

EFFECT OF WORKLOAD AND WORK ENVIRONMENT ON WORK MOTIVATION AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE AT PT CIPTAJAYA SEJAHTERA ABADI

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Abstract: This research aims to find out and analyze related to the influence of workload and work environment with work motivation as a mediation variable in PT Ciptajaya Sejahtera Abadi. This study method uses quantitative research with causal methods. The population for this study was an employee of PT Ciptajaya Sejahtera Abadi as many as 220 people and for the study sample using the slovin formula to 142 respondents. Data collection uses primary data and secondary data. Technical data analysis uses path analysis methods (Path Models) with the help of SmartPLS version 3.2.9. The results showed that work sacrifices have a negative and significant effect on employee performance. Workload has a negative and significant effect on work motivation. The work environment has a positive and significant effect on employee performance. The work environment has a positive and significant effect on work motivation. Work motivation has a negative and significant effect on employee performance. Workload and work environment have a positive and significant effect on employee performance. Workload, work environment and work motivation have a positive and significant effect on employee performance. Work motivation has no mediating effect on workload on employee performance. Work motivation has no mediating effect on the work environment on employee performance.

Keywords: Workload, Work Environment, Work Motivation, Employee Performance

INTRODUCTION

Telecommunications companies in Indonesia are one of the companies that have a dynamic development. Along with technological changes, telecommunications service products began to appear in various companies that compete fiercely to optimize good telecommunication performance. Technology facilitates human activities in communicating and exchanging information. To win the increasingly fierce competition every organization, private and public sector, must have a certain competitive advantage (competitive advantage) compared to the organization. Others. These advantages can be established through various ways, such as creating products with unique designs, the use of modern technology, organizational design, and most importantly management. Human Resources (HR) effectively.

PT. Ciptajaya Sejahtera Abadi is one of the companies in the field of telecommunications or more precisely telecommunication fabrication in Indonesia. Related to the employee assessment, PT Ciptajaya Sejahtera Abadi conducts employee assessments that include performance, work attitudes, and competencies. The results of the pre-survey questionnaire by spreading to 30 respondents and the result was that as many as 37% of respondents chose workload as a factor that affects employee performance. As many as 30% of respondents choose the Work Environment as a factor that affects employee performance. Work motivation is chosen as much as 23% as a factor that affects employee performance.

There is leadership as much as 6%, work discipline as much as 1% and organizational culture 0% of respondents who choose as a factor of employee performance. Then it can be taken there are three factors that will be examined authors, namely workload, work environment and work motivation because it has the largest number of respondents.

Based on the background above, the author is interested in writing a study with the title "Workload and Work Environment on Work Motivation and Its Implications for Employee Performance at PT Ciptajaya Sejahtera Abadi".

LITERATURE REVIEW

Workload

Workload is a condition of the job with a description of the task that must be completed by a certain time limit (Munandar, 2012: 283). Workload according to The Minister of Finance Decree Number KEP/75/M.PAN/7/2004 is a set or number of activities that must be completed by an organizational unit or office holder within a period. certain. Meanwhile, according to The Government No. 12/2008 the workload is the amount of work that must be carried by a position / organizational unit and is the result of times between work volume and norms. time (Sitepu 2016). Soegoto research results (2018). Workload has a positive and significant effect on performance, meaning that if the workload is added then employee performance will decrease. This is because employees feel pressured by a high workload.

Work Environment

The work environment according to Danang Sunyoto (2012: 43) states that everything that is around workers and that can affect him in carrying out the tasks charged, for example cleanliness, music, lighting, and others. Siagian (2014:56) suggests that the work environment is an environment where employees do their daily work. The results of Rizal Nabawi's research (2019) stated that the work environment is a means of supporting the smooth work process, where comfort and safety in work are also very calculated in creating A conducive and pleasant work atmosphere for employees to support the performance of employees in carrying out their work activities.

Motivation for work

Work Motivation according to Anwar Prabu Mangkunegara (2009:93) in Bayu Fadillah, et all (2013:5) Motivation is a boost of needs in employees that need to be met so that the employee can adjust to his environment and be able to achieve the goals that have been set. Motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. Lusri's research results (2017) work

activity positively affect employee performance. Therefore, it can be ascertained that increased work motivation will have a positive impact on the increase in employee performance levels.

