

MODELING JOB SATISFACTION AND PERFORMANCE FROM THE PERSPECTIVES OF JOB ROTATION, WORK DISCIPLINE AND EMPLOYEE DEVELOPMENT

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ABSTRACT: High employee performance makes it easier for employees to be promoted to higher positions. However, not all employees perform as well as expected by the company, as was the case at PT Adhimix RMC Indonesia. This study aims to model the effect of job rotation perspective variables, work discipline, and employee development on employee performance through job satisfaction mediation. This study employs quantitative research methods and causality analysis. It uses stratified random sampling to collect information. The data were collected using questionnaires, and the partial least square method was used for data analysis. Based on the results of the analysis, job rotation, work discipline, and employee development all have a significant effect on job satisfaction, and job satisfaction influences employee performance significantly. As a result of the analysis, it is also found that job rotation, work discipline, and employee development contribute to employee performance directly or indirectly through job satisfaction.

Keywords: Job Rotation, Discipline, Development, Performance, Satisfaction

ABSTRAK: Kinerja karyawan yang tinggi memudahkan karyawan untuk dipromosikan ke posisi yang lebih tinggi. Namun, tidak semua karyawan berkinerja sebaik yang diharapkan perusahaan, seperti yang terjadi di PT Adhimix RMC Indonesia. Penelitian ini bertujuan untuk memodelkan pengaruh variabel perspektif rotasi kerja, disiplin kerja, dan pengembangan karyawan terhadap kinerja karyawan melalui mediasi kepuasan kerja. Penelitian ini menggunakan metode penelitian kuantitatif dan analisis kausalitas. Ini menggunakan sampling acak bertingkat untuk mengumpulkan informasi. Pengumpulan data menggunakan kuesioner, dan analisis data menggunakan metode partial least square. Berdasarkan hasil analisis, rotasi kerja, disiplin kerja, dan pengembangan karyawan semuanya berpengaruh signifikan terhadap kepuasan kerja, dan kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan. Dari hasil analisis juga ditemukan bahwa rotasi kerja, disiplin kerja, dan pengembangan karyawan berkontribusi terhadap kinerja karyawan secara langsung maupun tidak langsung melalui kepuasan kerja.

Kata Kunci: Rotasi Pekerjaan, Disiplin, Pengembangan, Kinerja, Kepuasan

1. Introduction

From the perspective of product quality, service, and supply chain systems, Adhimix RMC Indonesia is positioned as the sole concrete vendor capable of running mass concrete castings in the Greater Jakarta area. Mass concrete is a continuous concrete casting process that demands a complex supply chain and consistent quality standards. PT Adhimix RMC Indonesia produces ready to-use concrete products ranging from concrete strengths of K100 to K800. There are currently 27 plants and 3 mobile batching plants operated by PT Adhimix RMC Indonesia, located in Jabotabek, Bandung, Cirebon, Cilacap, and Surabaya. By its strategic location and distribution, modern Batching Plant technology, and competent human resources,

PT Adhimix RMC is the market leader in Greater Jakarta. In the future, market penetration and expansion will be carried out throughout Indonesia following the company's long-term plans.

Companies and organizations in all fields need to face new challenges globally to survive amid increasingly intense competition. To meet market demands, companies must continue to innovate and expand to various locations. PT Adhimix RMC Indonesia continues to offer this service to meet market demand. While the need for liquid concrete has shifted, it is currently offering precast concrete products.

This product innovation transforms the requirements of employees in their fields. A company's success in achieving its goals depends largely on the ability of its employees to execute their duties. If an individual or group of employees has set criteria or benchmarks for success that are known and measured by the organization, their performance will be known and measurable [1]. Employees with high performance will have an easier time getting promotions to higher positions [2].

Not all employees deliver the type of performance the company expects. Most of them fail to meet the standard of achievement, just as it happened at PT Adhimix RMC Indonesia. The following Key Performance Indicator scores illustrate the performance achievement of PT Adhimix RMC Indonesia's employees.

