear regression, including the coefficient of determination (R^2) test, t-test, and F-test. The results of the regression analysis show the equation $Y = 8.440 + 0.566 X_1 + 0.236 X_2$ with an R^2 value of 0.762, which means that work discipline and work motivation together affect employee performance by 76.2%, while 23.8% is influenced by other factors. The t-test shows that work discipline (X_1) and work motivation (X_2) have a significant effect on employee performance, with each calculated t value of 12.817 and 10.153 which is greater than the t table of 2.000. The F test also shows a significant simultaneous effect with a calculated F value of 96.005 which is greater than the F table of 3.150. Thus, work discipline and work motivation are proven to have a significant effect on employee performance, both individually and together.

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INTRODUCTION

The rapid development of science and technology today has a major impact on the development of the business world. Management functions as a tool to achieve the expected goals. Effective management will help realize the company's goals, support employee welfare, and provide benefits to society as a whole. With the management of the effectiveness and efficiency of management elements can be improved. "Management is the science and art of managing the process of human resources and other resources effectively and efficiently to achieve certain goals." To advance a business, effective management is needed. Companies must take various strategic steps to survive and continue to grow in their operations. Increasingly tight competition encourages companies to increase competitiveness in order to maintain business continuity. One step that can be taken is to develop more skilled and qualified human resources.

Human resources are a very important element in an organization or company. Employees have a big role in supporting the smooth running of company

activities. Therefore, the potential of each individual in the company must be managed and utilized optimally to produce optimal output. Human Resources (HR) are one of the resources that have reason, feelings, desires, abilities, skills, knowledge, power, and work. All of these human resource potentials affect the organization's efforts in achieving goals. According to Hasibuan (2021:10), "human resource management is the art of managing relationships and roles of the workforce to effectively and efficiently help realize the goals of the company, employees and society".

Branch Office of PT Tri Adi Bersama Tangerang Regency is engaged in the provision of shipping services. Anteraja is a subsidiary of Triputra Group which has been operating since 2019. Anteraja is a courier service provider company that provides certainty, convenience and comfort in the shipping experience. Anteraja uses an integrated logistics system and large transportation infrastructure to connect the entire Indonesian market by becoming a trusted and reliable partner to become an express logistics company that has a positive social impact in Indonesia.

Table 1. Employee Performance Assessment on Branch Office of PT Tri Adi Bersama Tangerang Regency 2021-2023

NO	ASPECT	Number of employees	EVALUATION PERFORMANCE			TARGET
			2021	2022	2023	
1	Quality of Work	63	80%	80%	75%	100%
2	Quantity of Work	63	82%	78%	75%	100%
3	Responsibility	63	78%	80%	78%	100%
4	Cooperation	63	85%	80%	78%	100%
5	Penalty Sanctions	63	80%	82%	78%	100%
AVERAGE			81%	80%	76.8%	100%

Source: PT Tri Adi Bersama Branch Office, Tangerang Regency (2024)

Based on the table above, it can be seen that every year there is a decline in employee performance, it can be seen in 2021-2022 by 80% while in 2023 there was a decline of 76.8%. According to the author, there are still many employees who are not as expected. The definition of work quality is the quality of work shown by employees in order to provide the best performance for the organization. Work quantity means the amount of work and the use of time used during the specified working hours.

From the table, the author found several phenomena that cause low employee performance. These phenomena can be seen from table 1.2 below.

Table 1. Employee Performance Phenomenon at PT Tri Adi Bersama Branch Office, Tangerang Regency

Indicator	Real Facts of Employee Performance
Quality of Work	Lack of employee knowledge in understanding the tasks given by superiors. This is illustrated by the existence of several complaints from the public.
Quantity of Work	Lack of employee knowledge in understanding the tasks given by superiors, so that the planned work targets are not achieved optimally.
Cooperation	There is still no good cooperation between employees, where

Indicator	Real Facts of Employee Performance
	this can be described by the lack of good communication between employees in dividing up the tasks that have been determined. This can result in less than optimal work to be done.
Responsibility	Some employees often come late and are not on time, also some employees do not return work tools to their place. And there are still many employees who are unable to complete their work according to the specified time.
Penalty Sanctions	That the punishment sanctions given have not been able to deter employees, it can be seen that there are still employees who make mistakes.

