# THE EFFECT OF DISCIPLINE AND MOTIVATION ON EMPLOYEE PERFORMANCE IN THE GIORDANO LADIES DIVISION AT PT. GIORDANO INDONESIA

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**Abstract:** The objective of this research is to determine the influence of discipline and motivation on employee performance in the Giordano Ladies division at PT. Giordano Indonesia. This study employs a quantitative approach with associative methods. Data collection techniques were carried out through questionnaires. The research population includes all employees of the Giordano Ladies division at PT. Giordano Indonesia, totaling 60 individuals. Data analysis techniques use multiple linear regression analysis with the assistance of SPSS 25.00 software. The results of this study indicate that there is a positive and significant influence of discipline and motivation on the performance of employees in the Giordano Ladies division at PT. Giordano Indonesia. The research also found that there is a positive and significant influence of motivation on the performance of employees in the Giordano Ladies division at PT. Giordano Indonesia. The results show that there is a positive and significant joint influence of discipline and motivation on the performance of employees in the Giordano Ladies division at PT. Giordano Indonesia.

**Keywords**: Discipline, Motivation, Job Performance

## INTRODUCTION

In the current era of globalization, companies in Indonesia, including PT. Giordano Indonesia, face increasingly intense competition both in domestic and international markets. PT. Giordano Indonesia, as one of the leading retail companies operating in the clothing sector, continually strives to improve its performance and competitiveness. One such effort is the effective and efficient management of human resources (HR). Retail companies have unique challenges in managing employees due to the nature of the work, which requires direct interaction with customers and the demand to provide excellent service. In this context, employee performance becomes a critical factor in the company's success in creating a satisfying shopping experience for customers. Motivated and disciplined employees can provide excellent service, which in turn can enhance customer loyalty and sales.

Human resources are a vital asset for companies in achieving their goals and vision. Employees with high performance can significantly contribute to the company's target achievement. Therefore, it is crucial for companies to ensure that employees have high work motivation and discipline. Without motivation and discipline, employee performance can decline, negatively impacting the company's productivity and efficiency. Employee motivation is a key factor that can influence their performance. According to Edy Sutrisno (2016:110), motivation is the drive that can stimulate employees' willingness to perform their duties and responsibilities. High motivation will encourage employees to work harder, more creatively, and more efficiently. Moreover, motivation can also increase job satisfaction, which in turn can reduce employee turnover rates.

Besides motivation, work discipline is also an essential element that needs attention. Hasibuan (2014:193) mentions that discipline is a critical operative function of human resource management because the better the employee discipline, the higher the work performance that can be achieved. Good work discipline includes compliance with company regulations, punctuality, and commitment to duties and

responsibilities. However, based on observations and data obtained, there are several issues indicating low employee performance at PT. Giordano Indonesia. Employee attendance data shows significant fluctuations in absenteeism rates from year to year. In 2019, the employee absenteeism rate was 20%, increasing to 24% in 2020, rising again to 30% in 2021, and decreasing to 26% in 2022. Additionally, internal survey results reveal that employee motivation still needs improvement, especially regarding the provision of rewards and work facilities. Out of 30 employees surveyed, only 12 felt that they received adequate recognition for their performance, while 18 employees felt otherwise. Only 4 employees felt that there was a clear career path, while 26 employees felt there was none.

Providing adequate rewards and work facilities can boost employee motivation and morale. Recognition from the company for employee performance can be a strong incentive for them to work better. Furthermore, a comfortable work environment and adequate facilities can also enhance employee job satisfaction, which will positively impact their performance.

Based on the observations conducted by the author, the low employee performance at PT. Giordano Indonesia is due to the lack of willingness of employees to work optimally. The suboptimal employee performance is reflected in the unsatisfactory accuracy in completing tasks, such as errors in inputting transaction data, long queues at the cashier when customers want to pay, giving incorrect change to customers, less friendly service, and the lack of initiative among employees, who always wait for orders from superiors.