Table 1 Key Performance Indicator on Average

Aspects	2020			2021		
	Target (%)	Achievement (%)	Variance (%)	Target (%)	Achievement (%)	Variance (%)
1. Discipline	10	71	7,1	10	68	6,8
2. Responsibility	10	82	8,2	10	80	8
3. Cooperation	10	77	7,7	10	75	7,5
4. Leadership	10	75	7,5	10	73	7,3
1. Work quality	20	76	15,2	20	75	15
2. Work quantity	20	79	15,8	20	78	15,6
3. Work skills	20	78	15,6	20	73	14,6
Total	100		77,1	100		74,8

Data on the employee performance appraisals of PT Adhimix RMC Indonesia shows that, in 2020, the average Key Performance Indicator (KPI) score was 77,1 while in 2021 it dropped to 74,8. The results of this assessment show that PT Adhimix RMC Indonesia's employees were still not performing at optimal levels and have decreased since the previous year. There is no doubt that this is a problem that must be solved to identify the causes of it.

Job rotation of the employees is one of the company's strategies. Job rotation provides employees with the opportunity to work in different positions and jobs [3]. This means employees are rotating between different jobs from time to time in pursuit of different goals. There needs to be an employee rotation at PT Adhimix RMC Indonesia, considering the company is in the innovation and market development phase from liquid concrete production to precast concrete production. Employees are transferred to complete new tasks in response to market demand. Furthermore, the company can plan to set up a branch office where infrastructure development will still be conducted. PT Adhimix RMC Indonesia needs to rotate its employees to get human resources with expertise in their fields. In turn, employee performance is strongly influenced by job rotation policies, because placing employees in the wrong place can reduce employee performance, as well as placing employees in the right place will improve employee performance [4]. Various studies have also revealed a significant impact of job rotation on employee performance [5,6,7,4].

It must be remembered that employees will be moved from one task to another where each requires different skills and responsibilities, so it is necessary to implement a training program to balance employee skills and abilities. The development program does not only aim to increase employees' familiarity with their responsibilities but also encourages them to become more committed to their work [8]. Studies in human resource management have linked

employee development with increased skills, increased productivity, decreased turnover intentions, and increased employee participation [9].

Work discipline plays a significant role in fostering employee performance and supporting the achievement of company objectives. Companies with disciplined employees will surely have an advantage in achieving their targets. A work discipline refers to the ability to respect and appreciate the written and unwritten rules of the organization to complete work on time [1]. Discipline illustrates the degree of responsibility an employee has. As a key component of organizational growth, discipline motivates employees to be self-disciplined in both individual and group work [10]. Employee discipline plays an important role in maintaining the integrity of an employee in the workplace, as indiscipline at the workplace could negatively impact the future activity and productivity of the company [11].

It is crucial to consider job satisfaction factors when growing morale and increasing productivity. Job satisfaction reflects a person's feelings towards his work. When someone is proud of his work, employees are likely to try their best to complete their work tasks, but dissatisfaction at work can result in aggressive behavior, and vice versa [1]. However, no data has been compiled regarding the level of employee satisfaction at PT Adhimix RMC Indonesia, so it is not possible to determine the level of employee satisfaction after a rotation.

This study aims to analyze the impact of job rotation, work discipline, and employee development on employee performance at PT Adhimix RMC Indonesia by examining job satisfaction.

2. Literature Review

2.1 Employee Performance

The performance of an organization is related to its production of goods and its delivery of services [7]. Performance refers to what employees do or do not do; employee performance is dependent on how much they contribute to the organization, including a number of outcomes, output quality, work attendance, and cooperative attitude [12]. An employee's performance is determined by the quality and quantity of work he delivers following his responsibilities [13]. An employee's performance can also be defined as a result of his or her efforts in carrying out the duties entrusted to him with skills, experience, and sincerity following the responsibilities entrusted to him [2].

Performance results from both the quantity and quality of work performed by employees, employee performance will increase if support is given by employers, such as incentives, motivation, and rewards since adequate compensation motivate employees to provide excellent work [14]. Performance measurement is the output produced by the function or dimension of the work or profession of human resources or employees over a given period [15].

Measurement of employee performance can be done in six dimensions [12], namely work quality, workforce quality, time efficiency, work effectiveness, supervision needs, and self-influence.