Source: PT Tri Adi Bersama Branch Office, Tangerang Regency (2024)

To improve employee performance, various methods are used, such as work discipline. Therefore, efforts to improve employee performance are the biggest challenge for managers, because achieving organizational goals and the survival of the organization depend on the quality of human resource performance in the organization. Various methods are taken to improve employee performance, for example through the work environment and work discipline. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving goals and the survival of the company depends on the quality of human resource performance in it. Work discipline is very important for companies or authorities to achieve company goals. Without good work discipline, it is difficult for companies to achieve optimal results. Good discipline reflects the degree of responsibility of a person for the work given to him.

PT Tri Adi Bersama Tangerang Regency Branch Office still has many employees who do not obey the rules and are often late so that it has a serious impact on their work evaluation. The following is a table of Discipline SOPs at the PT Tri Adi Bersama Tangerang Regency Branch Office.

**Table 2. Employee Attendance Data for PT Tri Adi Bersama Branch Offices
Tangerang Regency 2021-2023**

Year	Employee	JHK	Roll call				Amount	Percentage %
			Late	Per mission	Sick	Alp ha		
2021	63	260	18	22	12	20	72	27.6%
2022	63	260	23	19	16	22	80	30.8%
2023	63	260	22	27	14	25	88	33.8%

Source: HRD Branch Office of PT Tri Adi Bersama, Tangerang Regency (2024)

Based on the table data above, the absence of employees at the PT Tri Adi Bersama Branch Office, Tangerang Regency show fluctuating trend which means up and down. In 2021, out of 260 working days, employees who were (late, absent, sick, absent) reached 27.6%. In 2022, it increased to 30.8%. In 2023, it also increased by 33.8%. If this condition is not immediately corrected, it will clearly be a problem in employee performance at the company. Decreased absenteeism is due to a lack of motivation in employees so that employees work casually without thinking about

the goals of the company. This happens because there are still employees who are absent from work due to permission, illness, being late, or negligence. Looking at the attendance situation above, it can be seen that there are still many employees who are late every year and employee work discipline is not yet optimal.

Apart from work discipline, there are other things that can influence employee performance, namely: work motivation. Motivation is increasingly important because managers distribute work to their subordinates to be done well and integrated to the desired goals. Motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives someone's behavior.

The organization as the parent company must provide a comfortable and conducive working environment that can attract employees to work productively. Providing a comfortable working environment will be able to provide satisfaction to employees with the work done and provide a deep impression for employees who will ultimately have good work productivity.

From the observation results at the Branch Office of PT Tri Adi Bersama Tangerang Regency, information was obtained regarding the lack of motivation from employees to work. Someone who is not comfortable in showing their feelings at work because they have low motivation results in low performance.

Table 3. Employee Motivation on Branch Office of PT Tri Adi Bersama Tangerang Regency 2021-2023

Year	Item	Component				Average
		Motive	Hope	Career	Incentive	
2021	Target	100%	100%	100%	100%	100%
	Realization	62%	70%	80%	85%	74.25%
	Achievement	Enough	Enough	Good	Very good	
2022	Target	100%	100%	100%	100%	100%
	Realization	65%	75%	70%	75%	71.25%
	Achievement	Enough	Good	Enough	Good	
2023	Target	100%	100%	100%	100%	100%
	Realization	60%	70%	60%	70%	65%
	Achievement	Currently	Enough	Currently	Enough	
Average		62.33%	71.66%	70%	76.66%	

Source: PT Tri Adi Bersama Branch Office, Tangerang Regency (2024)

Criteria: 0-50 (Poor), 51-60 (moderate), 61-70 (sufficient), 71-80 (Good), 80-100 (Very Good)

Based on the table data above, it shows that employee motivation in working from 2021 - 2023 has experienced a fluctuating percentage development. From the motive aspect, it only reached an average of 62.33% from the company's expectations aspect reaching 71.66% from the career aspect of 70% and from the incentive aspect of 76.66%. Overall, it shows a graph that tends to decline from year to year. This shows that conditions like this affect employee performance.