This research aims to examine the influence of discipline and motivation on the performance of employees in the Giordano Ladies division at PT. Giordano Indonesia. It is hoped that the results of this study can provide deeper insights into the factors influencing employee performance and offer useful recommendations for the company's management to improve employee performance and productivity. This study employs a quantitative approach with associative methods to test the relationship between the variables of discipline, motivation, and employee performance. Data was collected through questionnaires distributed to all employees of the Giordano Ladies division at PT. Giordano Indonesia. Therefore, it is expected that this research can make a significant contribution to the development of human resource management knowledge, particularly in the context of the retail industry in Indonesia. The results of this study are also expected to serve as a reference for other companies in their efforts to enhance employee performance through motivation and work discipline.

## RESEARCH METHODS

This research utilizes a quantitative and descriptive approach with associative methods. The quantitative approach is used to examine the relationships between the predetermined variables, namely discipline, motivation, and employee performance. The associative method is employed to understand the relationship between two or more variables. In this context, a survey approach is implemented by distributing questionnaires to respondents, who are employees of the Giordano Ladies division at PT. Giordano Indonesia.

The research is conducted at PT. Giordano Indonesia, specifically within the Giordano Ladies division, located at Rukan Plaza Pasifik Blok B3 No.54-56 Kelapa Gading, North Jakarta, DKI Jakarta. The research period spans nine months, from September 2023 to March 2024. The selection of this location and timeframe is based on the ease of access and the availability of relevant data for the research.

The population in this study comprises all employees of the Giordano Ladies division at PT. Giordano Indonesia, totaling 60 individuals. Given the relatively small population size, the sampling technique used is saturated sampling, where all members of the population are included as the sample. This technique allows the researcher to obtain representative and accurate data from the entire population under study.

Data collection in this research employs two main techniques: questionnaires and documentation. The questionnaire technique involves providing a set of written questions to the respondents. The type of questionnaire used is a closed questionnaire, where respondents are asked to select answers from the provided options. Additionally, the documentation technique is used to gather and analyze related documents, whether in written, image, or electronic form.

The data analysis techniques used in this research include descriptive analysis, validity tests, reliability tests, and classical assumption tests. This research employs quantitative analysis with multiple linear regression analysis using SPSS 25.00 software.

## RESULTS AND DISCUSSION
### A. General Overview

Jimmy Lai, born into a modest family in Guan Dong Province, China in 1948, began working in a local textile factory at the age of 12. By the age of 20, he had become the General Manager of the company and received his first bonus of $1000. In 1981, Lai founded his first store in Hong Kong named Giordano, which means "boy" in Italian. Giordano's success quickly grew, and the company began exporting to major

American retail brands such as JC Penney and Montgomery Ward. Lai, a self-taught entrepreneur, received numerous accolades, including recognition from Business Week magazine as a unique successful entrepreneur.

In 1981, Giordano was established as a clothing store for men, women, and children, with several stores opening in Hong Kong. The name Giordano was inspired by a pizza name in New York, evoking sophistication and friendly service. The company's management tended to be relaxed, with a work environment designed for quick communication and decision-making. Giordano's main focus was to provide products with good value, quality service, and affordable prices. Although Jimmy Lai no longer holds shares in Giordano, the values and culture he instilled continue to evolve, making Giordano one of the largest clothing brands in Asia with over 1,700 stores in 31 regions worldwide.

Giordano entered Indonesia in December 1999, opening its first 10 stores, including at Taman Anggrek and Kelapa Gading. Today, Giordano is one of the leading clothing retailers in Indonesia, offering clothing for men, women, children, and accessories. The company has established numerous partnerships with international brands. As of 2023, PT Giordano Indonesia has seven brands in the retail business: Giordano Unisex, Giordano Junior, Giordano Ladies, Nike, Timberland, The North Face, and Keds.

The vision of PT Giordano Indonesia is to become the best and largest clothing retail brand in the world. The company's mission is to enhance the customer shopping experience through a portfolio of leading global brands. To achieve its vision and mission, Giordano is committed to five core values: integrity, quality, passion, innovation, and simplicity. These values help the company produce quality products, create an enjoyable work environment, and continuously innovate.

