

The Influence of Work Discipline and Career Development on Employee Performance at PT Astra Isuzu Palembang

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ARTICLE INFO

Article History:

Received Sep 30, 2023

Revised Oct 02, 2023

Accepted Oct 20, 2023

Keywords:

Career Development
Discipline and Employee
Performance

ABSTRACT

This study aims to determine the effect of Work Discipline and Career Development on Employee Performance at PT Astra Isuzu Palembang. The data used are primary data and secondary data. Data collection techniques are questionnaires, documentation and observation. The analysis method used is quantitative method. So that researchers take the entire population, namely employees totaling 54 people. The instrument used in this research is a questionnaire. This study uses a descriptive correlation method with the aim of providing an overview of the effect of Work Discipline and Career Development on Employee Performance of PT Astra Isuzu Palembang. Based on the data analysis conducted, it shows that the significant influence of variable X1 (work discipline) with variable X2 (career development) with variable Y (employee performance). Thus the results of the study can be concluded that the research hypothesis that there is a positive influence on Work Discipline and Career Development on Employee Performance of PT Astra Isuzu Palembang, can be tested or accepted.

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1. INTRODUCTION

Human resource management is the science of art that ushers in the relationship and role of labor to effectively and efficiently help realize the goals of the company, employees and society (Hasibuan, 2012). Meanwhile, according to (Rahman, 2021) human resource management is a process of planning, organizing, directing, and supervising the activities of procurement, development, compensation, integration, maintenance, and release of human resources in order to achieve various individual, organizational and community goals.

Human resource management plays a very important role in regulating the management of human resources and company or organizational resources, in order to provide maximum results. In an organization that serves the public, the existence of employees is one of the most important things. With the presence of employees who have quality will have an influence in achieving organizational goals. Because according to (Arianty, 2016) employees are valuable organizational assets. Therefore, human resources are one of the most important elements that will run the wheels of organizational activity.

The level of business competition is increasing day by day. With conditions like today it is very important for a company to have good management so that the company can achieve the goals that have been set. And one of the management that has a very important role to survive in today's high competitive conditions requires qualified human resources and has high performance. One of the most important parts of human resources in the company is employees. Employees are the main driving force for the performance, smooth running and survival of a company, so that to obtain the desired goals it is important for the company to maintain and improve the performance of its employees. Performance is the result of a person's efforts which are determined by the ability of his personal characteristics and perceptions of his role in the job. The performance of an organization depends on the work of its employees. However, superiors can play a role in planning, implementing, and controlling an organization. Performance can be viewed as both the process and the result of work (Arianty, 2016).

One of the responsibilities of employees at work is the discipline factor. Discipline is the most important human resource management function and the key to realizing goals because without good discipline it is difficult to achieve maximum goals (Hasibuan, 2012). Employee work discipline in carrying out duties and obligations as a support for the success of the organization in achieving goals, so the role of the leader is very decisive in improving the quality of human resources through employee work discipline. Work discipline is a person's behavior with existing regulations, work procedures or discipline is an attitude, behavior, and actions that are in accordance with the rules of the organization both written and unwritten (Arianty, 2016). The importance of employee work discipline is one of the efforts that must be made in an agency, where with discipline it is hoped that they will have a sense of responsibility to carry out tasks, plan, organize and control the potential of human resources and can improve welfare for employees (A. P. Mangkunegara, 2015). Work discipline is a tool used by company management to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and social norms that apply (Veithzal, 2019).

According to (Tarigan & Priyanto, 2021), discipline is the most important human resource management (HRM) function and the key to realizing goals because without good discipline it is difficult to realize goals in an organization. If all work environments are all disciplined, then an employee will be disciplined but if the work environment is not disciplined, on the contrary, an employee will not be disciplined, for this reason it is very difficult for an undisciplined work environment but wants to implement employee discipline, because the work environment becomes a role model for employees.

The influence of work discipline and motivation to improve performance, other variables, namely career development, are also needed for companies in achieving maximum performance. Private and government companies implement career development because the business challenges of today are increasingly competitors as well as demands to achieve targets. Career planning, training and career development programs can improve employees' skills, knowledge and experience of their work. Employees who have competence in their work will get the opportunity to follow the stages of the career ladder and will achieve a good career path. Career planning is where the process of determining career goals and paths to achieve these goals so as to help realize job opportunities with higher levels. Career development is a series of positions or positions that a person occupies during his work period both in private companies and in government. Career development as an HR management activity basically has the aim of being able to improve and increase the effectiveness of job implementation by workers so that they are increasingly able to make the best contribution in realizing organizational goals. Career development according to (P. A. Mangkunegara, 2010) is an employee activity that helps employees plan their future careers in the organization, so that the organization and employees concerned can develop themselves to the maximum. Meanwhile, according to (Harlie, 2010) "Career development is a condition that shows an increase in a person's status in the organization concerned".