Employee Performance

According to Armstrong and Baron in Irham Fahmi (2013: 176), stated that performance is the result obtained by an organization both profit oriented and nonprofit oriented produced during the One period. According to Tarigan and Rozzyana (2018) employee performance can be seen from employee performance, order, loyalty, responsibility, creativity, and employee knowledge. While according to Wibowo (2016: 3) performance is the implementation of the plan that has been prepared before. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests.

Theoretical Frameworks And Hypotheses

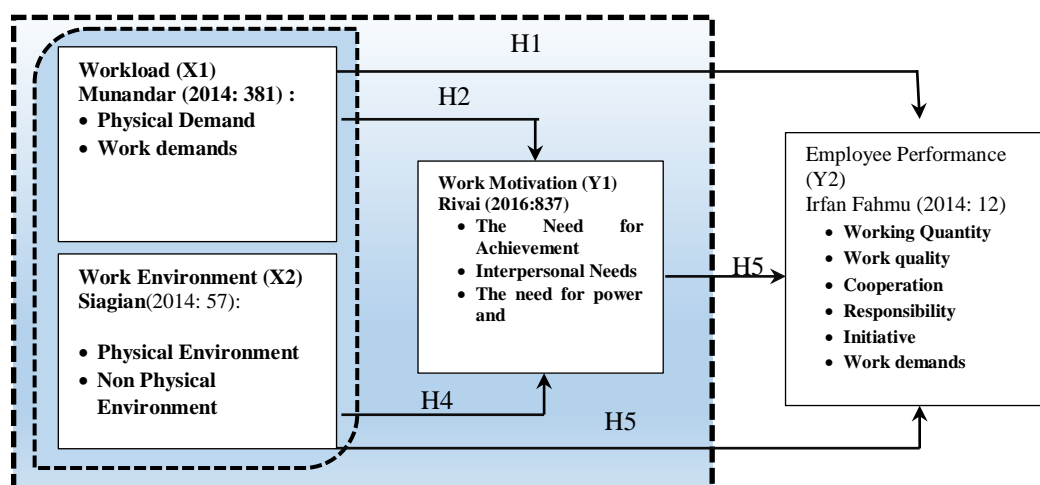


Figure 1. Conceptual Framework

- Hypothesis 1 : Workload has a significant effect on Employee Performance at PT Ciptajaya Sejahtera Abadi
- Hypothesis 2 : Workload has a significant effect on Work Motivation at PT Ciptajaya Sejahtera Abadi
- Hypothesis 3 : Work Environment has a significant effect on Employee Performance at PT Ciptajaya Sejahtera Abadi
- Hypothesis 4 : The Work Environment has a significant effect on Work Motivation at PT Ciptajaya Sejahtera Abadi
- Hypothesis 5 : Work Motivation has a significant effect on employee performance of PT. Ciptajaya Sejahtera Abadi

RESEARCH METHODS

In this study the method used is quantitative. In this study, the independent variables are workloads and work environments and for their dependent variables are employee performance. The study also used a moderator variable: work motivation. The population in this study is the employees of PT Ciptajaya Sejahtera Abadi who are actively working, both

permanent employees and contract employees, the number as of December 2020 is 220 employees. In this study the authors used the formula slovin to measure the number of samples to be used. With a tolerance limit of 5% or 0.05. From the results of the slovin calculation obtained the minimum number of samples that are 142 samples. The data collection methods used in this study are interviews, questionnaires, and literature studies, then data analysis methods using SmartPLS software version 3.29 for tester of the research hypothesis.

RESULTS AND DISCUSSIONS

Characteristics of Respondents

From the results of the study, most respondents were male (94%), with high school education level (61%) and age range of 19-25 years (54%). This shows that the employees of PT Ciptajaya Sejahtera Abadi are mostly male employees of productive working age.

Descriptive Analysis of Statistics

Descriptive analysis results showed that respondents' perceptions of workload, work environment, work motivation and employee performance varied from low to high, namely 3.00, 3.56, 3.68 and 4.08. This can be interpreted that some respondents have varying views on research.