The success of PT Giordano Indonesia can be attributed to its commitment to these five core values. Integrity ensures loyalty to brand promises, quality guarantees the best products and services, passion reflects a love for the work, innovation drives continuous change, and simplicity provides operational efficiency. These values not only strengthen Giordano's market position but also help the company add value to customers and other stakeholders.

## B. Respondent Characteristics

Based on the questionnaire data processing results, the characteristics of the respondents can be identified from various aspects, including gender and age. Based on gender, the majority of respondents in this study are female. Of the 60 respondents, 41, or approximately 68.3%, are female. Conversely, the number of male respondents is only 19, or around 31.7%. This indicates that the workforce in the Giordano Ladies division of PT Giordano Indonesia is predominantly female.

Next, the analysis of respondent characteristics based on age shows that the majority of employees are aged between 20-25 years. A total of 35 respondents, or 58.3%, fall within this age group. This age group dominates the respondent population, indicating that most employees in the Giordano Ladies division of PT Giordano Indonesia are relatively young.

Respondents aged 26-35 years constitute the second-largest group, with 23 people or 38.3% of the total respondents. This indicates that this age group is also quite significant in the employee population, suggesting the presence of a workforce still in the career development stage but with sufficient work experience.

The 36-45 age group and those over 45 are each represented by only one respondent, with a percentage of 1.7%. This very small number indicates that there are very few older employees in the Giordano Ladies division of PT Giordano Indonesia. This might be due to the retail industry's nature, which often appeals more to a younger workforce.

Overall, the data shows that the majority of employees in the Giordano Ladies division of PT Giordano Indonesia are young females aged 20-35. This demographic composition provides insight into the workforce dynamics at the company, which tends to be fresher and more energetic but may require more guidance and development to reach their full potential.

## C. Descriptive Analysis

Based on descriptive analysis results, the average score for the discipline variable (X1) is 4.57, indicating that employee discipline is in the excellent category. The highest score for the discipline variable is on the statement "Employees apply the 3S (smile, greeting, salutation) to customers," which has a score of 4.87. For the motivation variable (X2), the average score is 4.44, which is also in the excellent category. The highest score for the motivation variable is on the statement "Employees can follow work achievements for career advancement," which has a score of 4.66. Meanwhile, for the performance variable (Y), the average score is 4.34, which is in the excellent category. The highest score for the performance variable is on the statement "Employees are responsible for their work," with a score of 4.65.

According to Sugiyono (2021), descriptive statistics is a type of data processing used to analyze data by describing or illustrating the collected data without intending to draw general conclusions. To determine the scale range of the average instrument score, the researcher used a measurement scale consisting of five categories, ranging from "Very Poor" to "Excellent." Based on this scale, the descriptive analysis results of the variables in this study can be outlined as follows:

The analysis of the discipline variable (X1) shows that the frequency of respondents' answers to the ten statements of the discipline variable instrument falls within the excellent category. The average discipline score is 4.57, with the highest score of 4.87 on the statement "Employees apply the 3S (smile, greeting, salutation) to customers." This indicates that most employees in the Giordano Ladies division of PT Giordano Indonesia have an excellent level of discipline. The high application of the 3S among employees also contributes to the company's revenue increase and strengthens the company's positive image due to friendly and responsive employees.

Next, the analysis of the motivation variable (X2) shows that the average motivation score is 4.4, which also falls within the excellent category. The highest score of 4.66 on the statement "Employees can follow work achievements for career advancement" indicates that employees' motivation to achieve better career advancement is very high, potentially increasing their performance and productivity. However, the lowest score of 3.83 on the statement "Employees receive loan facilities from the office" suggests that although overall motivation is excellent, certain aspects still need improvement.

The analysis of the performance variable (Y) also shows excellent results, with an average score of 4.3. The highest score of 4.65 on the statement "Employees are responsible for their work" indicates that employees have a high level of responsibility in performing their tasks. This is important to ensure the company remains competitive and can compete with other companies. The high performance level among employees positively contributes to the company's growth and sustainability.