2.2 Job Satisfaction

There is a level of assessment of employee performance in a job, and in this case, it is job satisfaction. Basically, a person will feel comfortable at work if he gets job satisfaction following what he wants. Job satisfaction is an individual thing; each individual has a different job satisfaction level depending on his value system [16]. An individual's job satisfaction is influenced by both the positive and negative aspects of his work (Siagian, 2016). Satisfaction refers to when a person gets what he or she expects or even exceeds what is expected, whereas work refers to a person's desire to achieve specific goals in exchange for rewards or salaries at work [17].

Job satisfaction will affect the productivity that managers expect, so managers must understand what is being done to create job satisfaction for their employees [18]. A person's level of job satisfaction is determined by their evaluation of their work or work experience [19]. In general, job satisfaction is a pleasant or positive emotional state resulting from an assessment of one's work or work experience [20]. To measure job satisfaction, a wide variety of dimensions have been analyzed [19]. These include Salary Satisfaction (Pay Satisfaction),

Promotion Satisfaction, Supervisory Satisfaction, Satisfaction With Colleagues (Co-worker Satisfaction), Satisfaction With The Job Itself, Generosity (Altruism), Status, Work Environment.

2.3 Work Orientation

Organizational goals can be realized through job rotation by observing changes, advances in science, technologies, and economies, coordination with new societal and customer needs, and capacities of human resources [16]. Job rotation offers an opportunity for old employees to add skills and behaviors, and for new employees to learn and be placed [7]. In the employee development function, job rotation is included, since the goal is to increase efficiency and effectiveness within the organization [4]. Job rotation is the process of employees moving from one task to another over a while. When an activity is no longer challenging, employees are moved to other jobs, usually at the same level, that have similar skill requirements. Job rotation is also called cross-training [21]

A job rotation program is designed to move employees from one job to another to increase their motivation and enthusiasm and requires employees to transfer from one unit to another to improve their abilities across various fields [3]. Despite this, job rotation refers to the change of employees in the work environment that may decrease employee motivation [21].

A job rotation is also known as cross-training, in the sense that an employee is allowed to acquire new job skills over time, and is also considered an approach to enrich and expand job duties. In practical terms, it is a job design technique in which employees are rotated between two or more jobs in a planned manner [14]. Job rotation is designed to expose employees to an array of different experiences and skills to increase job satisfaction and cross-train them.

According to [19] as adopted by [21] the reasons for implementing the job rotation system include the following:

- a. Increased potential for product (service) quality.
- b. Possible alternative career paths for employees.
- c. Prevention of stagnation and boredom at work.

2.4 Work Discipline

Discipline is a person's behavior following regulations, existing work procedures or discipline is an attitude, behavior, and actions that are following the regulations of the organization, both written and unwritten [22]. A discipline is a form of compliance with regulations, whether written or unwritten, while work discipline is expected to be a feature of human resources in the organization since it allows it to run efficiently and achieve its goals well [23]. A discipline is a tool used to improve employee knowledge, attitudes, and behavior to increase one's awareness and willingness to follow all company regulations and social norms and to improve performance appraisals [24].

Thus, discipline is an employee requirement to meet performance and behavioral standards, as well as ensuring employee attendance following predetermined time standards [25]. Work discipline involves conforming to the rules, existing work procedures, or discipline is a person's attitude, behavior, and actions that are following organization rules, both written and unwritten [14].

Meanwhile, the improvement dimension includes two indicators, namely, setting rules and rewarding or punishing. In measuring work discipline, three dimensions are considered, namely preventive discipline, remedial discipline, and progressive discipline [13].