METHOD

The type of research used in this study is quantitative research. The quantitative method was chosen because the data collected is in the form of numbers generated from the Likert scale (Sugiyono, 2021:13). Quantitative research is based on the philosophy of positivism and aims to test the established hypothesis by analyzing data statistically. Data collection was carried out using research instruments distributed to respondents who had been determined in the research sample. The approach used in this study is the associative method, which aims to determine the relationship or influence between two or more variables. According to Sugiyono (2021:44), the associative method is used to test the relationship between independent variables, namely work discipline and work motivation, on the dependent variable, namely employee performance. Priadana & Sunarsi (2020) also stated that quantitative research methods are very relevant in analyzing the influence of certain variables on individual or organizational performance, especially in the context of a dynamic work world.

This research was conducted at the Branch Office of PT Tri Adi Bersama located in Tangerang Regency, Banten. This company is engaged in the delivery service sector and has a number of employees who are the objects of research. The selection of the research location was carried out by considering the relevance of the workplace to the variables studied. This research took place from August 2024 to January 2025. During this period, several stages of research were carried out, including observation, proposal preparation, questionnaire distribution, data analysis, and drawing conclusions. The data collection technique in this study used the observation method, literature study, and distribution of questionnaires to respondents. The data obtained were then analyzed using various statistical techniques, such as validity and reliability tests, and multiple linear regression analysis to test the relationship between the variables studied. Priadana & Sunarsi (2021) added that a quantitative approach with multiple regression analysis is very useful in understanding the factors that influence employee performance and providing data-based recommendations for increasing productivity.

RESEARCH RESULT

Linear Regression Analysis

Regression tests are conducted to determine how much influence variables X1 and X2 have on variable Y. The criteria or basis for decision making from linear regression tests are as follows:

1. If the significance is less than 0.05, it means that the independent variable (X) has an effect on the dependent variable (Y).
2. If the significance is more than 0.05, it means that the independent variable (X) has no influence on the dependent variable (Y).

Table 4.1

Simple Linear Regression Test Results of Discipline Level Variable (X1) Against Employee Performance (Y)

Coefficientsa			
Model	Unstandardized Coefficients	Standardized Coefficients	Sig.

	Beta	Std. Error	Beta	T	
Constant	8,621	2,541		3,393	0.001
X1	0.790	0.062	0.854	12,817	0,000
a. Dependent Variable: Y					

Source: Processed Data, 2024

Based on Table 4.16, the linear regression equation between the level of discipline and employee performance has the equation $Y = 8.621 + 0.790 X_1$. then it can be concluded as follows:

1. The constant value of 8.621 means that if the level of discipline (X_1) is constant, then the level of employee performance (Y) is 8.621.
2. The regression coefficient value of the discipline level (X_1) of 0.790 indicates that if the discipline level (X_1) increases by 1, employee performance (Y) will also increase by 0.790 points.

Table 5. Results of Simple Linear Regression Testing of Work Motivation Variable (X_2) on Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	Beta	Std. Error	Beta	T	
Constant	16,418	2,443		6,721	0,000
X2	0.618	0.061	0.793	10,153	0,000
a. Dependent Variable: Y					

Source: Processed Data, 2024

Based on Table 4.17 above, it is known that the linear regression equation between the level of discipline and employee performance has the equation $Y = 16.418 + 0.618 X_2$. Based on this equation, it can be concluded as follows:

1. The constant value is 16.418. This means that if the level of discipline (X_1) is constant or fixed, then the level of employee performance (Y) is 16.418.
2. The regression coefficient value of the discipline level (X_1) of 0.618 indicates that if the discipline level (X_1) increases by 1, employee performance (Y) will also increase by 0.618 points.

