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Work Discipline Analysis in Improving Employee Performance PT Kuliner Nusantara Bumi Serpong Damai

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Abstract
This study aims to analyze work discipline in improving employee performance at PT Kuliner Nusantara BSD. The method of this research is qualitative descriptive which is described in detail through interviews with informants. This study uses two types of data sources, primary and secondary. The data is analyzed in a qualitative descriptive manner, namely in a way that the data obtained from the results of observations, interviews, and documentation, is processed properly into an information tool that can draw conclusions. The results of the study show that the level of employee discipline is quite good, because there are still some employees who often arrive late, which means that discipline is very important to improve employee performance. The results of the employee's work are not good, such as the non-realization of the achievement of the targeted order, which can be seen from the number of employee work attendances. It can be seen from the indicators used through in-depth interviews with informants, showing positive results even though they cannot be separated from some shortcomings. In the future, it is hoped that leaders or superiors will be able to provide strict sanctions to provide a deterrent effect for employees who are not disciplined.
Keywords: Work Discipline; Employee Performance.

INTRODUCTION

Every individual in daily life certainly has a target that they want to achieve. In achieving these targets, of course, we have the will and effort, as well as companies and agencies that have their own target provisions so that what is set out can be achieved, one of the determining factors for the success of the target or not can be seen from the performance of its employees. Performance is a very important function in a company. One of the causes of declining performance is employee discipline, if employee discipline is not good, the achievement of the company's target is not optimal and is hampered because of the performance of the employees themselves. Discipline is the feeling of obedience and obedience to the values that are believed to be his responsibility, such as office duties and employee attendance at adjusted hours in the company. The higher the discipline, the higher the performance of employees, the more likely it is that employees will sincerely work as best as possible to achieve the goals of a company (Sitepu, 2022).

The culinary industry, as run by PT Kuliner Nusantara BSD, is a very dynamic sector and has strict operational standards. In the food and beverage service business, employee performance is not only measured by the final product, but also by the speed of service, hospitality, and punctuality. The slightest drop in performance can have a direct impact on customer satisfaction and a company's reputation. Therefore, companies need control instruments to keep performance at the highest level. One of the main factors that affect performance is work discipline. Discipline is a form of employee obedience to the rules, norms, and procedures that apply in the company. Without strong discipline, the skills that employees have will not make maximum contributions. At PT Kuliner Nusantara BSD, work discipline includes punctuality of attendance,

compliance with *Standard Operating Procedures* (SOP) for kitchens and services, and responsibility for the tasks given.

Because the good and bad of the company, whether the company succeeds or not, is determined by the efforts of employees to be able to achieve the targets and plans they make. The success of the company to be able to achieve the targets and plans is not only determined by how much resources or capital they have. It is also not enough to be determined by advanced technology, or complete facilities and infrastructure. The effort to achieve these targets is more determined by the skills and abilities of the human resources owned by the company itself. Because the level of production, efficiency and also effectiveness are largely held and determined by the human resource factor.

To achieve this success, the company must have human resources who have high discipline, in addition to other standards such as predetermined skill qualifications, before the employee is accepted to work in the company. Discipline can only be assessed after the employee starts working in a company. Work discipline is the willingness and ability of employees to be able to follow and obey all work regulations and standards that have been set by the company. Good work discipline will support the achievement of goals and success for a company.

Based on the researchers' initial observations, there are still several indications of performance fluctuations that are suspected to be related to discipline problems. Some of the problems that arise are unpunctuality (delays) in peak *hours*, variations in the implementation of service SOPs that are sometimes inconsistent between shifts, and attendance rates that need to be re-evaluated to ensure smooth operations. If this is left unchecked, the efficiency and service quality targets set by PT Kuliner Nusantara BSD will be difficult to achieve. Discipline is not only a matter of giving sanctions, but a means to educate employees to have a high awareness in working professionally. From the results of the research carried out, the following are the results of the phenomenon of employee performance and work discipline at PT Kuliner Nusantara BSD.

Table 1: Phenomenon of Observation of Work Discipline of PT Kuliner Nusantara BSD

Yes	Description	Observations
1	Time Discipline	Some employees often arrive late, excessive use of rest time, often some employees forget about their absence, so they will be charged a meal deduction.
2	Discipline of Rules	Some rules may not be strictly enforced, which can create uncertainty and unevenness in the application of those rules, which affects regulatory discipline towards employees.
3	Discipline of Responsibility	Some employees

Yes	Description	bservations
		show a lack of initiative in completing tasks, delaying the completion of assigned tasks, and inconsistency in completing tasks on time.

Source : Author's Observation

Based on the results of observations about work discipline written by the researcher in the table above, it can be seen that discipline is still not fully applied optimally, there are still some employees who underestimate the importance of discipline in the Company, this makes employee time discipline not carried out properly in accordance with the rules that have been set at PT Kuliner Nusantara BSD, while on the other hand, related to the regulations that apply in the Company, the author finds that the regulations that are enforced have also not been optimally implemented at PT Kuliner Nusantara BSD. This causes the distribution of regulations not to be done properly because the sanctions imposed are still not firm and are often ignored by employees. And regarding the responsibility of discipline of PT Kuliner Nusantara BSD employees, it is still lacking in the sense of initiative when completing tasks, delaying the completion of assigned tasks, and inconsistency in completing tasks on time.

Table 2: Employee Performance Observation Phenomenon of PT Kuliner Nusantara BSD

No.	Description	Observation
1		Accuracy & Standards Often make mistakes in preparation (e.g., wrong recipes, overcooking, or forgetting garnish). Repeated order input (POS) errors. Increase in food waste (food waste/materials), customer complaints because the taste/appearance is not up to standard, must be re-do (rework). When on duty, leave the equipment dirty for a long time. Food safety risks, poor restaurant image, violation of HACCP standards.
2	Working Quantity	Slow Productivity Levels in completing routine tasks (e.g., plating food, picking up dirty dishes, responding to customer calls). Excessive break/chat time. Completion of Non-Service Tasks Failure to complete the preparation task (prep-work) or

No.	Description	Observation
		closing specified in the checklist (shift duties). The staff of the next shift has to bear the extra workload, disrupting the efficiency of daily operations,
3	Task Execution	Compliance Procedures (SOPs) Not following the steps in the Standard Operating Procedures (SOPs) (e.g., not washing hands according to the timeline, forgetting to record temperatures, or skipping safety measures). Increased risk of work accidents or health/food safety problems. Time Management Often misses specific deadlines for tasks (e.g., time limits for serving or kitchen delivery).