Outer Model

Convergent Validity

Haryono (2017) said in the development of new models or indicators, loading factor values between 0.5 - 0.6 are still acceptable, this study uses a limit of 0.5. Indicators that have loading factor values above 0.5 are declared valid. From the results of the external workload test, work environment, work motivation and employee performance all indicators have a loading factor value of > 0.50 which means that the indicator is stated. valid.

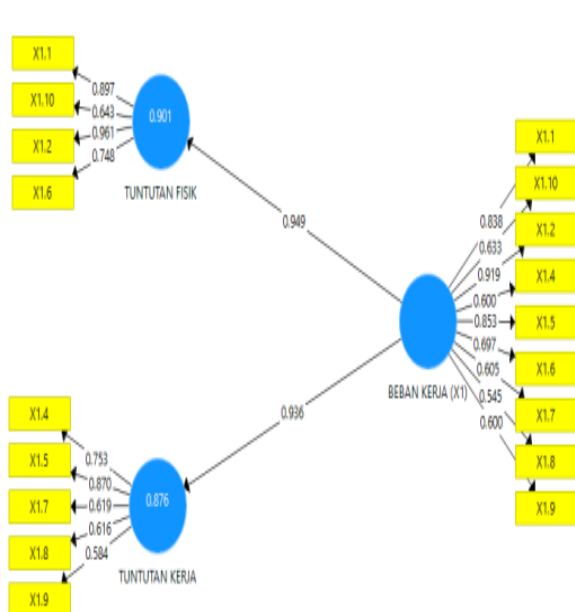


Figure 2. Outer Model Variable Work Environment

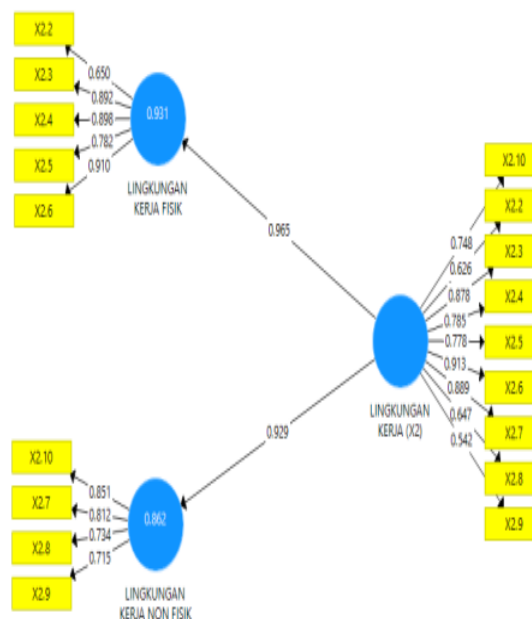


Figure 3. Outer Model Variable Workload Variables

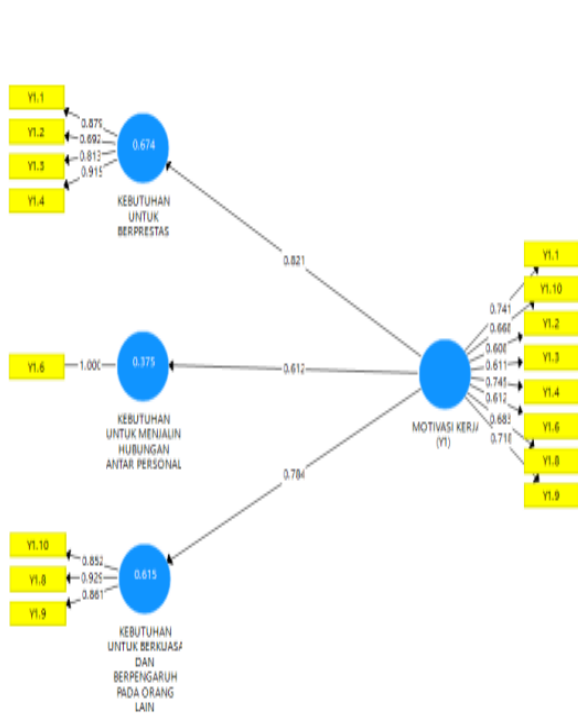


Figure 4 Outer Model
Variables Work Motivation

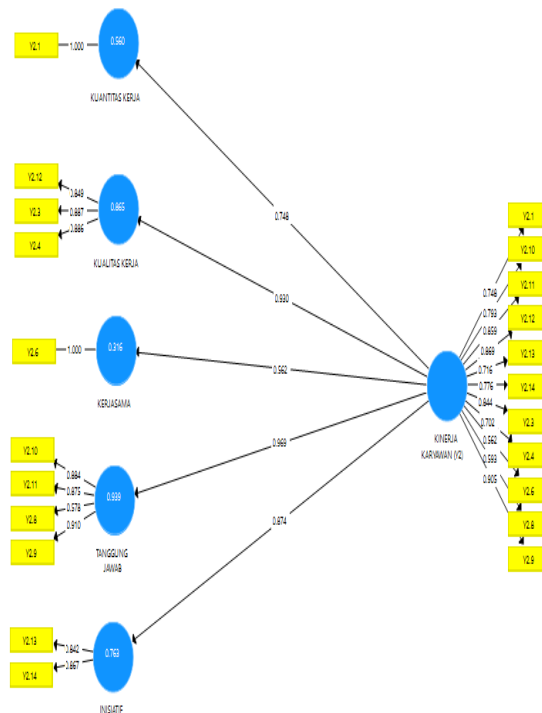


Figure 5 Outer Model
Variable Employee Performance

Next to show the magnitude of the variant or diversity of manifest variables that latent constructs have. Convergent validity evaluation of average variance extracted (AVE) examination can be seen from the AVE value table based on data processing results using SmartPLS version 3.29.

Table 1. Average Variance Extracted (AVE) Values of Each Variable

Variable	Average Variance Extracted (AVE)
Workload (X1)	0.562
Work Environment (X2)	0.606
Work Motivation (Y1)	0.511
Employee Performance (Y2)	0.546

Source: Researchers' data (2021)

In table 1 above it is known that the AVE value for all variables has an AVE value > 0.50. Workload has a value of 0.562, work environment 0.606, work motivation 0.511 and employee performance has a value of 0.546. Furthermore, convergent validity evaluation for internal consistency reliability examination can be seen from Cronbach's Coefficient Alpha and Composite Reliability (CR) values shown in the table.

Table 2. Cronbach's Coefficient Alpha and Composite Reliability (CR)