2.5 Employee Development

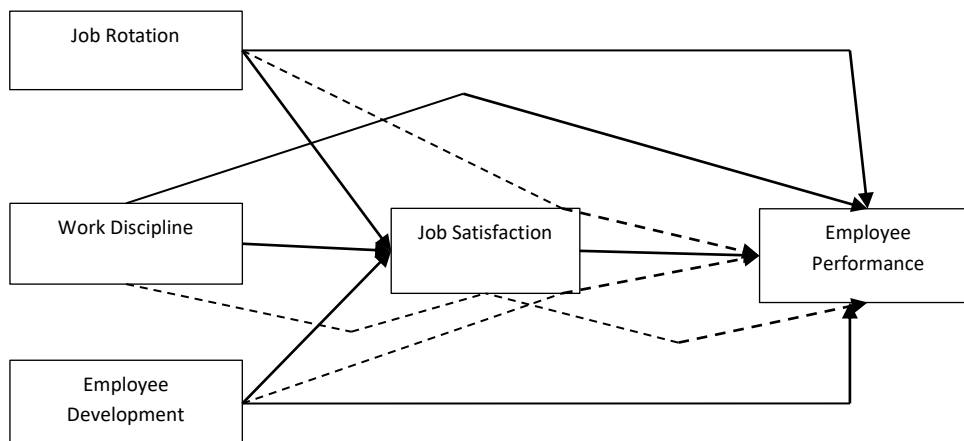
In an increasingly globalized work environment, businesses must acquire educated and trained employees who can adapt quickly to ever-changing workplaces where new business demands result [18]. Generally, every company often experiences a gap between the needs of promoting the workforce expected of the company and the ability of the workforce to meet those needs. Companies have to strive to bridge this gap. Organizing a job development program before new employees begin their work can be one way in which companies/organizations can achieve this.

Developing employees who have worked for a while is also important, especially for those who have experienced poor performance or lack of competence in certain fields of work. Development is intended for implementing employees to improve knowledge and skills, while Development is intended for managers to improve their conceptual aptitude, decision-making ability, and human relations [13].

The need for more development comes from increasing the competitiveness of today's business environment, in which technological advances, productivity measurement, product differentiation, customer expectations, intra-, and inter-industry relationships, employee motivation, and so on [26]. Employee development includes developing individual capabilities of employees as well as improving employee performance as a whole. Employee development comprises individual employees and employee growth as a whole since when the employees develop the organization, the organization will be enhanced and employee performance increased. Development usually involves the development of intellectual or emotional skills needed to perform a better job [24]. Employee development will lead to improved employee performance [27].

Results show that job rotation affects job satisfaction [7], work discipline affects job satisfaction [1,13] and employee development affects job satisfaction [13]. Then the results of the study also show that work rotation affects employee performance [4], work discipline affects employee performance [1] employee development affects employee performance [2,28,29]. Further, it was found that job satisfaction affects employee performance [30]. As a result of the above thinking, a conceptual framework can be formulated.

Figure 1 Conceptual Framework



Based on the literature review and the framework of thought, the following hypothesis can be formulated.

- H₁ : Job rotation affects job satisfaction.
- H₂ : Work discipline affects job satisfaction.
- H₃ : Employee development affects the job satisfaction
- H₄ : Job rotation affects employee performance.
- H₅ : Work discipline affects employee performance.
- H₆ : Job satisfaction affects employee performance.
- H₇ : Employee development affects employee performance.
- H₈ : Job rotation affects employee performance through the mediation of job satisfaction.
- H₉ : Work discipline affects employee performance through the mediation of job satisfaction.
- H₁₀ : Employee development affects employee performance through the mediation of job satisfaction.

3. Research Method

The study is categorized as causality research and uses a quantitative methodology.

Quantitative research [30] is research involving a lot of numerical values from data collection to interpretation and presentation of results. A quantitative research's objective is to test the hypothesis. A quantitative approach to research uses data collected through surveys to test your research hypothesis and then to perform statistical analysis using Partial Least Squares. Independent variables (X) are defined as variables with a positive or negative effect on the dependent variables, respectively, and the dependent variables are also known as output variables, effects, dependent variables, standards, influence variables, and influence variables respectively, whereas intervening variables (Z) are variables that sit between the independent and dependent variables and act as an intermediary [30]. Following is a description of each variable's operation.

- H₂ : Work discipline affects job satisfaction.
- H₃ : Employee development affects the job satisfaction
- H₄ : Job rotation affects employee performance.
- H₅ : Work discipline affects employee performance.
- H₆ : Job satisfaction affects employee performance.
- H₇ : Employee development affects employee performance.
- H₈ : Job rotation affects employee performance through the mediation of job satisfaction.
- H₉ : Work discipline affects employee performance through the mediation of job satisfaction.
- H₁₀ : Employee development affects employee performance through the mediation of job satisfaction.