Source : Author's Observation

The results of observations made by the author while at PT Kuliner Nusantara BSD regarding Employee Performance can be seen in table 1.2 The researcher found that regarding employee performance, there are still employees who have not been able to apply properly, starting from the quality of work often found making mistakes in preparation, for example, wrong recipes, overcooking, or forgetting garnish. The quantity of work that is fully suboptimal is still not optimal The level of productivity is slow in completing routine tasks so that the next shift staff has to bear the extra workload, disrupting the efficiency of daily operations. And the implementation of tasks that still do not follow the steps in the Standard Operating Procedures (SOP). This shows that the importance of performance can affect discipline because companies can be able to strengthen the application of work discipline through more intensive supervision, awarding for competent employees, and regular training to increase awareness and responsibility by each individual.

The description of the problem above is still the result of initial observations made by the researcher, whether the opinion is true or not, needs to be proven by conducting a study that obtains the principles of scientific rules and regulations so that the results obtained can be scientifically accounted for. The scientific background of the author wants to study and understand how the work discipline, and performance produced by employees of PT Kuliner Nusantara BSD.

Method

This type of research is a qualitative method. Qualitative research methods are descriptive research and tend to use analysis through field research. The process and meaning are more highlighted in qualitative research. The theoretical foundation is used as a guide so that the focus of research is in

accordance with the facts in the field Darmalaksana, (2020) The location of the research was carried out at PT Kuliner Nusantara BSD. The location of this research was chosen based on considerations because there are still problems related to work discipline experienced by employees. Furthermore, research informants are people who can provide information about Maharani, (2025).

The informants involved in this study are *Area Managers, SPV FOH, Cashiers, Waiters,* the data collection used in this study is in-depth interview techniques, documentation and participatory observation. The data analysis techniques used in this study are data reduction, data display, and conclusion and verification. The reason why the researcher chose this qualitative assessment is because this qualitative approach easily answers problems that arise in depth and in accordance with field conditions.

RESULTS OF RESEARCH AND DISCUSSION

Research Results

The source of informants related to the variables studied was the level of Work Discipline and Employee Performance for 12 employees. Of these, the researcher chose 4 people as respondents.

1. Adi Istiawan : Area Manager (Key Informant)
2. Muhammad Tyar : SPV (FOH)
3. Askina Aprillia : *Cashier*
4. Agung Septian : *Waiters*

Table 1: Interview Results of Work Discipline Variables

Indicators of Work Discipline	
1. What do you think about the current disciplinary regulations?	
Respondent 1 (Adi)	It can be said that in general, our current regulations are quite effective and *fair*. The rules are clear, but we are rigid. So we always try to make those rules serve as a guide to maintaining service quality, not as a tool to find faults.
Respondents 2 (Tyar)	In my opinion, yes, of course, it must be followed correctly, as in a company that has *rules* , it is mandatory for us to follow the disciplinary regulations that already exist in this company.
Respondents 3 (Askina)	In my opinion, the existing regulations are clear and logical enough to maintain operational order. However, sometimes I feel that the entry time rules are too strict, considering that the transportation conditions here are not determined.
Respondent 4 (Great)	The rules are quite reasonable. We must be *on time*, neat uniforms, and quick to respond. It's just that sometimes I find the clock-in rules very challenging, especially if I get stuck on the way

Indicators of Work Discipline	
	here. So, sometimes I have to run around a bit.
Research Interpretation	Based on the results of interviews with the four respondents, it can be seen that most of the employees of PT Kuliner Nusantara BSD still feel that the implementation of regulations in the company has not been fully effective. Although the rules are considered to be quite clear and have a good purpose to maintain order and quality of work, in practice there are still several obstacles that make its implementation not optimal. Some respondents felt that the existing rules were sometimes too rigid and did not take into account the real conditions on the ground, such as delays due to transportation or other unforeseen situations. In addition, there is also a view that the discipline system tends to emphasize the punctuality aspect more without providing flexibility for employees who face certain obstacles. This makes some employees feel depressed and worried when facing situations that cannot be controlled, such as traffic jams or transportation delays. Even so, there are still employees who argue that the rule still needs to be enforced as a form of professionalism and responsibility for work. Overall, it can be concluded that although some of the regulations at PT Kuliner Nusantara BSD have been well received, there is still a need for evaluation of their implementation and adjustment to the working conditions of employees in the field. Discipline is indeed important to maintain service quality, but if it is not balanced with flexible and humane policies, it can actually reduce work comfort and

Indicators of Work Discipline	
	employee enthusiasm in carrying out their duties.
2. How long is the company's policy on late employees?	
Respondent 1 (Adi)	The company's policy provides a maximum tolerance of 30 minutes to one hour. If it is more than that, employees will be recorded late and enter the disciplinary system. However, we always look at the reasons and the frequency. If there is a clear reason, of course the approach will be different.
Respondents 2 (Tyar)	Here the time limit for a delay of 30 minutes to an hour is the maximum.
Respondents 3 (Askina)	The time policy that I understand is that the maximum delay tolerance is 30 minutes to a maximum of one hour. More than that, it will be recorded as a delay.
Respondent 4 (Great)	As far as I know, the tolerance limit is only 30 minutes, only a maximum of up to one hour. After that, it is considered too late. When it comes to

Indicators of Work Discipline	
	sanctions, yes, you will definitely get a verbal reprimand from the SPV, then if it is very frequent, there are service discounts or incentives, even a Warning Letter.
Research Interpretation	Based on the results of interviews with the four respondents, the company's policy regarding delay tolerance ranges from 30 minutes to a maximum of one hour. Although this rule is quite clear, its implementation is considered not to be running optimally. Some employees still have difficulty arriving on time, mainly due to external factors such as erratic traffic conditions. This shows that although the rules have been made firm, their implementation still requires adjustments to be more adaptive to the situation on the ground. In addition, the company already has a system of sanctions such as verbal reprimands, incentive

