THE INFLUENCE OF WORK ENVIRONMENT, WORK CULTURE, AND WORK ROTATION ON EMPLOYEE PRODUCTIVITY AT HUMAN RESOURCES DEVELOPMENT CENTRE KEMENDAGRI YOGYAKARTA

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Abstract: The study aimed to examine the relationship between the work environment, work culture, work rotation, and employee productivity at the Human Resources Development Centre (PPSDM) Kemendagri Regional Yogyakarta. The research method used in this study was quantitative descriptive research. The study population comprised all employees working at the Human Resources Development Centre Kemendagri Yogyakarta, while the sample consisted of 100 respondents, including 83 civil servants (PNS) and 17 non-civil servant government employees. The results of the study showed that work environment, work culture, and work rotation had a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta, based on the results of simple linear regression analysis and t-test.

Keywords: Work Environment; Work Culture; Work Rotation; Employee Productivity

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INTRODUCTION

Human resources are one of the main factors in determining the success of an organisation. In today's modern era, every institution or organisation, both government agencies and companies, must have qualified and competent employees in their fields so that they can carry out their work and responsibilities properly and correctly. The role of human resources is crucial in influencing the degree of success that an institution or organization achieves in fulfilling its established objectives (Salasiah et al., 2023). 1. A successful institution or organization is able to operate with effectiveness and efficiency when the essential management functions of planning, organizing, and supervising are properly executed, and when the necessary supporting elements are in place and meet the necessary criteria (Utami et al., 2023). One of the most important elements that can support the running of an institution or organisation, both government agencies and companies, is human resources (employees).

Human Resources Development Centre Kemendagri Yogyakarta is an institution that is authorized to conduct training for the civil servants within the Ministry of Home Affairs (Kemendagri) and local governments. According to the results of simple field observations, the phenomena that occur at the Human Resources Development Centre Kemendagri Yogyakarta have found problems, including the existence of employee work productivity that is not optimal. This is seen based on the existing problems, namely that employees are still not optimal in completing their duties and responsibilities due to the work environment, work culture, and work rotation provided by the agency to employees, thus affecting employee productivity in the organisation or institution.

Work Environment

The work environment is everything that is around the workers that can affect them in carrying out their various tasks. The work environment is also the environment in which employees do their daily work. The work environment is very influential in the implementation of work which is a supporting factor for employee productivity in order to create a sense of comfort at work (Syahputra et al., 2022). There are several factors that affect the level of productivity of an employee in carrying out tasks such as temperature, humidity, ventilation, air circulation, lighting, noise, cleanliness of the workplace and whether

the work equipment is adequate. Broadly speaking, the types of work environment are divided into two:

1.   Physical Work Environment
According to Ahmad et al., (2022), the work environment encompasses all physical factors present in the workplace that have the potential to impact employees, whether through direct or indirect means. The physical work environment is all the physical conditions that exist around the workplace that can affect employees either directly or indirectly. The physical work environment can be divided into two categories, namely the environment directly related to employees such as work centres, chairs, tables, and so on and the intermediate environment or the environment that affects human conditions such as temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odours, colours and others (Ramdhona et al., 2022). From some of the above factors it can be concluded that the physical work environment or physical conditions around can affect employee productivity.

2.   Non-Physical Work Environment
The non-physical work environment is all conditions that occur in relation to work relationships, both work relationships with superiors and relationships with co-workers (Surijadi & Idris, 2020). From the above understanding, it can be concluded that the non-physical work environment is a condition related to employee relations that can affect employee productivity.

Work Culture
The notion of culture comes from the Latin word *Colere*, which means to work the land, cultivate and maintain the fields. The word work can be defined as punishment, burden, obligation, devotion, life and even worship. Work culture or organisational culture cannot be changed only on a surface level (Jismin et al., 2022). For example, just by giving it a new image, coming up with new philosophies and beliefs, and introducing new patterns of working relationships.

Work Rotation
According to Marlius & Sari (2023), work rotation is the process by which a person moves from one job to another. It is a technique used to reduce the monotony of an employee's routine. Usually, each company has its own policies in implementing work rotation time periodically (per week, per month, or per year) and irregularly. (Utami et al., 2023) stated that work rotation will eliminate boredom, provide opportunities for employees in terms of preparing themselves for better management systems, increase productivity, knowledge and skills.

Employee Productivity
According to Missaefuddin (2022), productivity refers to the correlation between the outputs, which encompass the quantity of goods and services produced, and the inputs, including the various resources such as labor, capital, land, and energy, utilized in the production process.. Productivity includes two basic concepts, namely usability and output (Wijaya & Manurung, 2021). Usability describes the level of human, financial and natural resources required to produce a certain result, while output describes the effect and quality of the result.