## D. Instrument Data Testing

**Table 1. Discipline Validity Test Results**

| No. Statement | Discipline | | Info |
|---|---|---|---|
| | R Count | R Table | |
| 1 | 0.572 | 0.254 | Valid |
| 2 | 0.847 | 0.254 | Valid |
| 3 | 0.815 | 0.254 | Valid |
| 4 | 0.810 | 0.254 | Valid |
| 5 | 0.817 | 0.254 | Valid |
| 6 | 0.812 | 0.254 | Valid |
| 7 | 0.805 | 0.254 | Valid |
| 8 | 0.832 | 0.254 | Valid |
| 9 | 0.670 | 0.254 | Valid |
| 10 | 0.477 | 0.254 | Valid |

Table 2. Motivation Validity Test Results

| No. Statement | Motivation | | Info |
|---|---|---|---|
| | RCount | R Table | |
| 1 | 0.801 | 0.254 | Valid |
| 2 | 0.750 | 0.254 | Valid |
| 3 | 0.843 | 0.254 | Valid |
| 4 | 0.793 | 0.254 | Valid |
| 5 | 0.757 | 0.254 | Valid |
| 6 | 0.612 | 0.254 | Valid |
| 7 | 0.844 | 0.254 | Valid |
| 8 | 0.905 | 0.254 | Valid |

| No. Statement | Motivation | | Info |
| --- | --- | --- | --- |
| | **RCount** | **R Table** | |
| 9 | 0.884 | 0.254 | Valid |
| 10 | 0.882 | 0.254 | Valid |
| 11 | 0.782 | 0.254 | Valid |
| 12 | 0.875 | 0.254 | Valid |

**Table 3. Performance Validity Test Results**

| No. Statement | Performance | | Info |
| --- | --- | --- | --- |
| | **RCount** | **R Table** | |
| 1 | 0.848 | 0.254 | Valid |
| 2 | 0.778 | 0.254 | Valid |
| 3 | 0.799 | 0.254 | Valid |
| 4 | 0.798 | 0.254 | Valid |
| 5 | 0.678 | 0.254 | Valid |
| 6 | 0.659 | 0.254 | Valid |
| 7 | 0.814 | 0.254 | Valid |
| 8 | 0.783 | 0.254 | Valid |
| 9 | 0.673 | 0.254 | Valid |
| 10 | 0.757 | 0.254 | Valid |

The validity test shows that all questionnaire items for the variables of discipline, motivation, and performance are declared valid. This is evidenced by the r-value being greater than the r-table value (0.254).

Table 4. Reliability Test Results

| Variable | Cronbach Alpha | Standard Value | Info |
| --- | --- | --- | --- |
| **Discipline** | 0,892 | 0,600 | Reliable |
| Motivation | 0,949 | 0,600 | Reliable |
| Performance | 0.906 | 0,600 | Reliable |

The reliability test shows that the research instruments used in this study are declared reliable. The Cronbach's Alpha value is greater than 0.60, indicating that the instruments used are consistent and reliable.

**E. Classical Assumption Test**
**1. Normality Test**
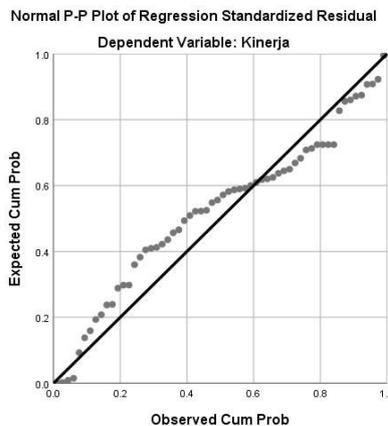


**Figure 1. Normality Test**

From the probability plot graph results, it can be seen that the data points follow a straight-line pattern or approach the diagonal line. Thus, the data can be considered normal, fulfilling the normality requirement of residuals for regression analysis.