Indicators of Work Discipline	
	deductions, and warning letters for employees who are often late. However, from the results of the interviews, it can also be seen that the discipline approach used is still reactive, not fully encouraging awareness of discipline independently. Some employees consider this policy to be just an administrative rule, not a form of professional responsibility. Thus, although companies have tried to enforce time discipline through strict rules, there is a need to evaluate the effectiveness of its implementation. A more communicative approach and ongoing coaching will help create discipline that grows out of awareness, not just out of fear of sanctions.
3. How do you manage time in completing work according to the deadline?	
Respondent 1 (Adi)	When it comes to managing time, my key is in careful *shift* planning and prioritizing work first. I usually always use the daily and weekly *to-do list* method . But if it is specifically for non-operational tasks, I divide it into small steps so that it doesn't feel heavy and can be completed on time.
Respondents 2 (Tyar)	I rely heavily on daily prioritization and dividing specific time for operational and administrative tasks. However, because there are often unexpected problems in the field, I always include spare time in every important task.
Respondents 3 (Askina)	For me, I always try to make a to-do list. My main task is to complete first, such as *preparing a cash register*. But yes, if there is a long queue, my focus sometimes disappears immediately, and administrative tasks are often victims, forced to close the door.
Respondent 4 (Great)	I will try to make a list of priorities in my head. For example, 15 minutes before opening, the table should be 100% clean and tidy. For

Indicators of Work Discipline	
	closing tasks such as *equipment stock taking* , I always try to pay for the work in installments in my spare time, so as not to pile up at the end of the shift
Research Interpretation	Based on the results of interviews with the four respondents, it can be seen that all employees already have an awareness of the importance of time management in completing work according to deadlines. They generally use strategies such as making *to-do lists*, prioritizing work, and systematically dividing time so that work doesn't pile up. However, obstacles often arise when field situations are unpredictable e.g. long customer queues or sudden operational issues that cause some administrative tasks to be delayed and completed close to the deadline. Overall, it can be concluded that time discipline in completing tasks is quite good, but it still needs to be improved with time management training and structured work habits. With more systematic planning and consistent supervision, employee work efficiency can be increased, and the potential for delays in job completion can be minimized.
4. How do you communicate with your colleagues or superiors if there are obstacles or difficulties that hinder your work discipline?	
Respondent 1 (Adi)	I always prioritize open communication. So if there are any potential issues that will affect deadlines or attendance, I will report them immediately. It is also important for me to not only convey the problem, but also offer alternative solutions or *plans*.
Respondents 2 (Tyar)	I stick to the principle. If there are any obstacles that have the potential to affect deadlines or attendance, I will communicate immediately. My approach was to convey the facts of the problem as accurately as possible and, most importantly, to

Indicators of Work Discipline	
	immediately include the proposed solutions I had already thought of. I don't want to just report, but also offer a way out.
Respondents 3 (Askina)	If I knew that the road would be jammed and late, I would have immediately informed the SPV via *WhatsApp*/phone. But I admit, often I just notice that it's too late, so the news is also rushed. In the future, I will try to inform early, even when I just start to leave if there is a premonition of a traffic jam.
Respondent 4 (Great)	I usually send a message directly to the team group or call the SPV as soon as possible. I told you the estimated time of arrival. But I also have to be honest, sometimes I just realize it's too late, so the news is also rushed. In the future, I will try to inform early, even when I just start to leave if there is a bad feeling on the road.
Research Interpretation	Based on the results of interviews with the four respondents, it can be concluded that communication between employees and superiors at PT Kuliner Nusantara BSD has generally gone quite well, although there are still some shortcomings in terms of timeliness of information delivery. Most of the respondents, such as Adi and Tyar, have implemented open and proactive communication when faced with obstacles that can affect work discipline. They not only report problems, but also try to provide alternative solutions so that operational activities continue to run smoothly. Overall, even though the communication culture in the company is well established, it is necessary to strengthen the reporting and coordination system, especially in situations that have the potential to hinder operations. With

Indicators of Work Discipline	
	the implementation of two-way communication that is more disciplined, fast, and open, obstacles related to delays and work obstacles can be minimized, and employee discipline will increase significantly.
5. What do you think about discipline at PT Kuliner Nusantara?	
Respondent 1 (Adi)	So far it has been quite good than before, with room for improvement. But of course, there must be a main challenge, namely in the consistency of attendance on time, especially at the beginning of the shift. We continue to educate about the importance of time discipline.
Respondents 2 (Tyar)	Overall, our team has a high morale, that's the positive point. However, when it comes to consistency in the application of discipline, especially on small things such as punctuality of early *shifts* and adherence to SOP details when pressure is high, we still have a lot of room to improve. We are working hard to make this discipline a collective habit, not just compliance when supervised.
Respondents 3 (Askina)	If measured by the absence, I think it's good because there are rarely people who are absent. But when it comes to punctuality, delays still need to be improved, including me. In the *kitchen*, it's good, but in our *service* there are still often mostly tolerances of the same time.
Respondent 4 (Great)	When it comes to attendance, I think it's been very good, almost no one ever skies. But when it comes to punctuality when it comes to work, it still needs improvement. There are still some who like to be late, including me. Discipline in this area should be 100% again.
Research Interpretation	Based on the results of interviews with the four respondents, work discipline at PT Kuliner Nusantara BSD is considered to have

Indicators of Work Discipline	
	gone quite well, especially in terms of attendance and responsibility for work. Employees show high commitment to remain present and carry out tasks according to schedule. This shows an awareness of the importance of discipline as part of work professionalism and responsibility towards the team. In general, discipline at PT Kuliner Nusantara BSD is already in a positive direction, but it is not fully optimal. Continuous efforts are needed in the form of coaching, routine evaluation, and providing examples of discipline from superiors so that discipline is not only an obligation, but also a work culture that is firmly embedded in all employee lines.
6. What are the sanctions given if employees are late?	
Respondent 1 (Adi)	There must be our sanctions. Starting from recorded verbal reprimands, formal Warning Letters (SP) if repeated, to deductions of performance allowances or salaries if delays occur very often and without a strong reason. The purpose of sanctions is to improve behavior, not to punish.
Respondents 2 (Tyar)	Of course, there is, if the sanction is usually for the beginning verbally in the form of a reprimand, if there is no change, we follow the company's procedures.
Respondents 3 (Askina)	As far as I know, the sanctions start from recording yes or verbal reprimands, followed by salary cuts if they keep repeating, until the warning letter.
Respondent 4 (Great)	The sanctions that apply start from verbal reprimands, continue to the reduction of performance points or incentives, to the issuance of warning letters if the accumulation of delays occurs consistently.
Research Interpretation	Based on the results of interviews with respondents, it can be seen that the