According to Hasibuan in (Pesik et al., 2019) "Career development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the needs of the job or position through education and training". From the initial observations made by the author at PT Astra Isuzu Palembang, problems were found such as employees not

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completing their tasks and the planned target time motivation, lack of self-awareness to do something in carrying out their duties and responsibilities. Another factor that causes the decline in employee performance is due to the lack of employee initiative in doing tasks, it can be seen from the existence of employees who still have to always be ordered by superiors in carrying out their duties and responsibilities. This can indirectly hinder the employee's work process and make work inefficient.

The problem of work discipline in PT Astra Isuzu Palembang is that there are still very many employees who do not obey the rules of work entry hours that have been determined or set. Not infrequently some employees still repeat these mistakes. Whereas work discipline also makes a positive value for employees who obey it, a high attitude of discipline will have a very positive effect on PT Astra Isuzu Palembang as well as the employee. And career development at PT Astra Isuzu Palembang is rarely a job transfer or promotion, this can be seen from employees still stuck with the old position even though the employee has been working for a long time. The performance of an employee is a personal thing (Individual), because each employee has a different level of ability in carrying out his duties. According to (Rianto & Ocktaliani, 2019) performance is a result that a person achieves in carrying out tasks or responsibilities according to the measures and standards that apply to each organization. Meanwhile, (Kurniaty, 2021) states that performance is the result of work, both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given.

Based on the background that has been explained, the purpose of this study is to determine how the Effect of Work Discipline and Career Development on Employee Performance at PT Astra Isuzu Palembang.

2. RESEARCH METHOD

This research discusses issues related to the Effect of Work Discipline and Career Development on Employee Performance at PT Astra Isuzu Palembang. This research is limited to the scope of employees at PT Astra Isuzu Palembang. The author collects data by distributing questionnaires and direct interviews with several respondents who are employees of PT Astra Isuzu Palembang.

The object of this research is employees at PT Astra Isuzu Palembang to determine the effect of work discipline and career development on employee performance at PT Astra Isuzu Palembang. The place of this research is located at Jl. Soekarno Hatta No.200, Karya Baru, Alang Alang Lebar, Palembang City, South Sumatra 30961. This research was conducted from February 2023 to April 2023.

This study uses quantitative data according to (Sugiyono, 2019) qualitative research methods are research methods based on the philosophy of postpositivism, used to research on natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are triangulated (combined), data analysis is inductive / qualitative, and qualitative research results emphasize meaning over generalization. According to (Sugiyono, 2019) quantitative methods are methods based on the philosophy of positivism that aim to describe and test hypotheses made by researchers. Quantitative research contains many numbers starting from collection, processing, and results that are dominated by numbers. In order to support the writing, the type of research data used by PT Astra Isuzu Palembang uses quantitative.

The data sources in this study used primary data sources and secondary data sources. Primary data is data obtained from the first source either from individuals or individuals. This data is obtained through interviews, documentation, questionnaires and answers to questions given to employees of PT Astra Isuzu Palembang. Secondary data is data that has been collected by other parties who are not by the researcher himself for other purposes, meaning that it is obtained by a second party. This data can be obtained from several references such as archival documentation and other data related to research problems. In this study the authors used primary data obtained from the results of observations and distributing questionnaires at PT Astra Isuzu Palembang.

Data collection techniques in this study used interviews, questionnaires, observation and documentation. Sampling in this study using non probability sampling with saturated

sampling technique, where sampling of population members is carried out as a whole from a population of 54 people. This research data analysis technique with the help of SPSS 24 software.