Table 6. Results of Multiple Linear Regression Testing of Discipline Level Variable (X_1) and Work Motivation Variable (X_2) on Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	Beta	Std. Error	Beta	T	
Constant	8,440	2,403		3,512	0.001
X1	0.566	0.098	0.612	5,804	0,000
X2	0.236	0.082	0.302	2,870	0.006
a. Dependent Variable: Y					

Source: Processed Data, 2024

Based on Table 4.18, it is known that the multiple linear regression equation between the level of discipline (X_1) and work motivation (X_2) on employee performance (Y) has the equation $Y = 8.440 + 0.566 X_1 + 0.236 X_2$. Based on this equation, it can be concluded as follows:

1. The constant value of 8.440 shows that if the variables of discipline level (X_1) and

work motivation (X2) are not considered, then employee performance (Y) will remain at 8.440 points.

2. *Coefficient* The level of discipline (X1) of 0.566 indicates that assuming a constant and no change in the work motivation variable (X2), every 1 unit change in the level of discipline variable (X1) will cause a change in employee performance (Y) of 0.566 points.
3. *Coefficient* motivation (X2) of 0.236 means that assuming a constant and no change in the discipline level variable (X1), every 1 unit change in the work motivation variable (X2) will result in a change in employee performance (Y) of 0.236 points.

Correlation Coefficient Analysis

The correlation coefficient analysis is intended to determine the level of strength of the relationship between independent variables and dependent variables. The results of the correlation coefficient calculation are as follows:

Table 7. Partial Correlation Coefficient Test Results for Discipline Level (X1) On Employee Performance (Y)

		Discipline Level	Employee performance
Corr. Pearson	Discipline Level	1,000	0.854
Sig. (2-tailed)		0,000	0,000
Corr. Pearson	Employee performance	0.854	1,000
Sig. (2-tailed)		0,000	0,000

Source: Processed Data, 2024

Based on Table 4.19, the correlation coefficient test is 0.854. Where the value is between 0.80 - 1,000 so it can be concluded that the level of discipline (X1) has a very strong correlation with employee performance (Y).

Table 8. Results of Partial Correlation Coefficient Testing of Work Motivation (X2) On Employee Performance (Y)

		Work motivation	Employee performance
Corr. Pearson	Work motivation	1,000	0.793
Sig. (2-tailed)		0,000	0,000
Corr. Pearson	Employee performance	0.793	1,000
Sig. (2-tailed)		0,000	0,000

Source: Processed Data, 2024

Based on Table 4.20, the correlation coefficient test is 0.793. Where the value is between 0.60 - 0.799 so it can be concluded that work motivation (X2) has a strong correlation with employee performance (Y).

Table 9. Results of Simultaneous Correlation Coefficient Testing of Discipline Level (X1) and Work Motivation (X2) on Employee Performance (Y)

R	R Square	Adj R Square	Std. Error of the Estimate
0.873	0.762	0.754	2,357

Source: Processed Data, 2024

Based on Table 4.21, the simultaneous correlation coefficient test is 0.873. This

value is in the interval of 0.80 - 1,000 so it is concluded that the level of discipline (X1) and work motivation (X2) are very strongly correlated with employee performance (Y).

Determination Coefficient Analysis

The coefficient of determination analysis is carried out to determine how much the independent variable contributes to the dependent variable in percentage (%) either partially or simultaneously. The following are the results of the determination coefficient calculation using SPSS software version 26.

Table 10. Partial Determination Coefficient Test Results for Discipline Level (X1) on Employee Performance (Y)

R	R Square	Adj R Square	Std. Error of the Estimate
0.854	0.729	0.725	2,493

Source: Processed Data, 2024

Based on Table 4.22, it is known that the R Square value is 0.729 or 72.9%. Which means that the work discipline variable affects employee performance by 72.9%. While the remaining 27.1% is influenced by other variables not included in the study.

Table 11. Results of Partial Determination Coefficient Testing of Work Motivation (X2)

On Employee Performance (Y)

R	R Square	Adj R Square	Std. Error of the Estimate
0.793	0.628	0.622	2,921

Source: Processed Data, 2024

Based on Table 4.23, it is known that the R Square value is 0.628 or 62.8%. Which means that the work motivation variable affects employee performance by 62.8%. While the remaining 37.2% is influenced by other variables not included in the study.