Variable	Cronbach's Alpha	Composite Reliability
Workload (X1)	0.867	0.898
Work Environment (X2)	0.907	0.924
Work Motivation (Y1)	0.807	0.862
Employee Performance (Y2)	0.925	0.934

Source: Researchers' data (2021)

Discriminant Validity

Table 3. Discriminant Validity

Indicators	Workload (X1)	Work Environment (X2)	Work Motivation (Y1)	Employee Performance (Y2)	Information
X1.1	0.720	-0.537	-0.393	-0.264	Valid
X1.2	0.825	-0.468	-0.363	-0.324	Valid
X1.4	0.779	-0.356	-0.594	-0.614	Valid
X1.5	0.849	-0.255	-0.322	-0.673	Valid
X1.6	0.818	-0.220	-0.613	-0.579	Valid
X1.7	0.627	-0.494	-0.402	-0.256	Valid
X1.8	0.562	-0.101	-0.421	-0.463	Valid
X1.10	0.420	0.024	0.194	-0.036	Valid
X2.2	-0.490	0.577	0.411	0.245	Valid
X2.3	-0.265	0.843	0.260	0.106	Valid
X2.4	-0.348	0.809	0.272	0.144	Valid
X2.5	-0.416	0.833	0.610	0.611	Valid
X2.6	-0.389	0.946	0.589	0.515	Valid
X2.7	-0.172	0.853	0.311	0.083	Valid
X2.10	-0.248	0.749	0.402	0.448	Valid
Y1.8	-0.514	0.582	0.934	0.519	Valid
Y1.9	-0.609	0.503	0.868	0.482	Valid
Y1.10	-0.553	0.419	0.838	0.333	Valid
Y2.1	-0.537	0.263	0.206	0.734	Valid
Y2.3	-0.666	0.652	0.554	0.895	Valid
Y2.6	-0.661	0.466	0.359	0.653	Valid
Y2.7	-0.120	0.358	0.365	0.493	Valid
Y2.8	-0.454	0.473	0.469	0.656	Valid
Y2.9	-0.505	0.420	0.470	0.897	Valid
Y2.10	-0.564	0.351	0.375	0.841	Valid
Y2.11	-0.441	0.093	0.336	0.803	Valid
Y2.12	-0.443	0.192	0.318	0.792	Valid
Y2.13	-0.286	0.170	0.275	0.646	Valid
Y2.14	-0.333	0.219	0.387	0.712	Valid

Source: Researchers' data (2021)

From the results of discriminant validity testing as seen in table 3 above, shows the results that all indicators have a larger construct cross loading value compared to other construct cross loading values so that they are declared valid. It can then be concluded that workload, work environment, work motivation and employee performance have good discriminant validity value.