Previous Researches
Yuningsih et al., (2023) assessed the impact of supervision at work, organizational culture, and the work environment on the productivity of employees at PT ABC. The results revealed that work supervision, work culture, and work environment had a partial effect on employee productivity at PT ABC. Another research was conducted by (Hotmauli et al., 2023) about the effect of culture and work discipline on employee performance. at Advent Hospital Medan. The findings of the research indicate that organizational citizenship

behavior and social intelligence account for 72.0% of performance outcomes. This suggests that a strong work culture and adherence to discipline enhance employee performance, thereby fostering motivation among employees. Disciplined conduct is associated with increased productivity, ultimately resulting in improved performance.

Hypothesis

A hypothesis is a provisional explanation of the relationship between complex problems (Priadana & Sunarsi, 2021). Hypotheses represent potential resolutions to research problems that are theoretically feasible and possess the utmost level of accuracy, however, they require empirical validation (Yakin, 2023). Based on the results of previous research and theoretical reviews, the hypothesis of this study can be formulated as follows: (a). H1: The work environment has a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta, (b). H2: Work culture has a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta, (c). H3: Job rotation has a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta, and (d). H4: The work environment, work culture, and job rotation simultaneously have a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta.
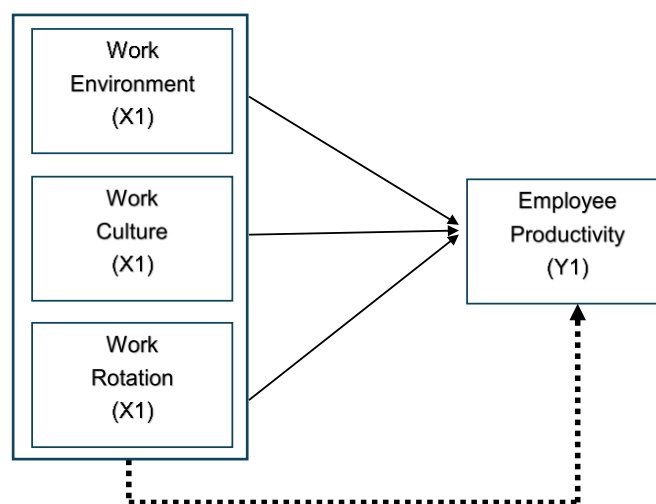

Figure 1. Theoretical Framework

METHOD

This type of research used quantitative descriptive research. Quantitative descriptive research is used to explain a phenomenon using numbers, develop and use mathematical models, theories or hypotheses related to natural phenomena and explain the relationship between variables, test theories, and generalise the social phenomena studied (Sahir, 2021).

The population in this study were all employees who worked at the Human Resources Development Centre Kemendagri Yogyakarta, with a total of 143 employees, consisting of 97 civil servants and 46 non-civil servants.

The sample used in this study were 100 respondents consisting of 83 civil servants and 17 non-civil servant government employees at the Human Resources Development Centre Kemendagri Yogyakarta. The population was not taken all because it was not possible to study the entire population, some of the obstacles included lack of mastering technology, old age, to fill out questionnaires that has been planned with the reality of implementation..

Primary data is collected by researchers directly from the first source or where the object of research is carried out by distributing questionnaires in the form of question items regarding the effect of Work Environment, Work Culture, and Work Rotation on Employee Productivity. Secondary data in this study were obtained using literature studies, which use books such as collecting data from scientific information, in the form of theories, methods, or approaches that have developed and have been documented in the form of books, journals, manuscripts, notes, historical records, documents, and others to be used as references. Interviews were conducted by conducting face-to-face questions and answers directly and virtually. Questionnaire is a data collection technique that is carried out by giving several questions or written statements to research subjects related to the topic to be studied (Prawiyogi et al., 2021). This questionnaire was given to employees at the Human Resources Development Centre Kemendagri Yogyakarta. The measurement scale of this questionnaire used is a Likert scale. The questionnaire was tested first with a validity test (product moment correlation) and a reliability test (Cronbach Alpha technique).