## 2. Multicollinearity Test

**Table 5. Multicollinearity Test Results**

| Coefficients$^a$ | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Model | | Unstandardized | | Standardized | t | Sig. | Collinearity | |
| | | B | Std. E | Beta | | | Tol | VIF |
| 1 | (Constant) | 3.686 | 4.391 | | .839 | .405 | | |
| | Discipline | .697 | .118 | .552 | 5.939 | .000 | .651 | 1.535 |
| | Motivation | .270 | .071 | .367 | 3.939 | .000 | .651 | 1.535 |

a. Dependent Variable: Performance

Based on the output above, it can be concluded that the tolerance value is 0.651 or > 0.10, and the VIF is 1.535 or < 10.00, indicating no multicollinearity. Therefore, this research can proceed with the subsequent analysis.

## 3. Heteroscedasticity Test

**Table 6. Heteroscedasticity Test Results**

| Model | | Unstandardized | | Standardized | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. E | Beta | | |
| 1 | (Constant) | 3.051 | 3.997 | | .662 | .511 |
| | Discipline | .056 | .083 | .110 | .670 | .509 |
| | Motivation | .056 | .050 | .181 | 1.113 | .271 |

a. Dependent Variable: RES2

Based on the Glejser test in Table 6, it can be concluded that for X1 and X2, the significance value (Sig.) is 0.511 > 0.05, indicating no heteroscedasticity disturbance. Therefore, this research can proceed with the subsequent analysis.

## Autocorrelation Test

**Table 7. Autocorrelation Test Results**

| Model | Durbin-Watson |
|---|---|
| 1 | 2.108 |

Based on the test results in the table above, this regression model does not exhibit autocorrelation, as evidenced by the Durbin-Watson value of 2.108, which falls within the interval of 1.550 – 2.460.

## F. Multiple Linear Regression Test

**Table 8. Multiple Linear Regression Test Results**

| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. E | Beta | | |
| 1 | (Constant) | 3.686 | 4.391 | | .839 | .405 |
| | Discipline | .697 | .118 | .552 | 5.939 | .000 |
| | Motivation | .270 | .071 | .367 | 3.939 | .000 |

a. Dependent Variable: Performance

Based on the table above, the regression equation obtained is Y = 3.686 + 0.697(X1) + 0.279(X2). The regression equation can be explained as follows:

a) The constant of 3.686 means that if the values of Discipline (X1) and Motivation (X2) are 0, the value of performance (Y) is 3.686.
b) The regression coefficient for the Discipline variable (X1) is 0.697, meaning that if the other independent variable remains constant and discipline (X1) increases by 1%, then performance (Y) will increase by 0.697. The positive coefficient indicates a positive and direct relationship between discipline (X1) and performance (Y).
c) The regression coefficient for the Motivation variable (X2) is 0.279, meaning that if the other independent variable remains constant and motivation (X2) increases by 1%, then performance (Y) will increase by 0.279. The positive coefficient indicates a positive and direct relationship between motivation (X2) and performance (Y).

Table 9. Correlation and Determination Test Results

| Model | R | R Square | Adjusted R Square | Std. Error of the | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .823[a] | .678 | .667 | 3.536 | 2.108 |

The correlation value (R) of 0.823 indicates a strong relationship between the independent variables (Discipline and Motivation) and the dependent variable (Performance). The positive value of 0.823 shows that the relationship between Discipline and Motivation with Performance is positive and strong. The R Square (R²) value of 0.678 indicates that 67.8% of the variation in the Performance variable (Y) can be explained by the Discipline (X1) and Motivation (X2) variables. This means that the regression model built has a good ability to explain the variability of employee performance.

Tabel 10. Uji F

| ANOVA[a] | | | | | |
|---|---|---|---|---|---|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 1501.157 | 2 | 750.579 | 60.047 | .000[b] |
| Residual | 712.493 | 57 | 12.500 | | |
| Total | 2213.650 | 59 | | | |

a. Dependent Variable: Kinerja
b. Predictors: (Constant), Motivasi, Kedisiplinan

From the ANOVA table above, it can be explained that, based on the criteria in the joint hypothesis test, it can be concluded that the calculated F-value of 60.047 > F-table value of 4.01 or the Sig value of 0.000 < 0.05. Thus, it can be concluded that there is a positive and significant joint influence of discipline and motivation on performance.