Indicators of Work Discipline	
	sanction system for delays at PT Kuliner Nusantara BSD has been implemented quite clearly and in stages. Any disciplinary violations, especially in the case of tardiness, will be sanctioned according to the level and frequency of the violation. Generally, actions start from a recorded verbal reprimand, then escalate to a warning letter (SP) if the delay continues to be repeated, to deduction of allowances or salaries if violations are considered serious. Overall, the sanction system at PT Kuliner Nusantara BSD is in accordance with the principles of coaching and enforcing work discipline. However, to be more effective, companies need to ensure consistency in the implementation of rules and strengthen attendance monitoring systems so that every violation can be followed up objectively and fairly.
7. Is the attendance rate in the company good or not?	
Respondent 1 (Adi)	Our attendance rate so far has been quite good than before which is arguably bad. It shows the employee's commitment to the company. So we focus on maintaining this.
Respondents 2 (Tyar)	For the level of coincidental attendance at this company *so far* is quite good, for employees here at least they have followed all applicable rules.
Respondents 3 (Askina)	The attendance rate is good enough, but it is rare for anyone to be absent. But if you say it's late, this is what still needs improvement.
Respondent 4 (Great)	The attendance rate is quite good, because employees rarely do not come to work without a valid reason. An issue that needs to be increased the frequency of *clock-in* delays.
Research Interpretation	Based on the results of

Indicators of Work Discipline	
	interviews with the four respondents, it can be concluded that the employee attendance rate at PT Kuliner Nusantara BSD in general is relatively good. The majority of employees show a high commitment to work attendance, and cases of absenteeism for obvious reasons are less common than in previous periods. This shows an increase in awareness of individual responsibility and discipline in carrying out their duties. Overall, the company has managed to maintain good attendance rates, but increased oversight of punctuality and consistent sanctions for tardiness will help strengthen a more comprehensive culture of discipline in PT Kuliner Nusantara BSD's work environment.
8. What methods or strategies do you use to ensure compliance with deadlines?	
Respondent 1	I apply the "3K"

Indicators of Work Discipline	
(Adi)	strategy: Deal, Confirmation, and Openness.
Respondents 2 (Tyar)	In our current operational conditions, which are still focused on improving discipline, I am implementing a strategy that we call the *Double Check-in* system .
Respondents 3 (Askina)	I will try to get up and leave 30 minutes earlier than usual to anticipate traffic jams. At work, I will post reminders for tasks and not just wait for the next hour.
Respondent 4 (Great)	I will change my waking and departure habits. I'll set the alarm 20-30 minutes earlier than I usually do, let's just say to deal with unexpected traffic jams. At work, I will wear a small *timer* for my tasks for example, serving orders should not be more than 3 minutes to maintain my work pattern.
Research Interpretation	Based on the results of interviews with the four respondents, it can be seen that each employee at PT Kuliner Nusantara BSD

Indicators of Work Discipline	
	has a diverse strategy to ensure compliance with deadlines, even though the implementation is not completely consistent. Most respondents emphasized the importance of personal time planning and management as the main step in maintaining work discipline. Adi, for example, implements the "3K" (Agreement, Confirmation, and Openness) strategy to ensure that the entire team has the same awareness of the target time. This strategy emphasizes collaboration and shared responsibility, not just individuals. Meanwhile, Tyar uses the "Double *Check-in*" system as a more concrete form of discipline control, by checking the time twice when starting and when tasks are approaching. Askina and Agung focus more on personal strategies, such as setting an early departure time to avoid delays due to traffic jams, as well as using reminders or timers to ensure each task is completed on time. From the results of the interview, it can be concluded that the awareness of the importance of time management has begun to be embedded among employees, but its application is still individual and has not been integrated into the company's work system. It is necessary to implement a more structured discipline strategy from the management so that all employees can have a more uniform work pattern and discipline towards deadlines.

Source: Interview, 2025.

Based on the results of interviews from eight indicators of work discipline, it can be concluded that the level of employee discipline at PT Kuliner Nusantara BSD is already in the category of quite good, but it is still unstable and requires improvement in several important aspects. Most employees understand and appreciate the applicable company rules, but the application of the discipline is still influenced by external factors such as transportation conditions, workload, and lack of consistency in enforcing the

rules. Employees consider that the company's discipline policy is clear and logical, but there are still leeway in terms of punctuality and compliance with working hours, especially during early hours and when operational situations are congested.

In terms of time management, most respondents already have the personal awareness to prioritize work and maintain deadlines, but the implementation is still individual and has not yet become a collective work culture. Personal strategies such as making to-do lists, leaving early, and using digital reminders are helpful, but they have not been balanced with control systems and evaluations from management. Likewise with communication, although most employees try to be open and quick to report when facing obstacles, there are still several cases of delays in providing information that have an impact on smooth operations.

In terms of sanctions and attendance compliance, the company already has a fairly clear system ranging from verbal reprimands to warning letters, but its effectiveness has not been maximized because it has not fully provided a deterrent effect. The attendance rate is relatively good, but the frequency of delays is still quite frequent. Overall, these results show that the culture of discipline at PT Kuliner Nusantara BSD has begun to take shape but has not yet taken root. Improvements are needed in terms of supervision, strictness in the application of rules, and the habituation of discipline as a shared responsibility so that employee performance can improve consistently.

Table 2: Interview Results of Employee Performance Variables

Employee Performance Indicators	
1. Tell us about the biggest achievement you achieved in your job and how did you achieve it?	
Respondent 1 (Adi)	My biggest achievement was to increase my Customer Satisfaction (CSI) rating from 85% to 95% in one quarter. The key for me is in the in-depth analysis of complaint data. I focus on *training* frontline staff, especially in *soft complaint handling skills* , and ensuring feedback is followed up properly.
Respondents 2 (Tyar)	For achievements, the biggest achievement here actually does not exist yet, yes it can only be said that for my biggest achievement here by being given the responsibility to manage one *outlet* where the content is only I manage myself here, it can be said to be my biggest achievement and to achieve it of course I try hard to be in my current position.
Respondents 3 (Askina)	My biggest achievement here was when I was able to make the queue run out quickly outside of rush hour. It used to be a long time,