Table 2 Operational Variables

Variable	Dimension	Indicator
Work Rotation (X1) (Al-Romeedy, 2019)	-	Believe in rotation as a type of job training
		Job rotation expands employee knowledge and skills
		Willingness to accept current job rotation
		Work rotation according to employee approval
		Believe job rotation is an excellent system
		Overall, job rotation is preferred
Work Discipline (X2) Mangkunegara (2017)	Preventive Discipline	Employees comply with company rules and regulations Employees comply with company policies and procedures
	Corrective Discipline	Rewards are given to employees who demonstrate acceptable work behavior Employees found violating existing rules and regulations may receive sanctions
	Progressive Discipline	Unacceptable employee behavior is quickly corrected Behavior to prevent recurrence of indiscipline
Development (X3) (Busro, 2018)	Career clarity	Promotion opportunity Promotion
	Promotion opportunity	Opportunity to attend training Opportunity to continue education
	Performance quality improvement	Loyalty Increased motivation
Work Satisfaction (Z) (Colquitt, Lepine, & Wesson, 2015)	Salary satisfaction	Level of satisfaction with the salary given Level of satisfaction at payday
	Promotion satisfaction	Level of satisfaction with the promotion Level of satisfaction with the new job offer
	Supervision satisfaction	Level of satisfaction with direction by superior Level of satisfaction with supervision by superiors
	Satisfaction with co-workers	Level of satisfaction with communication with co-workers Level of satisfaction with the work of co-workers
	Satisfaction with the job itself	Level of satisfaction with the field of work Level of satisfaction with a job title
	Generosity	Level of satisfaction to help Level of satisfaction to provide support

Variable	Dimension	Indicator
	Status	Level of satisfaction with social status Level of satisfaction with job status
	Work Environment	Level of satisfaction with a comfortable working environment Level of satisfaction with the safety of the work environment
Employee Performance (Y2) (Prawirosumarto, Sarjana, & Gunawan, 2017)	Quality of work	Work well Work as intended
	Quality of labor	Satisfactory work quantity Satisfied with completing the task
	Time Efficiency	Tasks are completed on time Work with efficiency
	Work Effectiveness	Achieving maximum profitability Avoid doing harm
	Need for Supervision	Ability to work without supervision Ability to work independently
	Self - influence	Ability to maintain a good reputation Ability to maintain cooperation

In this study, the population was restricted to Adhimix RMC Indonesia employees. Because all members of the population cannot be research subjects, a sampling technique is needed to collect research samples to obtain a representative sample. Therefore, an appropriate sampling technique is needed; since this study is about employees in stratified divisions or positions, stratified random sampling is used in this study, namely sampling involving a stratification or segregation process followed by random selection, random from each strata [28]. The steps that need to be taken during this sampling are that the population is divided into mutually exclusive groupings that are relevant, appropriate, and meaningful in the context of the research.

The data used for this study are Primary Data. While primary data was collected using a questionnaire, which contained questions and other items to be used for analysis [21]. In this study, primary data was collected utilizing a questionnaire, using the Likert Scale. Researchers measured the research variable using a Likert Scale that uses an assessment interval from 1 to 5 for each respondent's answer.