Inner Model

For the evaluation of structural models (inner models) or hypotheses in this study through steps, namely evaluating path coefficient values, evaluating R² values, measuring effect size f², validating the overall structural model with goodness of index (GoF), and conducting predictive relevance testing (Q²).

Table 4. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WORKLOAD - > employee performance	-0.571	-0.581	0.044	13,009	0.000
WORKLOAD - > MOTIVATION	-0.213	-0.213	0.056	3,784	0.000
WORK ENVIRONMENT - > employee performance	0.705	0.713	0.068	10,447	0.000
WORK ENVIRONMENT - > MOTIVATION WORK	0.765	0.768	0.033	23,115	0.000
WORK MOTIVATION - > employee performance	-0.337	-0.336	0.067	5,046	0.000

Source: Researchers' data (2021)

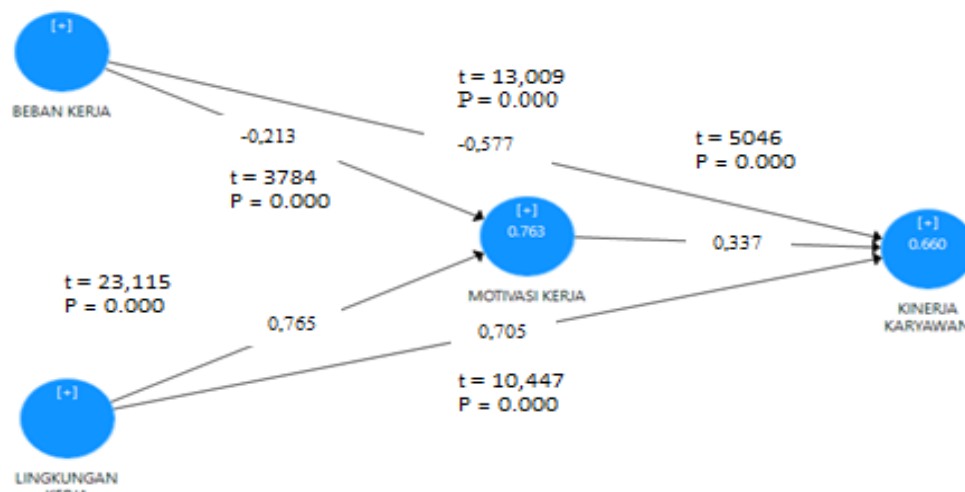


Figure 6. Calculation Results of Bootstrapping Measurement Model
Source: Researchers' data (2021)

Evaluation of R² Value

To find out the value of R² based on the results of calculations using SmartPLS calculates obtained the R² value of 0.510 for work motivation variables and 0.486 for employee performance variables. Calculating f arithmetic / f statistics using the formula :

a. $R^2 = 0.510 (Y1)$

$$F \text{ hitung} = \frac{R^2}{(k-1)} \cdot \frac{n}{1-R^2}$$

$$F \text{ hitung} = \frac{0.510}{(4-1)} \cdot \frac{142}{1-0.510}$$

$$F \text{ hitung} = \frac{0.17}{0.49/138}$$

$$F \text{ hitung} = \frac{0.17}{0.0025}$$

$$F \text{ hitung} = 48.571$$

b. $R^2 = 0.486 (Y2)$

$$F \text{ hitung} = \frac{R^2}{(k-1)} \cdot \frac{n}{1-R^2}$$

$$F \text{ hitung} = \frac{0.486}{(4-1)} \cdot \frac{142}{1-0.486/(142-4)}$$

$$F \text{ hitung} = \frac{0.162}{0.514/138}$$

$$F \text{ hitung} = \frac{0.162}{0.00273}$$

$$F \text{ hitung} = 43.78$$

From the results of the simultaneously significant tests used to test hypotheses 6 and 7 on this study. The calculated F values in this study are 48.57 and 43.78, the values of F table on (df 1 = 4-1 and df2 = 142-4) alpha 0.05 which is 2.60. This means the value of calculates

> f of the table, then H6 and H7 are accepted, and Ho is rejected.