RESULTS AND DISCUSSION

Validity Test

The validity test in this study states the accuracy of the research measuring instrument between the data that actually occurs and the data collected by the researcher (Sanaky et al., 2021). In conducting the validity test, the authors used the product moment technique with the help of the SPSS version 26 application. In this validity test, the authors tested by taking 30 respondents as a sample (n) to be tested by comparing rcount with rtable at the significance level a = 0.05, df = N-2 = 30 - 2 = 28, then rtable = 0.361

Table 1. Result of Validity Test

Item	r_{count}	r_{table}	Description
X1.1	0,876	0,361	Valid
X1.2	0,808	0,361	Valid
X1.3	0,693	0,361	Valid
X1.4	0,669	0,361	Valid
X1.5	0,849	0,361	Valid
X2.1	0,925	0,361	Valid
X2.2	0,918	0,361	Valid
X2.3	0,858	0,361	Valid
X2.4	0,871	0,361	Valid
X2.5	0,939	0,361	Valid
X3.1	0,720	0,361	Valid
X3.2	0,865	0,361	Valid
X3.3	0,907	0,361	Valid
X3.4	0,850	0,361	Valid
X3.5	0,764	0,361	Valid
Y1	0,904	0,361	Valid
Y2	0,916	0,361	Valid
Y3	0,890	0,361	Valid
Y4	0,937	0,361	Valid
Y5	0,920	0,361	Valid

Source: Output SPSS 26 (2023)

Table 1 above shows that all question instruments from variables X1 work environment, X2 work culture, X3 work culture, and Y productivity are declared valid, because all items have a rcount greater than rtable. So that the highest rcount result is 0.939, the lowest is 0.669 and the average is 0.854. So it can be said that the statement instruments used in the work environment variables, work culture work rotation and productivity are valid to be used as measuring instruments in this study.

Reliability Test

The reliability test in this study was used to determine whether the work environment, work culture and work rotation variables were declared reliable or not. Testing the reliability of the instrument in this study using the product moment coefficient of correlation and using the Cronbach Alpha technique. In this study the authors conducted reliability testing using the SPSS version 26 application. Where the instrument can be said to be reliable if the Cronbach (r) value is> 0.6.

Table 2. Result of Realibility Test

Variable	Cronbach alpha	Standard of Reliability	Description
Work Environment(X1)	0,827	0,6	Reliable
Work Culture (X2)	0,943	0,6	Reliable
Work Rotation (X3)	0,877	0,6	Reliable
Employee Productivity (Y)	0,950	0,6	Reliable

Source: Output SPSS 26 (2023)

The data in table 2 shows that each question item used is declared reliable. From the table above, it can be seen that the Cronbach alpha of the work environment variable (X1) 0.827, work culture (X2) 0.943, work rotation (X3) 0.877, and productivity (Y) 0.950 is> 0.6 so that it can be stated that all question items used in the questionnaire are reliable to be used as measuring instruments in this study.

Normality Test

The normality test is carried out to test whether in the regression model, confounding or residual variables have a normal distribution or not, where a good regression model is to have a normally distributed residual value (Suhartono & Putri, 2023). The normality test in this study used the Kolmogorov-Smirnov test which is calculated with the help of the SPSS version 26 application.

Table 3. Result of Normality Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.54794941
Most Extreme Differences	Absolute	.083
	Positive	.083
	Negative	-.078
Test Statistic		.083
Asymp. Sig. (2-tailed)		.087[c]
	a. Test distribution is Normal.	
	b. Calculated from data.	
	c. Lilliefors Significance Correction.	

Source: Output SPSS 26 (2023)

The normality test results in table 3 shows that the 2 tailed significant value of 0.087> from the significance level of 0.05, which means that the normality test in this study is that the residual value is normally distributed.

Heteroskedasticity Test

The Heteroscedasticity test aims to test whether the regression model has an unequal variance from the residuals of one observation to another (Purba et al., 2021) . Uji Heteroscedasticity can be done using the Glejser test. The applicable criteria are if the significant value of the t test> 0.05 then, it means that the residual variance is the same or there is no Heteroscedasticity.
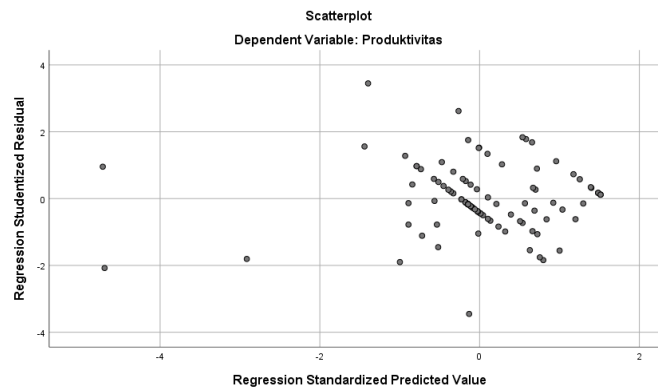

Figure 2. Result of Heteroskedasticity Test
Source: Output SPSS 26 (2023)

Figure 2 shows that it is irregular and does not form a certain pattern and is spread above and below the number 0 on the Y axis, so it can be concluded that in this regression model there is no heteroscedasticity problem.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between the independent variables (Purnawijaya, 2019). The multicollinearity test is based on the tolerance value and Variance Inflation Factor (VIF). If the tolerance value <0.10 and VIF> 10 then there is multicollinearity, but if the tolerance value> 0.10 and VIF < 10 then there is no multicollinearity.