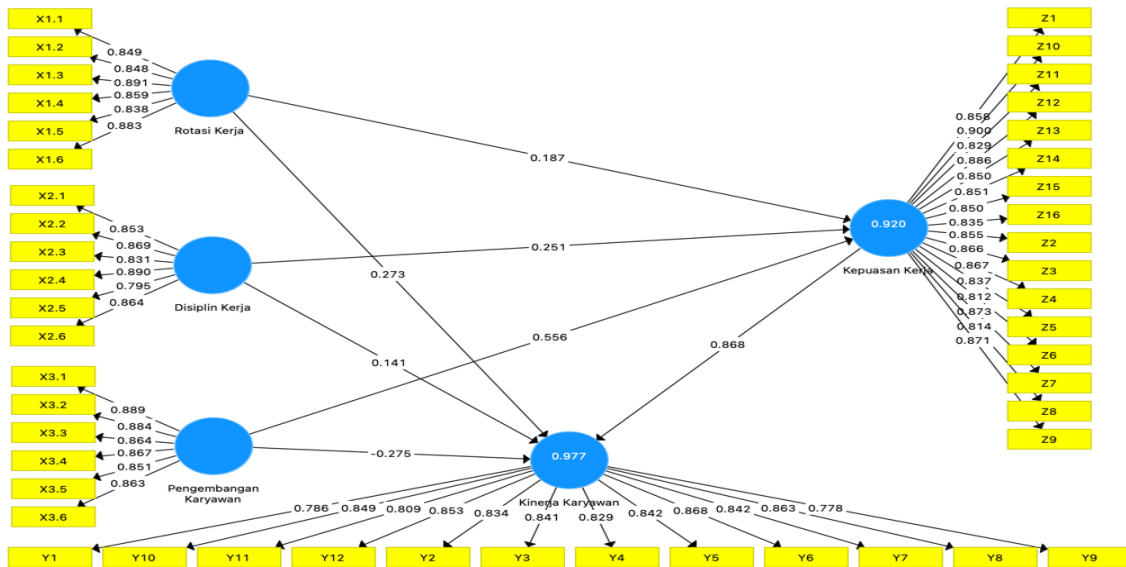
This study used SEM-PLS for data analysis, which is a statistical method used to analyze the relationship between latent variables and observed variables as indexes and is a measure of the relationship between latent variables and measurement error [31]. The partial least squares method is one of the most commonly used SEM analysis approaches today. It is a powerful analytical method that is often referred to as soft modeling because it eliminates the assumption of the Ordinary Least Squares (OLS) like normality assumption [32]. PLS analysis is useful for a variety of reasons, including its ability to analyze the whole model in one analysis with a small sample.

4. RESULTS OF SIMULATIONS AND ANALYSIS

The performance of Adhimix RMC Indonesia's employees is an important factor in the company's sustainability. Adhimix RMC Indonesia has made significant changes in its business activities by introducing new products and innovations to meet market demand. One major innovation has been the development of concrete products ranging from liquid concrete to printed concrete, this is the company's strategy to become more competitive in the future. Adhimix RMC Indonesia also aims to open branches in strategic infrastructure development areas through mature risk management.

In a study conducted on employees at Adhimix RMC Indonesia using stratified random sampling, 65 employees were sampled. The data were statistically analyzed with partial least squares, resulting in the following results.

Figure 2 Structural Model



Based on the results of the PLS analysis above, an evaluation of the model can be carried out as follows:

4.1 Evaluation of Outer model

Based on the evaluation of the outer model, it can be observed that all indicators have convergent validity (loading factor > 0,7), meet discriminant validity requirements (AVE > 0,5), and have a high level of consistency with a CR value of 0,70 [33] as shown in the following table.

Table 3. Results of Outer Model Evaluation

Job Rotation		Work Discipline		Employee Development		Work Satisfaction		Work Performance	
Code	λ	Code	λ	Code	λ	Code	λ	Code	λ
X1.1	0,849	X2.1	0,853	X3.1	0,889	Z1	0,858	Y1	0,786
X1.2	0,848	X2.2	0,869	X3.2	0,884	Z2	0,855	Y2	0,834
X1.3	0,891	X2.3	0,831	X3.3	0,864	Z3	0,866	Y3	0,841
X1.4	0,859	X2.4	0,890	X3.4	0,867	Z4	0,867	Y4	0,829
X1.5	0,838	X2.5	0,795	X3.5	0,851	Z5	0,837	Y5	0,842
X1.6	0,883	X2.6	0,864	X3.6	0,863	Z6	0,812	Y6	0,868
						Z7	0,873	Y7	0,842
						Z8	0,814	Y8	0,863
						Z9	0,871	Y9	0,778
						Z10	0,900	Y10	0,849
						Z11	0,829	Y11	0,809
						Z12	0,886	Y12	0,853
						Z13	0,850		
						Z14	0,851		
						Z15	0,850		
						Z16	0,835		
CR	0,945		0,940		0,949		0,977		0,965
AVE	0,742		0,724		0,756		0,729		0,694

Source: Processed data (2022)

4.2 Evaluation of Inner Model

According to the R Square value, it is known that the variance of work rotation, work discipline, and career development variables explains 0,920 (92%) of the variance of job satisfaction, while the remaining variation is explained by other variables outside the model. Thus, the variance of work rotation variables, job discipline, and career development, as well as job satisfaction has been able to explain the employee performance variable by 0,977 (97,7%), while the rest is explained by other variables outside the model. This result is further supported by the predictive relevance value or Q Square of 0,35 or higher because our expected value can be categorized as large [33]. According to these results, the research model developed has a relevant predictive value and is declared appropriate.