Measuring Effect Size ^{F2}

The purpose of measuring the effect size ^{F2} is to see the small effect of exogenous latent variables on endogenous latent variables or to see the goodness of the model.

Table 5. Value f Square

Variable	Workload (X1)	Work Environment (X2)	Work Motivation (Y1)	Employee Performance (Y2)
Workload (X1)			0.367	0.328
Work Environment (X2)			0.222	0.067
Work Motivation (Y1)				0.002
Employee Performance (Y2)				

Source: Self-processed data (2021)

From the table above can be drawn conclusions:

1. The workload variable to work motivation has a value of f square which is 0.367. This indicates that the workload variable has a moderate influence on the structural level.
2. The work environment variable to work motivation has a value of f square 0.222. This indicates that variables have a weak influence on the structural level.
3. Varying workload to employee performance has a value of f square 0.328. This indicates that the workload variable has a moderate influence on the structural level.
4. The work environment variable to work motivation has a value of f square 0.067. This indicates that the characteristic variables of entrepreneurship have a weak influence on the structural level.
5. The work motivation variable for employee performance has a value of f square 0.002. This indicates that the characteristic variables of entrepreneurship have a weak influence on the structural level.

Goodness of Fit Index (GoF)

Goodness of Fit Index (GoF) testing is conducted to validate the combined performance between the measurement model (outer model) and the structural model (inner model) obtained through the following calculations:

$$\text{GoF} = \sqrt{(\text{AVE} \times R^2)}$$

$$\text{GoF} = \sqrt{(0,556 \times 0,498)}$$

$$\text{GoF} = \sqrt{0,27688}$$

$$\text{GoF} = 0,5262$$

Notes :

$$1. \text{ AVE} = ((0.526+0.606+0.511+0.546))/4$$

$$\text{ AVE} = ((2.225))/4$$

$$\text{ AVE} = 0.556$$

$$2. \text{ R Square} = ((0.510+0.486))/2$$

$$\text{ R Square} = ((0.996))/2$$

$$\text{ R Square} = 0.498$$

The results of the Goodness of Fit Index (GoF) calculation show a value of 0.556. Based on these results, it can be concluded that the combined performance between the measurement model (outer model) and the structural model (inner model) is good because the value of goodness of fit index (GoF) is more than 0.25 (moderate scale).

Effect of Independent Variables on Dependent Variables

1. Hypothesis 1: Workload significantly affects employee performance. The path coefficient is -0.571 with p-values of 0.000. Which means that workload negatively affects employee performance, thus H1 is received because $p > 0.05$.
2. Hypothesis 2: Workload significantly affects work motivation. Obtaining a path coefficient of -0.213 with p-values of 0.000 means that the workload has a significant negative effect on work motivation, thus H2 is accepted because $p < 0.05$.
3. Hypothesis 3: The work environment significantly affects employee performance. Getting a path coefficient of 0.705 with p-values of 0.000 means that the work environment has a significant positive effect on employee performance, thus H3 is accepted because $p < 0.05$.
4. Hypothesis 4: The work environment significantly affects work motivation. Obtaining a path coefficient of 0.765 with p-values of 0.000 means that the work environment has a significant positive effect on work motivation, thus H4 is accepted because $p < 0.05$.
5. Hypothesis 5: Work motivation significantly affects employee performance. Getting a path coefficient of -0.337 with p-values of 0.000 means that work motivation negatively and significantly affects employee performance, thus H5 is accepted because $p < 0.05$.