Research framework

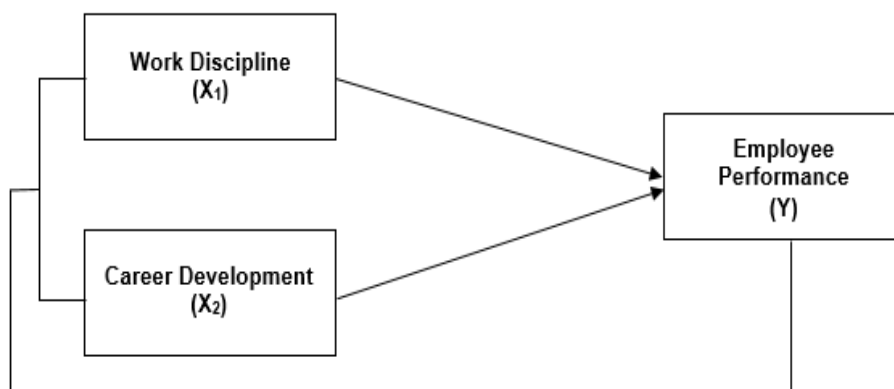


Figure 1. Framework

Research Hypothesis

Based on the problem formulation and framework above, the following hypothesis can be formulated or made:

- H1 : It is suspected that there is an influence of work discipline on employee performance at PT Astra Isuzu Palembang.
- H2 : It is suspected that there is an influence of career development on employee performance at PT Astra Isuzu Palembang.
- H3 : Work discipline and career development affect employee performance at PT Astra Isuzu Palembang.

3. RESULT AND DISCUSSION

Validity Test

Work Discipline Validity Test

It is known that the r-table value for data totals 54, then the df value $(n-2) = 54 - 2 = 52$ with a significance level of 5% of 0.2681, the value below this table comes from the SPSS results above. It is said to be valid if $r\text{-count} > r\text{-table}$.

Table 1. Validity of Work Discipline (X1)

Question	R-count	R-table	Description
P1	0,773	0,2681	Valid
P2	0,870	0,2681	Valid
P3	0,881	0,2681	Valid
P4	0,817	0,2681	Valid
P5	0,769	0,2681	Valid

Source: Primary data processed using SPSS 24

Based on table 1, the results of validity testing for the five questionnaire question items discipline (X1) obtained a value above r-table 0.2681 by comparing the r-count value (correlated item-total correlation) with the r-table value, if $r\text{-count} > r\text{-table}$ and positive value then the question item is declared valid, all r-counts are greater than r-table (0,), this means that the measuring instrument in the form of questionnaire questions has a good level of validity.

Career Development Validity Test

It is known that the r-table value for data totals 54, then the df value $(n-2) = 54 - 2 = 52$ with a significance level of 5% of 0.2681, the value below this table comes from the SPSS results above. It is said to be valid if $r\text{-count} > r\text{-table}$.

Table 2. Validity of Career Development Variables (X2)

Question	R-count	R-table	Description
P1	0,670	0,2681	Valid
P2	0,603	0,2681	Valid
P3	0,744	0,2681	Valid
P4	0,699	0,2681	Valid

Source: Primary data processed using SPSS 24

Based on table 2, the results of testing the validity for the four question items of the career development questionnaire (X2) obtained a value above the r-table of 0.2681 by comparing the r-count (correlated item-total correlation) value with the r-table value, if $r\text{-count} > r\text{-table}$ and the value is positive then the question items are declared valid, all r-counts are greater than r-table (0.), this means that the measuring instrument in the form of questionnaire questions has a good level of validity.

Employee Performance Validity Test

It is known that the r-table value for data totals 54, then the df value $(n-2) = 54 - 2 = 52$ with a significance level of 5% of 0.2681, the value below this table comes from the SPSS results above. It is said to be valid if $r\text{-count} > r\text{-table}$.

Table 3. Validity of Employee Performance Variables (Y)

Question	R-count	R-table	Description
P1	0,785	0,2681	Valid
P2	0,686	0,2681	Valid
P3	0,700	0,2681	Valid
P4	0,677	0,2681	Valid
P5	0,638	0,2681	Valid

Source: Primary data processed using SPSS 24

Based on table 3, the results of validity testing for the five questionnaire question items (Y) obtained a value above r-table 0.2681 by comparing the r-count (correlated item-total correlation) value with the r-table value, if $r\text{-count} > r\text{-table}$ and the value is positive then the question item is declared valid, all r-counts are greater than r-table (0.), this means that the measuring instrument in the form of questionnaire questions has a good level of validity.

Reliability Test Results

Reliability is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. In this study, in testing the reliability of each instrument, the authors used the Cronbach Alpha (α) statistical test. Calculation of reliability with Cronbach Alpha (α) the instrument is said to be reliable if the Cronbach Alpha value is > 0.60 .