Employee Performance Indicators	
	but now I can *handle* customers faster, because I happen to have memorized all the menu codes and discounts. If I achieve it, I will do it by practicing data input every day.
Respondent 4 (Great)	My best achievement was when I was able to get more customers to order, I succeeded in increasing our *dessert* sales by 10% from the average last month, because I learned about it and recommended it with fun stories, not just offers.
Research Interpretation	Based on the results of interviews from the four respondents, it can be concluded that the greatest achievement of employees at PT Kuliner Nusantara BSD reflects a real contribution to improving the quality of services and work results. Adi showed significant achievements in improving the *Customer Satisfaction Index* (CSI), which signifies success in the implementation of employee service and training strategies. This shows that discipline in analyzing and following up on customer complaints can have a direct impact on improving team performance. Meanwhile, Tyar highlighted his success in gaining the trust of management to manage one outlet independently. While it has not yet reached the big target in terms of numbers, this achievement shows a form of recognition of individual dedication and responsibility. Askina also displays an efficient form of performance with its ability to accelerate customer service through system mastery and menu memorization, illustrating the importance of speed and precision in operational services. Meanwhile, Agung

Employee Performance Indicators	
	showed a direct contribution to increasing product sales with a persuasive communication approach to customers. The four answers show that each employee has a different form of achievement, but they are all rooted in discipline, perseverance, and creativity in carrying out their respective roles. In general, this achievement reflects the potential for good performance in the company, although there is still a need for further coaching so that individual achievements can be developed into more consistent team collective achievements.
2. Do you evaluate the results of the work?	
Respondent 1 (Adi)	Of course, evaluation is mandatory. After reaching the target (for example, increasing CSI), I don't stop there. I also use the PDCA (*Plan-Do-Check-Act*) methodology on an ongoing basis. I checked what worked, then

Employee Performance Indicators	
	Act to make it a standard operating procedure so that the results were consistent.
Respondents 2 (Tyar)	Yes, of course, we usually do evaluations regularly, especially through daily reports and weekly *briefings*. We compare actual results with established operational standards.
Respondents 3 (Askina)	Definitely evaluated, yes, Every end of *the shift*, I always evaluate the cash and the system report must be appropriate.
Respondent 4 (Great)	Yes, of course, the evaluation is carried out through daily monitoring of the level of *customer feedback* directly to recording the accuracy level of the orders that I handle.
Research Interpretation	Based on the results of interviews from the four respondents, it can be concluded that all employees at PT Kuliner Nusantara BSD have an awareness of the importance of evaluating their work results. Adi

Employee Performance Indicators	
	shows the most systematic approach by applying the PDCA (*Plan-Do-Check-Act*) method, which describes the existence of a continuous evaluation pattern to maintain consistency of work results. This shows a high level of discipline and professionalism in ensuring that every achievement can be maintained and improved. Meanwhile, Tyar emphasized that evaluations at the operational level are carried out regularly through daily reports and *weekly briefings*. The evaluation is used as a means to compare actual results with predetermined work standards, which shows the existence of an evaluative culture in the work environment. Meanwhile, Askina and Agung highlighted the evaluation in a practical and direct context, such as checking daily cash reports and customer *feedback*, which shows that they focus on data accuracy and direct service in the field. Overall, the results of this interview show that the work evaluation culture has been implemented quite well at PT Kuliner Nusantara BSD. However, the implementation of evaluation is still individual and has not been fully integrated between divisions. Companies need to strengthen the collective evaluation system so that the results of analysis and learning from each individual can be the basis for improving team performance as a whole and continuously.
3. Are you achieving the company's target? Give the reason!	
Respondent 1 (Adi)	To be honest, our main target for example, 10% sales growth has not been fully achieved. We have only reached about 85%. The reason is mainly due to the unexpected increase in raw material costs and increasingly fierce local competition, making our

Employee Performance Indicators	
	customers' profit margins and *traffic* constrained.
Respondents 2 (Tyar)	Unfortunately, it has not been 100% achieved. Let's say we've only touched 85% of the target. The reason is that there are two firsts, in quiet hours *there* is less visitor traffic. Second, strangely, precisely during rush hour, our service process becomes a bit slow because the team looks overwhelmed, the impact is that there are small complaints that make us lose sales potential. It's a great homework for team training and workflow structuring.
Respondents 3 (Askina)	Not completely. My target is that the accuracy of daily transactions reaches 95%. The reason is that there are several times *human errors* during *busy shifts*, such as wrong input of discounts or mistakes in calculating change that make the report not 100% perfect.
Respondent 4 (Great)	Not completely. My target is to keep the average service time under 5 minutes per table. I have only reached 90% of the target. The reason for this must be a lack of quick coordination with *the Kitchen* during peak hours, which leads to delays in food delivery.
Research Interpretation	Based on the results of the interview, it can be concluded that all respondents at PT Kuliner Nusantara BSD have not fully reached the company's targets that have been set. Adi and Tyar, who are in managerial and supervisory positions, both revealed that the achievement of the new target is around 85%. Adi explained that the main factors that hinder are the increase in the cost of raw materials and fierce market competition, while Tyar highlighted technical problems in the field such as a decrease *in visitor traffic* during off-peak hours and service that is not optimal during rush hour. This shows that performance challenges come not only from external factors, but also from the

Employee Performance Indicators	
	internal efficiency of the operational team. Meanwhile, Askina and Agung who are in operational positions also face similar obstacles. Askina admitted that she had not reached the transaction accuracy target due to human error during peak hours, while Agung experienced service delays due to inefficient coordination between the service team and the kitchen. Both of these things confirm that high workloads without the support of an effective coordination system can hinder the achievement of individual and team targets. In general, the results of the interviews show that although the enthusiasm and efforts of employees to achieve the target are quite high, there are still obstacles in terms of operational management, team coordination, and adaptation to field dynamics.