Analysis of Inter-Dimensional Correlations

Correlation analysis between dimensions has the goal of measuring the level of relationship between dimensions in variable X with dimensions in variable Y1 and Y2 and dimensions in variable Y1 with dimensions in variable Y2. This research workload variable consists of 2 dimensions, the work environment variable consists of 2 dimensions, work motivation consists of 3 dimensions and employee performance consists of 5 dimensions. table 5 and table 6 are as follows:

Table 6. Results of Correlation Matrix Between Dimensions of Distance Load Variable (X1) and Work Environment (X2) with Work Motivation (Y1)

Variable	Dimension	Work Motivation (Y1)			Employee Performance (Y2)				
		(Y1.1)	Y1.2	(Y1.3)	Y2.1	(Y2.2)	Y2.3	(Y2.4)	(Y2.5)
Workload (X1)	Physical Demands (X1.1)	-0,119	-0,409	-0,153	0,019	-0,535	-0,252	-0,479	-0,139
	Claims of Employment (X1.1)	-0,415	-0,598	-0,221	-0,420	-0,477	-0,581	-0,644	-0,460
Work Environment (X2)	LK. Physical (X2.1)	0,509	0,834	0,522	0,142	0,476	0,547	0,150	0,347
	LK. Non-Physical (X2.2)	0,533	0,694	0,576	0,377	0,412	0,504	0,321	0,454

Source: Self-processed data (2021)

Table 7. Results of Correlation Matrix Between Dimensions of Workload Variables (Y1) and Work Environment (X2) and Work Motivation (Y1) with Employee Performance (Y2)

Variable	Dimension	Employee Performance (Y2)				
		Y2.1	Y2.2	Y2.3	Y2.4	Y2.5
Work Motivation (Y1)	The need to power and influence others (Y1.1)	0,366	0,372	0,534	0,194	0,504
	The need to achieve (Y1.2)	0,258	0,375	0,536	0,238	0,258
	The need to establish interpersonal relationships (Y1.3)	0,312	0,522	0,715	0,173	0,152

Source: Self-processed data (2021)

1. Variable workload (X1) to the variable of work motivation (Y1), the highest dimension correlation is the physical demand on the dimension of the need to power and influence on others by -0.119. While the lowest dimension correlation in this variable is the dimension of work demands to the dimension of achievement needs, which is -0.598.
2. In the work environment variable (X2) to the work motivation variable (Y1), the highest dimension correlation is the physical work environment to the dimension of the need to achieve 0.834. While the lowest dimension correlation in this variable is the dimension of the physical work environment to the dimension of need to power and influence for others, which is 0.509.
3. In the workload variable (X1) to the employee performance variable (Y2), the highest dimensional correlation is the physical demand to the initiative dimension of 0.019. While the lowest dimensional correlation in this variable is the dimension of work demands to dimension, which is -0.021.
4. In the work environment variable (X2) to the employee performance variable (Y2), the highest dimension correlation is the physical work environment to the work quality dimension of 0.547. While the lowest dimension correlation in this variable is the dimension of the physical work environment to the initiative dimension, which is 0.142.
5. In the work motivation variable (Y1) to the employee performance variable (Y2), the highest dimension correlation is the personal need for the work quality dimension of 0.715. While the lowest dimension correlation in this variable is the dimension of personal needs to the dimension of responsibility, which is 0.152.

Discussion

Effect of Workload on Employee Performance

The path coefficient is -0.571 with p-values of 0.000. Which means that workload has a significant negative effect on employee performance, thus H1 is received because $p > 0.05$. The results showed that workload has a negative but significant influence. This means that the higher the workload, the lower the employee performance. The results of this study are in line with previous research results, namely workload significantly and negatively on employee performance (Kamna, 2020).

The results of this study are different from previous research conducted by Rizky Dhelvia & Soegoto (2018) said that workload has a positive and significant effect on employee performance. This indicates that the workload is increasing, and the performance of

its employees will also increase. Further research will be able to answer why this difference occurs. This indicates the existence of a research gap (research gap) which could be the object of the next research.

Effect of Workload on Work Motivation

Obtaining a path coefficient of -0.213 with p-values of 0.000 means that the workload has a significant negative effect on work motivation, thus H2 is accepted because $p < 0.05$. The results showed that workload has a negative and significant effect on work motivation. This means that the higher the workload, the lower the motivation for work in employees. The results of previous research on workload and work motivation have a positive and significant influence, so employees can be motivated when there is competence compared to the workload they face (Adriana, 2019).