Table 4. Reliability Test Results

Variable	Cronbach's alpha	Reliability Standard	Description
Work discipline	0,863	0,60	Reliable
Career development	0,603	0,60	Reliable
Employee Performance	0,720	0,60	Reliable

Source: Primary data processed using SPSS 24

Based on table 4. The Cronbach's Alpha value of all variables is greater than 0.60 so it can be concluded that the indicators or questionnaires used in the Work Discipline, Career Development, Employee Performance variables are all said to be reliable and can be trusted as variable measuring instruments.

Variable Analysis
Normality Test

According to (Ghozali, 2018) the normality test is carried out to test whether in a regression model, an independent variable and the dependent variable or both have a normal or abnormal distribution. If a variable is not normally distributed, the statistical test results will decrease.

Table 5. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		54
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,04383965
Most Extreme Differences	Absolute	,076
	Positive	,076
	Negative	-,068
Test Statistic		,076
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source: Primary data processed using SPSS 24

The results of the normality test in this study indicate that the data is normally distributed. This can be proven by the value of asymp. Sig. (2-tailed) whose value is 0.200 greater than 0.05.

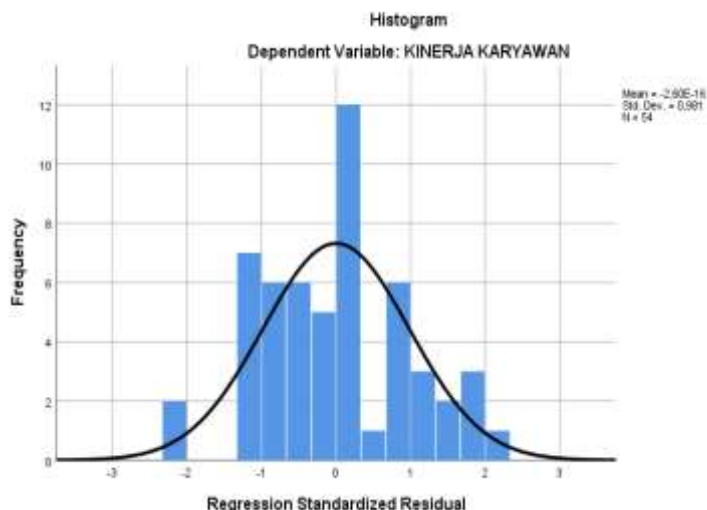


Figure 2. Dependent Histrogran

Based on Figure 2, the normal plot graph display presented above, it can be seen that the chart above is shaped like an inverted bell that meets the bell line, meaning that the data can be said to be normally distributed.

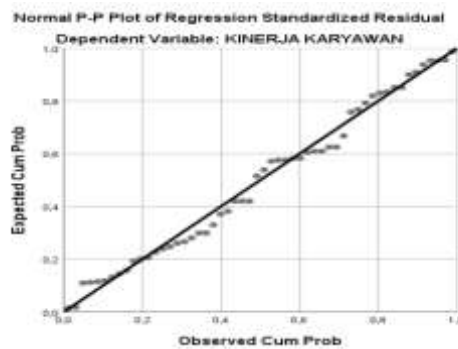


Figure 3. Normal P-P Plott of Regression Standarizet Resiudal Chart

Based on Figure 3, the probability plot graph shows that the points spread around the diagonal line and follow the direction of the diagonal line or histogram graph. It can be concluded that the data in this study are normally distributed.

Linearity Test

Table 6. ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance * Work Discipline	Between Groups	(Combined)	255,529	13	19,656	4,057	,000
		Linearity	206,254	1	206,254	42,570	,000
		Deviation from Linearity	49,275	12	4,106	,848	,603
	Within Groups		193,804	40	4,845		
Total			449,333	53			

Source: Primary data processed using SPSS 24

Based on the results of the Linearity Test, it is known that the Sig value, deviation from linearity is $0.603 > 0.05$, it can be concluded that there is a linear relationship between Employee Performance and Work Discipline.

Multiple Linear Regression Analysis

In regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also shows the relationship between the dependent variable and the independent variable (Ghozali, 2018).

Table 7. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,082	1,938		2,622	,012
	Work Discipline	,323	,146	,373	2,220	,031
	Career Development	,472	,211	,375	2,235	,030

a. Dependent Variable: Kinerja Karyawan

Source: Primary data processed using SPSS 24

Based on the multiple linear regression results above, the coefficient for the constant is 5.082 and the independent variables are $X_1 = 0.323$, $X_2 = 0.472$, so that the regression equation can be presented in several ways, including the following:

$$\text{Description } Y = 5.082 + 0.323 + 0.472 + e$$

1. The constant value above shows that the independent variable is considered constant or does not experience an addition or reduction, the average dependent variable is 5.082.
2. The Work Discipline (X1) regression coefficient is 0.323. This means that for every one point increase in the Work Discipline variable, it will increase the value of user decisions by 0.323.
3. Career Development regression coefficient (X2) of 0.080. This means that for every one point increase in the Career Development variable, it will increase the value of user decisions by 0.472.