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	Companies need to strengthen technical training, review their work systems during peak hours, and make more realistic target adjustments so that performance achievements can increase significantly and sustainably.
4. What do you do when you face challenges or difficulties at work?	
Respondent 1 (Adi)	The first thing I did was stop for a moment to analyze the root of the problem. I was panicking. After that, I invited the relevant team to find a solution. I believe, two heads are better than one, especially when faced with difficulties.
Respondents 2 (Tyar)	If there are challenges and difficulties, yes, if we are going to face them, we must face them because of the challenges that are in front of us, if we don't try to face them and we run away from those challenges, we will not know what we can achieve in the future, so if there are challenges and difficulties in the work that is in front of us, Yes, we

Employee Performance Indicators	
	have to deal with the certainty with the provisions that we have, whatever it is.
Respondents 3 (Askina)	For me, try to find an independent solution first by repeating the correct procedure. If technical difficulties, such as *cashier* software *errors*, are not resolved within 5 minutes, I usually immediately report to the SPV for *back-up* and ask for directions.
Respondent 4 (Great)	I must immediately look for a supervisor or an old friend who is an expert in the matter. I don't want to be pretentious and make mistakes. It's better to ask than *to end* up disappointed.
Research Interpretation	Based on the results of interviews with the four respondents, it can be seen that all employees have a fairly positive approach to facing challenges and difficulties in the workplace, even with different levels of independence and strategies. Adi and Tyar show a solution-oriented mindset and calmness. Adi emphasizes the importance of analyzing problems before acting and engaging the team to find solutions together, while Tyar sees challenges as opportunities to grow. He emphasized that facing difficulties is part of the learning process and a form of maturity at work. Meanwhile, Askina and Agung displayed a more practical approach at the operational level. Askina tries to solve the problem independently first by re-checking work procedures, but does not hesitate to report to her superiors if the problem cannot be overcome on her own. Agung also showed discipline and responsibility by immediately asking for help from colleagues or supervisors so that problems do not drag on and do not have an impact on customer satisfaction.

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	From the four respondents, it can be concluded that despite the differences in problem-solving styles, all employees have a high awareness of the importance of communication and teamwork in overcoming difficulties. However, it also shows that most problem solving is still reactive, not systematic. Therefore, companies should conduct specialized training related to problem management and decision-making so that employees can be better prepared and resilient in the face of complex operational challenges.
5. Tell us about a situation where you have to work under pressure or tight deadlines, how do you handle that?	
Respondent 1 (Adi)	When faced with such an incident, I immediately grouped tasks based on safety priority, quality, and speed. Then, I delegate clearly and make sure I stay focused on being a *support system* that answers the team's obstacles on the field.
Respondents 2 (Tyar)	There was an incident, at that time suddenly a large group came suddenly, everyone panicked. The first thing I did was take a breath and make sure the team was calm as well. Then, I immediately divided the team, Si A focused on *beverages*, Si B focused *on taking orders*, Si C and D focused on the kitchen. The point is that communication must be clear, tasks must be specific, and no one should panic. I myself helped in the most crucial areas.
Respondents 3 (Askina)	Usually when there is a long queue at lunchtime, I try to stay calm and focus on one customer at a time so that there are no miscalculations. I also ask for the help of colleagues in the service department to help direct customers who pay non-cash to other areas.
Respondent 4 (Great)	When the restaurant is full, I take a breath first, then focus on

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	which table to prioritize. I also speak honestly and calmly to customers if there is a slight delay. But most importantly, make sure the order that comes into the Kitchen must be 100% correct, so that it doesn't need to be repeated from the beginning.
Research Interpretation	Based on the interview results, all respondents showed quite good adaptability when working under pressure or facing tight deadlines. Adi emphasized the importance of a priority system and a structured division of tasks, where safety and quality remain the main focus before chasing speed. He also takes on the role of a leader who acts as a counterweight under pressure, ensuring the team remains functioning effectively without losing focus. Meanwhile, Tyar highlighted the importance of calm and coordination. He demonstrates good managerial

Employee Performance Indicators	
	ability by quickly dividing team roles based on the urgency of the job, ensuring smooth communication, and creating a controlled work atmosphere despite stressful situations. Askina and Agung also show a realistic and customer-oriented approach. Askina tries to stay focused on serving customers one by one so that transaction errors do not occur, and shows good cooperation with other colleagues to break down the queue. Meanwhile, Agung emphasized the importance of honest communication with customers and accuracy in recording orders to avoid mistakes that can slow down service. Overall, all four respondents showed that although high work pressure is a routine challenge in the culinary sector, their ability to maintain calm, set priorities, and work together is the main key to

Employee Performance Indicators	
	successful task completion. However, it is still seen that the workload management and task sharing systems need to be strengthened so that the pressure does not continue to depend on individual improvisation, but rather is structured in more efficient and standardized operational procedures.
6. What steps do you take to ensure sustainability and improve your performance over time?	
Respondent 1 (Adi)	I routinely do cross-training for the team so that they are flexible in various positions. For myself, I focus on learning about competitors and the latest market trends. The goal is that our strategy is always adaptive and not stagnant.
Respondents 2 (Tyar)	For me, I will ask for input from everyone more often, from staff to management. I will also try to implement a weekly evaluation system that focuses on one issue only, for example rich, this week focuses on the speed of service. In addition, I also want to plan to adopt better time management techniques for my personal life, so that I can focus more on guiding the team.
Respondents 3 (Askina)	First, I routinely review my daily error reports and look for where the error patterns are. I also try to apply the focus technique so that I don't get easily distracted, and plan to ask for *coaching* from other cashier colleagues as well.
Respondent 4 (Great)	I'll write down all my little mistakes for example the cake forgot to bring a cutlery and stick it as a reminder in my pocket. I actually also want to learn to work in *the kitchen* from time to time, so that I understand their process and can give more accurate time estimates to customers.
Research Interpretation	Based on the results of the interviews, it can be concluded that all respondents have a fairly high awareness of the importance of continuous performance

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	improvement. Adi demonstrated a strategic approach by focusing on cross-training and external learning, such as monitoring market and competitor trends. This illustrates long-term orientation and readiness to adapt to changes in the culinary industry. Adi's strategy not only has an impact on individual development, but also increases the team's flexibility in dealing with dynamic operational situations. Tyar has a collaborative approach and internal reflection. He emphasized weekly evaluations that focus on specific aspects, such as service speed, and actively solicit input from various parties. This attitude reflects leadership that is open to feedback and a desire to keep learning. Meanwhile, Askina and Agung showed efforts to improve performance through habits of reflecting on

Employee Performance Indicators	
	personal mistakes. Askina conducts routine evaluations of error reports and tries to develop focus skills, while Agung emphasizes cross-division learning to understand the workflow as a whole, which can improve coordination between departments. Overall, this interview illustrates that employees at PT Kuliner Nusantara BSD have had a good initiative in maintaining and improving their performance. However, most of these efforts are still individual and have not been fully integrated into the company's training or career development system. Therefore, companies need to strengthen structural support through continuous training programs and more formal performance monitoring systems so that employee performance improvement can run consistently