4.3 Hypothesis Testing

This hypothesis test is carried out by t-test (partial test) when $t \text{ count} > 1.96$ and $p\text{-value} < 0,05$, the hypothesis is declared accepted [34]. The test results can be presented in the following model.

Table 5. Hypothesis Testing

Interactions	Coefficient	T _{Statistik}	P _{Value}	Explanation
Work Discipline -> Job Satisfaction	0,251	3,380	0,001	Significant
Work Discipline -> Employee Performance	0,141	1,998	0,050	Significant
Job Satisfaction -> Employee Performance	0,868	12,885	0,000	Significant
Employee Development -> Job Satisfaction	0,556	4,596	0,000	Significant
Employee Development -> Employee Performance	0,275	4,300	0,000	Significant
Job Rotation -> Job Satisfaction	0,187	2,136	0,036	Significant
Job Rotation -> Employee Performance	0,273	4,495	0,000	Significant
Job Rotation -> Job Satisfaction -> Employee Performance	0,162	2,072	0,042	Significant
Work Discipline -> Job Satisfaction -> Employee Performance	0,217	3,200	0,002	Significant
Employee Development -> Job Satisfaction -> Employee Performance	0,483	4,352	0,000	Significant

Source: Processed Data (2022)

Based on the results from the data analysis, the job rotation variable is significantly related to job satisfaction, as seen in the $P\text{-value}$ of $0,036 < 0,005$. According to this finding, job rotation can make a positive impact on job satisfaction, which is in agreement with previous research findings [7].

The results of data analysis suggest that work discipline has a significant effect on job satisfaction, as shown by the $p\text{-value}$ of $0,001 < 0,05$. This finding suggests that employees who have high jobs can experience higher levels of job satisfaction. The result is in agreement with research showing that work discipline affects job satisfaction [1,13].

An analysis of the data showed that employee development had a significant effect on job satisfaction, as demonstrated by the $p\text{-value}$ $0,000 < 0,05$. Therefore, skill development for employees can improve job satisfaction. It is consistent with previous studies which indicated that employee development affects satisfaction at work [35,26,10].

The results of data analysis show that the rotation variable has a significant effect on employee performance, as shown by the $p\text{-value}$ of $0,000 < 0,05$. According to this finding, job rotation can improve employee performance. This finding is consistent with research that shows that job rotation improves employee performance [4].

The results of the data analysis show that the work discipline variable is significantly related to employee performance, as demonstrated by the $p\text{-value}$ of $0,050 < 0,05$ with a t statistic of $1,998 > 1,96$. According to this finding, more disciplined employees will perform better. This is in line with the results of research showing that work discipline affects employee performance [36,37].

Data analysis shows that career development variables have a significant effect on employee performance, as demonstrated by the $p\text{-value}$ $0,000 < 0,05$. This finding explains that when companies develop employees, the company gains benefits in terms of improving employee performance, which is in line with the results of research showing employee development enhances employee performance [2,28].

The results of a statistical analysis of the data revealed that the job satisfaction variable had a significant effect on employee performance, as evidenced by the $p\text{-value}$ of $0,000 < 0,05$. This finding explains that increasing employee satisfaction is directly proportional to increased employee performance [30].

5. CONCLUSION

As a result of data analysis, it can be concluded that:

1. Job rotation, discipline, and employee development partially contribute to job satisfaction.
2. Job rotation, work discipline, and employee development partially have a positive and significant effect on employee performance.
3. Job satisfaction has a positive and significant effect on employee performance.
4. Job satisfaction is influenced by job rotation, work discipline, and employee development.

In this study, a relatively small sample is used, so that future studies may refine this model by taking a broader sample with existing problems, resulting in a more perfect model.

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