Table 4. Result of Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.050	1.130		1.813	.073		
	Work Environment	.084	.087	.081	.971	.334	.359	2.789
	Work Culture	.595	.077	.637	7.762	.000	.373	2.682
	Work Rotation	.231	.066	.237	3.530	.001	.558	1.793
a. Dependent Variable: Employee Productivity								

Source: Output SPSS 26 (2023)

Based on table 4, the multicollinearity test results above show that the tolerance value of the independent variable work environment is 0.359, work culture is 0.373, and work rotation is 0.558. While the VIF value of the independent variable work environment is 2,789, work culture is 2,682 and work rotation is 1,793. From the table above, it can be seen that the conditions for passing the multicollinearity test have been met by all existing independent variables, namely the tolerance value which is greater than> 0.10 and the VIF value which is not more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Simple Linear Regression Analysis

Simple Linear Regression Analysis is used to determine how the influence of each independent variable partially, namely work environment, work culture, job rotation, on the dependent variable Productivity. Simple linear regression analysis in the study was complemented by the T test (partial test).

Table 5. Result of Simple Linear Regression Analysis

Coefficients[a]					
Model	Unstandardized Coefficients		Standardizd Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.521	1.466		3.766	.000
Work Environment	.751	.072	.726	10.442	.000
1 (Constant)	4.080	1.069		3.816	.000
Work Culture	.791	.050	.846	15.702	.000
1 (Constant)	7.913	1.403		5.638	.000
Work Rotation	.666	.072	.681	9.209	.000
a. Dependent Variable: Employee Productivity					

Source: Output SPSS 26 (2023)

Based on each data above, it shows that the regression coefficient of each independent variable is positive. So that the independent variables (work environment, work culture, and work rotation) partially have a positive effect on the dependent variable (productivity).

Partial T Test

The Partial T test in this study aims to determine whether the independent variable has an influence on the dependent variable partially (Wardani & Permatasari, 2022). In this study the authors conducted a T test with the help of the SPSS version 26 application, the T test was carried out by comparing the value of Thitung with Ttabel. The hypothesis is accepted and said to have a significant effect if $t$count > from ttable (t> tt).

Table 6. Result of Partial T Test

Coefficients[a]					
Model	Unstandardized Coefficients		Standardizd Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.521	1.466		3.766	.000
Work Environment	.751	.072	.726	10.442	.000

1	(Constant)	4.080	1.069		3.816	.000
	Work Culture	.791	.050	.846	15.702	.000
1	(Constant)	7.913	1.403		5.638	.000
	Work Rotation	.666	.072	.681	9.209	.000
a. Dependent Variable: Employee Productivity						

Source: Output SPSS 26 (2023)

Table 6 shows that the $t$count value is 5.525 and $t$table is 1.661 so that in the t test results above that $t$count > $t$table. Then Ho1 is rejected and Ha1 is accepted, while the significant value of the Work Environment variable (X) is 0.000 <0.05, then Ho1 is rejected and Ha1 is accepted so it can be concluded that the work environment variable (X) has a positive and significant effect on the employee Productivity variable (Y). The hypothesis is proven.

Table 6 shows that the $t$count value is 4.080 and $t$table is 1.661 so that in the T test results that $t$count > $t$table. Then Ho1 is rejected and Ha1 is accepted, while the significant value of the work culture variable (X) is 0.000 <0.05, then Ho1 is rejected and Ha1 is accepted so it can be concluded that the work culture variable (X) has a positive and significant effect on the variable Employee productivity (Y). The hypothesis is proven.

Table 6 shows that the $t$count value is 7.913 and $t$table is 1.661 so that in the T test results that $t$count > $t$table. Then Ho1 is rejected and Ha1 is accepted, while the significant value of the work rotation variable (X) is 0.000 <0.05, then Ho1 is rejected and Ha1 is accepted so it can be concluded that the work rotation variable (X) has a positive and significant effect on the variable Employee productivity (Y). The hypothesis is proven.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to test whether the independent variables, namely work environment, work culture, and work rotation simultaneously affect employee productivity. In this study the authors conducted multiple linear regression tests with the help of SPSS version 26 software to process the data.