Employee Performance Indicators	
	and in a targeted manner.
7. How do you maximize the human resources in the work process?	
Respondent 1 (Adi)	If I try to apply a strength approach. I not only highlight weaknesses, but also identify the strengths of each employee. I put them in roles that maximize those strengths, and provide mentoring for areas that need improvement.
Respondents 2 (Tyar)	I believe everyone has advantages. I try to place them according to their talents. I put the one that is good at communication in the *front*, the one that I carefully put at the checkout. In addition, I regularly hold *casual sharing* sessions outside of working hours. That way, the team feels appreciated, their morale increases, and they are encouraged to give their best, not just carry out their duties.
Respondents 3 (Askina)	Because I am a Cashier, my focus is definitely to ensure smooth communication between Cashier, *Service*, and *Kitchen* . I always update the order status and menu availability to the team in the field so that they can serve customers with accurate information.
Respondent 4 (Great)	My main key is in super clear communication with *the Kitchen* and other *Waiters*. I make sure they know all customer-specific requests. If everyone knows the tasks and order status clearly, no time is wasted, right?
Research Interpretation	Based on the results of the interviews, the four respondents showed high awareness of the importance of effective human resource management (HR) in supporting the team's performance at PT Kuliner Nusantara BSD. Adi and Tyar have a strategic approach and are oriented towards individual potential. Adi emphasized the importance of placing employees according to their strengths and skills, while providing guidance for areas that still need to be

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	developed. This shows managerial skills that focus on talent optimization. Meanwhile, Tyar added a motivational dimension by creating a work environment that respects and encourages employees to contribute optimally, one of which is through informal sharing activities that strengthen the sense of togetherness and loyalty of the team. Meanwhile, Askina and Agung highlighted the importance of cross-division coordination and communication as a form of effective use of human resources. Askina focuses on integrating information between the cashier, *service*, and *kitchen* so that each team can work in harmony without miscommunicatio n that hinders service. Agung also has a similar view, emphasizing clear communication between waiters

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	and the kitchen as the key to minimizing order errors and maintaining work time efficiency. Overall, this interview shows that efforts to maximize human resources at PT Kuliner Nusantara BSD have gone quite well, especially in terms of communication and division of roles according to ability. However, the human resource development system is still spontaneous and based on individual experience. Companies need to implement formal strategies such as *competency mapping* and potential-based training so that employee skills can be improved in a targeted manner and have a long-term impact on productivity and service quality.
8. How do you deal with constructive feedback or criticism from your boss or co-workers?	
Respondent 1 (Adi)	I see criticism, especially related to performance that has not been maximized, as a

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	golden opportunity for myself. I will listen with an open mind, note specific points, and make a commitment to follow up on those improvements. That's a crucial part of *leadership*.
Respondents 2 (Tyar)	If you are going to face criticism or feedback, yes, of course I accept it because the name of criticism can be said to build us as well and from the criticism we receive we can also introspect ourselves, so, from the criticism what is the criticism in us, what is really the criticism that is being criticized, yes we have to make ourselves aware to *improve* to be better in the future.
Respondents 3 (Askina)	I will accept the criticism as material for improvement, not defend myself, and try to note the points that need to be improved. I always think that criticism is a tool to make my performance even better.
Respondent 4 (Great)	I accepted it with open arms. Criticism is free and the goal is to build. I definitely took note of his criticism points and immediately tried to apply them as well. No need to baper, the focus is to be *better Waiters*.
Research Interpretation	Based on the results of interviews with the four respondents, it can be seen that all employees have a fairly positive attitude in dealing with criticism and feedback from superiors and colleagues. Adi and Tyar showed professional maturity in responding to input openly. Adi views criticism as a golden opportunity to develop and make it part of an effective leadership process, while Tyar sees criticism as a means of self-introspection that can help improve performance and improve the quality of work in the future. This attitude shows that both have a high awareness of the importance of self-evaluation and reflection in the dynamic world of work.

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	Meanwhile, Askina and Agung also showed a similar response that focused on self-improvement without a defensive attitude. Askina considers criticism as a tool to learn and correct mistakes so that her work results will be better in the future, while Agung emphasizes the importance of accepting criticism openly and making it a motivation to grow. He also highlighted the importance of maintaining professionalism by not bringing personal criticism. Overall, the results of the interviews show that the culture of accepting criticism at PT Kuliner Nusantara BSD has developed quite well. However, there is no formal system that facilitates a structured feedback process such as regular evaluations or *coaching* sessions between teams. If this can be implemented, the performance improvement process will become more consistent and effective, as employees not only receive criticism personally, but also have an official forum to process and follow up on it professionally.

Source: Interview, 2025.

Based on the results of interviews with the four respondents, it can be concluded that the performance of employees at PT Kuliner Nusantara BSD shows quite good results, but there are still several aspects that need to be improved to be more optimal. Most employees show a high level of commitment and responsibility to their work, as can be seen from the individual's achievements in improving service, sales, and adaptability to work pressures. Nonetheless, some of the company's targets have not been fully achieved due to external factors such as increased raw material prices and internal factors such as lack of coordination between teams during peak hours. This indicates that although employee morale and dedication are quite high, improvements are still needed in terms of operational efficiency and time management.

In terms of evaluation and performance improvement, the four respondents showed awareness of the importance of conducting routine evaluations of their work results. Some of them have implemented personal monitoring systems such as recording daily errors, creating to-do lists, and using the PDCA (Plan-Do-Check-Act) method to maintain consistency of performance. However, not all employees have implemented this evaluation systematically. In addition, the ability to manage work pressure and

challenges also varies. Some employees are able to deal with pressure with effective strategies such as task sharing and emotional control, but others still have difficulty maintaining focus and speed under high pressure.

Overall, the performance of PT Kuliner Nusantara BSD's employees is in the category of quite stable, with great potential to improve if supported by a more consistent evaluation system, stronger team communication, and continuous job skills training. Employees also show a positive acceptance of criticism and feedback, which is an important asset in their professional development. Therefore, companies are advised to strengthen the feedback culture, clarify realistic performance targets, and provide ongoing training to drive more equitable performance improvement across operational lines.

Discussion

Discussion Based on Variable Indicators

1. Indicators of Regulatory Compliance and Timeliness

Work discipline is the main foundation in the operations of service companies, especially in the food and beverage industry such as PT Kuliner Nusantara. Based on the results of interviews with the informants, the indicators of regulatory compliance and timeliness show an interesting dynamic between individual awareness and operational challenges in the field.