The results of this study are different from research by Ircham & Siswanto (2015) workload does not have a significant effect directly on work motivation. Optimal work should always be applied by all employees in work, but sometimes some employees feel excessive burden with the work they do so that it affects their motivation in work. Further and in-depth research will be able to find out the difference in the results of previous research and can be one of the objects of further research.

Impact of the Work Environment on Employee Performance

Getting a track coefficient of 0.705 with p-values of 0.000 means that the work environment has a significant positive effect on employee performance, thus H3 is accepted because $p < 0.05$. Based on the results of research shows that the work environment has a positive and significant effect on employee performance. This means that the better the work environment, the better the performance of its employees. The results of previous research on the work environment have a positive and significant influence on employee performance (Lusri and Hotlan, 2017).

The results of previous research according to Vebina & Havidz Aima (2021) showed that the work environment had no effect on employee performance. The creation of a conducive environment can also make employees more active in work and increase moral support provided by their superiors, to improve employee performance.

The Impact of the Work Environment on Work Motivation

Obtained a path coefficient of 0.765 with p-values of 0.000 means that the work environment has a significant positive effect on work motivation, thus H4 is accepted because $p < 0.05$. Based on the results of research shows that the work environment has a positive and significant effect on work motivation. This means that a good work environment will have a good impact on the work motivation of employees. The results of the analysis showed that the work environment has a significant effect on work motivation.

Previous research has also shown that the work environment is a force that encourages the spirit that exists inside and outside itself both in the form of reward and punishment. The physical work environment and non-physical work environment are well maintained, so that employees are motivated to work in completing work because of the need to exist, the need to establish relationships and the need to develop is met (Rayka, 2014)

The Effect of Work Motivation on Employee Performance

Getting a path coefficient of -0.337 with p-values of 0.000 means that work motivation negatively and significantly affects employee performance, thus H5 is accepted

because $p < 0.05$. From the results of the study showed that work motivation has a negative but significant influence on employee performance. This means that the higher the motivation of work, it will make employee performance low.

Previous research results mentioned that work motivation has a positive and significant influence on employee performance (Ivan, 2018). The results of research according to Rina & Havidz Aima (2018) motivation has a significant effect on employee performance, meaning that motivation can affect the improvement of employee performance and can be leverage for improving employee performance effectiveness. In other words, employees who have high motivation tend to have high work performance, and conversely if employees have low work performance is possible because of their low motivation. Related to the good performance of an employee will provide encouragement for his environment, namely other co-workers to produce good performance as well.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Workload has a negative and significant effect on employee performance at PT Ciptajaya Sejahtera Abadi.
2. Workload has a negative and significant effect on work motivation in PT Ciptajaya Sejahtera Abadi.
3. The work environment has a positive and significant effect on employee performance at PT Ciptajaya Sejahtera Abadi.
4. The work environment has a positive and significant effect on work motivation at PT Ciptajaya Sejahtera Abadi.
5. Work motivation has a negative and significant effect on employee performance at PT Ciptajaya Sejahtera Abadi.

Suggestion

Based on the results of the study and some of the conclusions above, the author provides the following suggestions to complete the results of this study:

1. In workload variables, the dimension that has the highest correlation with the work motivation variable is the physical demand on the dimension of the need to power and influence on others. Therefore, to reduce the workload is to increase work motivation, namely by raising positions or being given the freedom to do work with their responsibilities.
2. In the work environment variable, the dimension that has the highest correlation with the work motivation variable is the physical work environment to the dimension of the need to achieve. Therefore, to increase work motivation is to reduce the uncomfortable work environment.
3. In workload variables, the dimension that has the highest correlation with the work performance variable is the physical work environment to the dimension of the need to achieve. Therefore, to increase work motivation is to reduce the uncomfortable work environment.
4. In the work environment variable, the dimension that has the highest correlation with the work kinerka variable is the physical work environment to the dimension of work

quality. Therefore, to improve the quality of work, namely by reducing an uncomfortable work environment such as better air quality, adequate lighting, and room. Who can accommodate the needs of employees, etc.

5. In the work motivation variable, the dimension that has the highest correlation with the work kinerka variable is the dimension of interpersonal needs for the quality of work. Therefore, to improve the quality of work, namely by making a joint work plan, a sacred event between employees such as outing or family gathering. So that employees can feel togetherness and cohesiveness between employees

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