Table 12. Results of Simultaneous Testing of Determination Coefficients of Discipline Level (X1) and Work Motivation (X2) on Employee Performance (Y)

R	R Square	Adj R Square	Std. Error of the Estimate
0.873	0.762	0.754	2,357

Source: Processed Data, 2024

Based on Table 4.24, the results of the determination coefficient test are 0.762 or 76.2%, so it can be concluded that there is an influence between the discipline variables (X1) and work motivation (X2) on the employee performance variable (Y) of 76.2%. The remaining 23.8% is influenced by other variables.

Research Hypothesis Testing

Partial Hypothesis Testing (T-Test)

Hypothesis testing for the variables of discipline level (X1) and work motivation (X2) on employee performance (Y) was partially conducted using the T-Test. In this analysis, a significance level of 0.05 was used by comparing the calculated

t value and the t table based on the following criteria:

1. If t count < t table, then H0 is accepted and H1 is rejected.
2. If t count > t table, then H0 is rejected and H1 is accepted.

To determine the value of the t table, you can use the following formula:

$$t \text{ table} = t_{\alpha, df} \text{ (Alpha Level } \times \text{ Degree of Freedom)}$$

$$\alpha = \text{real level } 0.05$$

$$df = (n-2), \text{ then we get } (63-2) = 61, \text{ then } t \text{ table} = 2,000$$

a. The Influence of Discipline Level (X1) on Employee Performance (Y)

The criteria are said to be significant if the t-value is > t-table or p-value < Sig. 0.05. Then the formula for determining the hypothesis testing is as follows:

H0 : $\rho_1 = 0$: There is no significant influence of discipline level on employee performance.

H1 : $\rho_1 \neq 0$: There is a significant influence of the level of discipline on employee performance.

The results of hypothesis testing using SPSS software version 26 are as follows:

Table 13. Hypothesis Test Results (T-Test) for Discipline Level Variable (X1) On Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	Beta	Std. Error	Beta	T	
Constant	8,621	2,541		3,393	0,001
X1	0.790	0.062	0.854	12,817	0,000

a. Dependent Variable: Y

Source: Processed Data, 2024

Based on Table 4.25, the hypothesis test obtained a calculated t value > t table (12.817 > 2.000). This is also reinforced by the value $p \text{ value} < \text{Sig. } 0.05$ (0.00 < 0.05). Thus, H0 rejected and H1 is accepted. So it is concluded that there is a significant influence between the level of discipline on employee performance.

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

The criteria are said to be significant if the t-value is > t-table or p-value < Sig. 0.05. Then the formula for determining the hypothesis testing is as follows:

H0 : $\rho_1 = 0$: There is no significant influence of work motivation on employee performance.

H1 : $\rho_1 \neq 0$: There is a significant influence of work motivation on employee performance.

The results of hypothesis testing using SPSS software version 26 are as follows:

Table 14. Results of Hypothesis Test (T-Test) of Work Motivation Variable (X2) On Employee Performance (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	Beta	Std. Error	Beta	T	
Constant	16,418	2,443		6,721	0,000
X2	0.618	0.061	0.793	10,153	0,000

a. Dependent Variable: Y

Source: Processed Data, 2024

Based on Table 4.26, the hypothesis test obtained a calculated t value $> t$ table ($10.153 > 2.000$). This is also reinforced by the p-value $< \text{Sig. } 0.05$ ($0.00 < 0.05$). Thus, H_0 is rejected and H_1 is accepted. So it is concluded that there is a significant influence between work motivation and employee performance.

Simultaneous Hypothesis Testing (F Test)

Simultaneous hypothesis testing for the variables of discipline level (X_1) and work motivation (X_2) on employee performance (Y) was conducted using the F-Test. In this study, the level of significance used was 0.05, by comparing the calculated F with the F table as follows:

1. If $F \text{ count} < F \text{ table}$: then H_0 is accepted and H_1 is rejected.
2. If $F \text{ count} > F \text{ table}$: then H_0 is rejected and H_1 is accepted.