In general, informants view company regulations as clear and rational. Adi Istiawan stated that *"The rules are clear, but we are rigid. So we always try to make those rules serve as a guide to maintain service quality, not as a tool to find faults."* This statement shows that management does not apply a repressive disciplinary approach, but rather is educational and coaching.

2. Indicators of the Sanction System and Discipline Enforcement

The sanction system is an important instrument in maintaining consistency in the application of discipline. Based on the results of the interviews, the company implemented a gradual or progressive discipline system. From a reinforcement theory perspective, behaviors that are consistently given negative consequences tend to decrease. However, its effectiveness depends on the consistency of application and the perception of justice. If employees view sanctions as fair and transparent, then the system will strengthen a culture of discipline.

From the results of the interview, it appears that the system has been understood by all employees. There is no indication of confusion or ambiguity of the procedure. This is important because according to modern HR management theory, clarity of rules and consistency of enforcement are the main requirements for the effectiveness of organizational discipline.

3. Indicators of Achievement of Targets and Work Performance

Employee performance is measured from the results of work both in quality and quantity. Adi conveyed a significant achievement: *"increased the Customer Satisfaction (CSI) rating from 85% to 95% in one quarter."* This indicates a measurable improvement in the quality of service. In the context of this company, obstacles in the form of rising raw material

prices, fluctuating customer traffic, and kitchen coordination are external factors that affect achievements.

4. Performance Evaluation and Human Resources Development Indicators

Performance evaluations are carried out regularly. Adi stated using the PDCA method: *"I also use the PDCA (Plan-Do-Check-Act) methodology on an ongoing basis."* This concept was introduced by W. Edwards Deming as a continuous improvement approach. In the aspect of human resource development, Adi stated that cross-training is conducted, while Tyar emphasizes placement based on individual strengths. This concept is in line with the theory of human resources management by Gary Dessler (2020), which states that competency development and strengths-based placement increase work effectiveness. In addition, the ability to deal with pressure is also an important indicator. The informants emphasized the importance of staying calm when facing a surge in customers. This is related to the concept of emotional intelligence according to Daniel Goleman, where self-regulation plays a big role in work performance in high-stress situations.

Discussion Based on Correlation Between Variables

1. Correlation of Timeliness with Target Achievement

In the transcript, the most dominant discipline indicator discussed is punctuality (clock-in and early shift attendance). The majority of informants stated that attendance was good, but delays were still a challenge. Thus, there is a positive correlation: the more consistent the timeliness, the greater the chance of achieving optimal operational targets.

2. Correlation of SOP Compliance with Service Quality

Work discipline is not only related to attendance, but also compliance with standard operating procedures (SOPs), this shows that compliance with SOPs contributes directly to increased customer satisfaction. According to Mangkunegara (2017), employee performance is influenced by abilities and motivation, one of which is manifested in compliance with work standards. Discipline of SOPs ensures consistency in service quality, especially in the F&B industry which is very sensitive to customer experience. Thus, the correlation that emerges is: the higher the compliance with SOPs, the better the quality of services and performance indicators such as CSI and repeat orders.

3. Correlation of the Sanction System with Motivation and Performance

The progressive discipline system is implemented through verbal reprimands, warning letters, and incentive cuts. Adi stated: *"The purpose of sanctions is to improve behavior, not to punish."* This approach reflects a progressive discipline system. From the transcripts it can be seen that employees understand the consequences of being late, and some even devise personal strategies (arrive early, set alarms, double check-in). This shows that the sanction system correlates with the emergence of preventive behavior. This means that a clear and consistent discipline system

contributes to improved performance through the formation of more structured work habits.

4. Correlation of Communication Discipline with Team Performance

Some informants emphasized the importance of quick communication when problems occur. Tyar stated: *"immediately included a proposed solution that I had already thought of.* Agung also emphasized coordination with Kitchen during peak hours. Team performance in a restaurant relies heavily on cross-functional coordination (FOH–Kitchen–Cashier). Communication delays can extend service time, which impacts the achievement of the service time target (<5 minutes per table). Thus, there is a positive correlation between communication discipline and the effectiveness of teamwork and the achievement of operational targets.

5. Correlation of Self-Regulation with Performance Under Pressure

In high-pressure situations, the informants exhibit a similar pattern of behavior: calming down, dividing tasks, and focusing on priorities. Tyar stated: *"The first thing I do is take a breath and make sure the team is calm as well."* Agung also mentioned: *"I take a breath first, then focus on which table should come first."* This ability reflects emotional discipline or self-discipline. According to Daniel Goleman (1995), the ability to manage emotions (self-regulation) is strongly correlated with work performance in stressful situations. Employees who are able to control their emotions tend to make more rational decisions and maintain the quality of service. Emerging correlations: discipline in self-control → stability of service → customer satisfaction → performance improvement.

Conclusion

Based on the results of research that has been conducted on Work Discipline Analysis in Improving Employee Performance of PT Kuliner Nusantara BSD, it can be concluded that work discipline has an important role in shaping and improving employee performance. The results of the study show that the implementation of work discipline at PT Kuliner Nusantara BSD in general has gone well, but it is not yet fully optimal. Employees understand the importance of discipline, especially when it comes to attendance, neatness, and responsibility for work. However, there are still several obstacles such as delays in entering work and lack of firmness in supervision, which have an impact on operational effectiveness.

The work discipline implemented by the company has helped create an orderly and professional work environment. Most employees show awareness to comply with applicable regulations and strive to maintain their performance to meet the set standards. However, the results of the interviews also show that consistency in the application of discipline is still a major challenge, especially regarding punctuality and compliance with work deadlines. In addition, communication between employees and leaders still needs to be improved so that problem solving can be done faster and more effectively.

Overall employee performance is quite good, as seen from high responsibility in serving customers, the ability to work under pressure, and initiatives to find solutions to work problems. However, not all company

targets can be fully achieved due to internal factors such as uneven division of tasks, as well as external factors such as traffic conditions and heavy workloads. This shows that strong work discipline needs to be accompanied by a more structured time management and coaching system.

In general, this study concludes that work discipline has a direct relationship with improving employee performance at PT Kuliner Nusantara BSD. Employees who have a high level of discipline tend to show better and consistent work results. Therefore, companies need to strengthen the application of work discipline through more intensive supervision, rewarding outstanding employees, and regular training to increase individual awareness and responsibility. With these steps, it is hoped that employee performance can improve sustainably and support the achievement of company goals.

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