## G. Discussion
### 1. The Influence of Discipline on Performance

The results of the study show that discipline has a significant effect on employee performance in the Giordano Ladies division of PT. Giordano Indonesia. An increase in discipline is directly related to an increase in employee performance. The strong correlation indicates that disciplined employees tend to be more productive, punctual, and adhere to work procedures, overall enhancing operational efficiency and effectiveness. Good work discipline encompasses aspects such as punctuality, compliance with regulations, consistency in work, and responsibility. Disciplined employees are more likely to complete tasks on time, reduce errors, and maintain high-quality standards. This directly impacts individual and team performance, ultimately improving the overall performance of the company.

This study is consistent with several previous studies that also found that discipline significantly affects employee performance. For instance, studies by Hasibuan (2014) and Edison (2016) state that discipline is an important factor influencing employee performance in various industry sectors. This study supports these findings, showing that good discipline can enhance the efficiency and effectiveness of employees' work. However, the main difference between this study and previous studies lies in the context

and industry focus. Many previous studies were more focused on the manufacturing industry or other service sectors, while this study specifically examines the clothing retail industry in Indonesia. Moreover, this study not only evaluates the influence of discipline but also simultaneously examines the influence of motivation on employee performance, which has not been extensively discussed in previous studies. This study also provides more practical and contextual implementation strategies to improve work discipline in the retail sector.

Based on the study results, several strategies can be implemented by PT. Giordano Indonesia to enhance employee work discipline, including training and development programs, regular monitoring and evaluation, providing incentives and rewards, enforcing rules and sanctions, improving internal communication, providing supporting facilities, and forming a discipline team. Implementing training and development programs can help employees understand the importance of work discipline. Regular monitoring and evaluation ensure that employees comply with established regulations and work standards. Providing incentives and rewards to employees who demonstrate high discipline can serve as additional motivation, while consistent enforcement of rules and sanctions creates a fair and orderly work environment. Additionally, enhancing internal communication between management and employees is crucial. Good communication ensures that employees feel valued and motivated to comply with company regulations. Providing adequate work facilities also helps improve work discipline, as employees can work more efficiently and comfortably. Forming a discipline team responsible for monitoring and improving work discipline is also an effective strategy. This team is tasked with developing and implementing programs to enhance discipline, ensuring that all employees adhere to the established standards.

## 2. The Influence of Motivation on Performance

The results of the study show that motivation has a significant effect on employee performance in the Giordano Ladies division of PT. Giordano Indonesia. An increase in motivation is directly related to an increase in employee performance. The strong correlation indicates that motivated employees tend to have high work enthusiasm, initiative, and a strong commitment to their tasks, overall enhancing operational efficiency and effectiveness. Good work motivation encompasses aspects such as recognition, rewards, clear career paths, and a conducive work environment. Motivated employees are more likely to work hard, show high loyalty, and contribute maximally to achieving the company's goals. This directly impacts individual and team performance, ultimately improving the overall performance of the company.

This study is consistent with several previous studies that also found that motivation significantly affects employee performance. For instance, studies by Hasibuan (2014) and Edison (2016) state that motivation is an important factor influencing employee performance in various industry sectors. This study supports these findings, showing that good motivation can enhance the efficiency and effectiveness of employees' work. However, the main difference between this study and previous studies lies in the context and industry focus. Many previous studies were more focused on the manufacturing industry or other service sectors, while this study specifically examines the clothing retail industry in Indonesia.

Based on the study results, several strategies can be implemented by PT. Giordano Indonesia to enhance employee work motivation, including implementing recognition and reward programs, increasing career development opportunities, providing a conducive work environment, offering fair incentives, and effective communication. Implementing recognition and reward programs can be done by giving awards to employees who show outstanding performance. These awards can be in the form of bonuses, certificates, or public recognition. This will make employees feel appreciated and motivated to continue working hard. Increasing career development opportunities is also important to maintain employee motivation. The company can provide continuous training and development programs, as well as open opportunities for promotion and career advancement. Providing a conducive work environment involves creating a comfortable, safe, and supportive work atmosphere. Adequate facilities, good working relationships, and support from management can increase job satisfaction and employee motivation. Offering fair incentives is also a crucial factor. The company must ensure that the incentive system implemented is fair and performance-based, so employees feel motivated to achieve the company's targets and goals. Additionally, effective communication between management and employees is essential. Management must be open to employee input and provide constructive feedback. Through effective communication, employees will feel more involved and motivated to contribute maximally. Forming a motivation team responsible for monitoring and enhancing work motivation is also an effective strategy. This team is tasked with developing and implementing programs to increase motivation, ensuring that all employees feel motivated and supported in their work.