Simultaneous Test (F)

Table 8. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	227,937	2	113,969	26,253	,000 ^b
	Residual	221,396	51	4,341		
	Total	449,333	53			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Career Development, Work Discipline

Source: Primary data processed using SPSS 24

Based on the table above, it can be seen that the calculated F value is 26.253 with a significant value of 0.000. While the F table is 3.18, this shows that the calculated F value is $26.253 > F \text{ table } 3.18$ and a significant value of $0.000 < 0.050$. So it can be concluded that simultaneously Work Discipline and Career Development have a significant effect on Employee Performance.

Partial Test (T-test)

Table 9. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,082	1,938		2,622	,012
	Work Discipline	,323	,146	,373	2,220	,031
	Career Development	,472	,211	,375	2,235	,030

a. Dependent Variable: Employee Performance

Source: Primary data processed using SPSS 24

- 1) Work Discipline (X1) has a calculated T value of $2.220 > T \text{ table } 2.007$ with a significant value of $0.031 < 0.05$. Thus, it means that the Work Discipline variable affects the Employee Performance variable.
- 2) Career Development (X2) has a T value of $2.235 > T \text{ table } 2.007$ with a significant value of $0.030 < 0.05$. Thus it means that the Career Development variable affects the Employee Performance variable.

Determination Coefficient Test

Tabel 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,712 ^a	,507	,488	2,084

a. Predictors: (Constant), Career Development, Work Discipline

Source: Primary data processed using SPSS 24

Based on the table shows that the coefficient of determination shows an R^2 value of 0.507 or equal to 50.7%, this means that User Decisions are influenced by the independent variables of Work Discipline and Career Development by 50.7% while the rest is influenced by other variables outside the study.

The Effect of Work Discipline on Employee Performance at PT Astra Isuzu Palembang

Based on the results of this study that there is an effect of work discipline on employee performance which shows that the t-count is $2.220 >$ from the t-table 2.007 which means that partially affects the performance of employees. In other words, employee performance will increase if there is an improvement in work discipline, the work discipline referred to here is arriving on time, carrying out work according to the specified schedule and leaving work at the specified time. this is in line with the research of (Rahman, 2021) showing that work discipline has a significant effect on employee performance.

The Effect of Career Development on Employee Performance at PT Astra Isuzu Palembang

Based on the results of this study that there is an effect of career development on employee performance which shows that the t-count is $2.235 >$ from the t-table 2.007 which means that partially affects employee performance. This is in line with the research results of (Pesik et al., 2019) showing that career development has a positive and significant effect on employee performance. (Muna & Isnawati, 2022) show that career development has a positive and significant effect on employee work motivation. Proper career development and providing work motivation to employees is highly dependent on company management policies and human resources. To improve this, the company needs to make efforts to evaluate internal problems. The influence of work discipline and career development on employee performance at PT Astra Isuzu Palembang.

The influence of work discipline and career development on employee performance at PT Astra Isuzu Palembang

Based on the results of this study that there is an influence of work discipline and career development on employee performance which shows that f-count $26.253 >$ f-table 3.18 and a significant value of $0.000 < 0.05$. In accordance with research conducted by (Kristianti et al., 2021) that work discipline, career development greatly affects employee performance.

4. CONCLUSION AND DISCUSSION

Based on the data obtained after being processed again, the results of research on the Effect of Work Discipline and Career Development on Employee Performance can be concluded. The results showed that the Work Discipline variable had a partially significant effect on employee performance, where the t-count of the Work Discipline variable (X1) value was $2.20 >$ t-table 2.007 with a significant value of $0.031 < 0.05$. The results showed that the Career Development variable had a partially significant effect on employee performance, where the t-count of the Career Development variable (X2) value was $2.235 >$ t-table 2.007 with a significant $0.030 < 0.05$. The results showed that the Work Discipline and Work Discipline variables simultaneously had a significant effect on employee performance where the F-count was $26.253 >$ 3.18 and a significant value of $0.000 < 0.050$. From the results of the study obtained the coefficient of determina R (2) of 0.507. This is influenced by the independent variables of Work Discipline and Career Development by 50.7%, while the rest is influenced by other variables outside the study.

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