As for determining the value of the F table, it is searched with the provision $df = (nk-1)$, then obtained $(63-2-1) = 60$, so that $F \text{ table} = 3.15$. The provision or criteria are said to be significant if the calculated F value $> F \text{ table}$ or p-value $< \text{Sig. } 0.05$. The formula for determining the hypothesis test is as follows:

$H_0 : \rho_{1,2} = 0$: There is no significant and simultaneous influence between the level of discipline and work motivation on employee performance.

$H_1 : \rho_{1,2} \neq 0$: There is a significant and simultaneous influence between the level of discipline and work motivation on employee performance.

The results of hypothesis testing using SPSS software version 26 are as follows:

Table 15. Results of Simultaneous Hypothesis Testing (F Test) of Discipline Level (X_2) and Work Motivation (X_2) Variables on Employee Performance (Y)

ANOVA					
Model	Sum of Square	df	Mean Square	F	Sig.
Regression	1066,486	2	533,243	96,005	0.000b
Residual	333,260	60	5,554		
Total	1399,746	62			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Work Motivation, Discipline Level					

Source: Processed Data, 2024

Based on Table 4.27, the hypothesis test obtained the calculated F value $> F$ table ($96.005 > 3.15$). This is also reinforced by the p-value $< \text{Sig. } 0.05$ ($0.00 < 0.05$). Thus, H_0 is rejected and H_1 is accepted. So it is concluded that there is a significant simultaneous influence between the level of discipline and work motivation on employee performance.

DISCUSSION

1. The Influence of Discipline Level (X_1) on Employee Performance (Y)

Based on the regression analysis, the equation $Y = 8.621 + 0.790 X_1$ was obtained, with a correlation coefficient of 0.854, indicating that the relationship between the two variables is very strong. The determination value of 0.729 or 72.9% indicates that the level of discipline contributes that much to employee performance, while

27.1% is influenced by other factors. The results of the hypothesis test show that the t count value $>$ t table ($12.817 > 2.000$), so H_0 is rejected and H_1 is accepted. Thus, it can be concluded that the level of discipline has a significant influence on employee performance.

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

Regression analysis produces the equation $Y = 16.418 + 0.618 X_2$, with a correlation coefficient of 0.793, indicating a strong relationship between work motivation and employee performance. The contribution of the influence of work motivation on employee performance is shown by a determination value of 0.628 or 62.8%, while the remaining 37.2% is influenced by other factors. Hypothesis testing shows a calculated t value $>$ t table ($10.153 > 2.000$), so H_0 is rejected and H_1 is accepted. This shows that work motivation has a significant influence on employee performance.

3. The Influence of Discipline Level (X1) and Work Motivation (X2) on Employee Performance (Y)

Through multiple linear regression analysis, the equation $Y = 8.440 + 0.566 X_1 + 0.236 X_2$ is obtained, with a correlation coefficient of 0.873, which indicates a very strong relationship between the independent and dependent variables. The contribution of the influence of both variables on employee performance is indicated by a determination value of 0.762 or 76.2%, while the remaining 23.8% is influenced by other factors. Based on the hypothesis test, the calculated F value $>$ F table ($96.005 > 3.15$) is obtained, so H_0 is rejected and H_1 is accepted. In conclusion, the level of discipline and work motivation simultaneously have a significant influence on employee performance.

CONCLUSION

This study proves that work discipline and work motivation have a significant effect on employee performance at the Tangerang Regency Branch Office of PT Tri Adi Bersama. The results of the analysis show that work discipline has a strong correlation with employee performance with a determination coefficient of 72.9%, while work motivation also has an effect with a correlation of 62.8%. Simultaneously, these two variables have a very strong influence with a determination coefficient value of 76.2%, which means that other factors outside this study still influence by 23.8%. Although this study provides valuable insights, there are several limitations, such as the focus on two independent variables and the constraints in collecting data through questionnaires. Therefore, further research is recommended to add other variables that can better explain the factors that influence employee performance and use more varied data collection methods to increase the validity of the findings. In addition, the company is expected to improve the clarity of work procedures, improve communication between superiors and employees, and provide more effective training to improve employee understanding of the tasks given. With these improvement efforts, it is hoped that employee performance can continue to improve, which will ultimately contribute to the success and productivity of the company as a whole.

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