### 3. The Influence of Discipline and Motivation on Performance

The results of multiple regression analysis show that discipline and motivation together contribute significantly to the performance of employees in the Giordano Ladies division of PT. Giordano Indonesia. The coefficient of determination ($R^2$) value of 0.678 indicates that 67.8% of the variation in employee performance can be explained by the variables of discipline and motivation, indicating that discipline and motivation are very important factors in determining employee performance. The combination of these two variables creates an optimal work environment where employees are motivated to work hard and comply with applicable rules and procedures. The justification for these results is that discipline and motivation complement each other in improving employee performance. Discipline ensures that employees follow regulations, work consistently, and complete tasks on time, all of which are essential for operational efficiency. On the other hand, motivation encourages employees to take initiative, be enthusiastic, and committed to their work. When employees are motivated and disciplined, they tend to have better performance, both quantitatively and qualitatively.

Based on the study results, several strategies can be implemented by PT. Giordano Indonesia to enhance performance through discipline and motivation, including training and development programs, regular monitoring and evaluation, a fair and transparent reward and incentive system, consistent enforcement of rules and sanctions, improving internal communication, providing a conducive work environment, and forming discipline and motivation teams. Implementing training and development programs can help employees understand the importance of discipline and motivation in their work. Regular monitoring and evaluation ensure that discipline and motivation standards are maintained and provide opportunities for management to give constructive feedback and rewards to employees who show outstanding performance.

A fair and transparent reward and incentive system can increase employee motivation and discipline, while consistent enforcement of rules and sanctions creates a fair and orderly work environment. Improving internal communication between management and employees is crucial for maintaining motivation and discipline, ensuring that employees feel valued and motivated to contribute maximally. Providing a conducive work environment involves creating a comfortable, safe, and supportive work atmosphere, as well as adequate facilities and good working relationships, all of which can increase job satisfaction and employee motivation. Forming discipline and motivation teams responsible for monitoring and enhancing employee discipline and motivation is also an effective strategy. These teams are tasked with developing and implementing programs to increase discipline and motivation, ensuring that all employees comply with the established standards.

### CONCLUSION

Based on the research results, it can be concluded that discipline and motivation have a significant influence on the performance of employees in the Giordano Ladies division of PT. Giordano Indonesia. Good discipline, which includes punctuality, compliance with regulations, consistency in work, and responsibility, directly improves individual and team performance, ultimately contributing to the overall performance of the company. Disciplined employees tend to be more productive, reduce errors, and maintain high-quality standards.

Motivation also has a significant influence on employee performance. Motivated employees show high work enthusiasm, initiative, and commitment to their tasks. Good work motivation, which includes recognition, rewards, clear career paths, and a conducive work environment, enhances operational efficiency and effectiveness. Motivated employees are more likely to work hard, show high loyalty, and contribute maximally to achieving the company's goals.

The results of multiple regression analysis show that discipline and motivation together contribute significantly to employee performance. The coefficient of determination ($R^2$) value of 0.678 indicates that 67.8% of the variation in employee performance can be explained by the variables of discipline and motivation, indicating that these two variables are very important in determining employee performance. Discipline and motivation complement each other in creating an optimal work environment where employees are motivated to work hard and comply with applicable rules and procedures.

To enhance employee discipline and motivation, PT. Giordano Indonesia can implement various strategies, including training and development programs, regular monitoring and evaluation, a fair and transparent reward and incentive system, consistent enforcement of rules and sanctions, improving internal communication, providing a conducive work environment, and forming discipline and motivation teams.

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