Table 7. Result of Multiple Linear Regression Analysis

Coefficients[a]						
Model		Unstandardized Coefficients		Standardizd Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.050	1.130		1.813	.073
	Work Environment	.084	.087	.081	.971	.334
	Work Culture	.595	.077	.637	7.762	.000
	Work Rotation	.231	.066	.237	3.530	.001
a. Dependent Variable: Employee Productivity						

Source: Output SPSS 26 (2023)

The constant value a of 2.050 indicates that if the independent variable (work environment, work culture and work rotation) is 0, the dependent variable (productivity) (Y) is 2.050. The regression coefficient (b1) of the work environment variable (X1) of 0.084 indicates that the work environment variable has a positive effect on productivity, which means that every 1 unit increase in the work environment variable affects productivity by 0.084. If the coefficient of the work environment variable is getting bigger and the number of work environment variables increases by 1 unit, productivity at the Human Resources Development Centre Kemendagri Yogyakarta will increase. The regression coefficient (b2) of the work culture variable (X2) of 0.595 indicates that the work environment variable has a

positive effect on productivity, which means that every 1 unit increase in the work culture variable affects productivity by 0.595. If the coefficient of the work culture variable is getting bigger and the number of work culture variables increases by 1 unit, productivity at the Human Resources Development Centre Kemendagri Yogyakarta will increase. The regression coefficient (b3) of the work rotation variable (X3) of 0.231 indicates that the work rotation variable has a positive effect on productivity, which means that every 1 unit increase in the work rotation variable affects productivity by 0.231. If the coefficient of the work rotation variable is getting bigger and the number of work rotation variables increases by 1 unit, productivity at the Human Resources Development Centre Kemendagri Yogyakarta will increase.

Simultaneous F-test

The F test was conducted to see whether the challenges of work environment, work culture, and job rotation simultaneously had a significant effect on employee productivity (Sehangunaung et al., 2023). The F test was conducted to show whether all independent variables have an influence on the dependent variable together. In this study, the F test was carried out with the help of SPSS version 26 to process and present the data from the F test results.

Table 8. Result of Simultaneous F Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regressin	747.221	3	249.074	100.78	.000[b]
	Residual	237.219	96	2.471		
	Total	984.440	99			
a. Dependent Variable: Employee Productivity						
b. Predictors: (Constant), Work Environment, Work Culture, Work Rotation						

Source: Output SPSS 26 (2023)

Table 8 shows that the results of the F test obtained a significance value of 0.000, meaning that the value of 0.000 <0.05, it can be concluded that the work environment (X1), work culture (X2), and work rotation (X3) simultaneously affect employee productivity (Y). from the ANOVA or Ftest test obtained fhitung of 100. 798 with Ftable value df1 = K - 1 = 3 - 1 = 2, df2 = N - K = 100 - 2 = 98, significance level 0.05, the Ftable value obtained Ftable is 2.70, meaning that Fcount> from Ftable means that simultaneously the independent variables of work environment (X1), work culture (X2), and work rotation (X3) have a significant effect on the dependent variable employee productivity (Y). Because the significance value is much smaller than 0.05.

DISCUSSION

The findings from the simple linear regression analysis indicate that the work environment exerts a positive and statistically significant influence on employee productivity. As illustrated in Table 4.13, the calculated t-value (Tcount) of 5.521 exceeds the critical t-value (Ttable) of 1.661, leading to the rejection of the null hypothesis (Ho) in favor of the alternative hypothesis (Ha). This outcome confirms that the work environment variable indeed impacts employee productivity. Furthermore, the significance level presented is 0.000, which is less than the threshold of 0.05, reinforcing the rejection of Ho and acceptance of Ha. This indicates that, on a partial basis, the work environment significantly and positively affects employee productivity. Consequently, the work environment plays a crucial role in enhancing employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta; a favorable work environment is associated with increased productivity levels. Thus, the hypothesis asserting that the work environment positively and significantly influences employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta is substantiated.

The results of the analysis conducted on the impact of work culture on employee productivity indicate a clear and positive relationship between the two variables. The calculated T-value of 4.080 exceeds the critical T-value of 1.661, leading to the rejection of the null hypothesis (Ho) and acceptance of the alternative hypothesis (Ha) that work culture indeed influences employee productivity in a positive manner. Furthermore, the significance level of 0.000, as presented in table 4.17, is lower than the standard threshold of 0.05. This result further supports the rejection of the null hypothesis and the acceptance of the alternative hypothesis, indicating that work culture plays a significant role in enhancing employee productivity within the context of the Human Resources Development Centre Kemendagri Yogyakarta. It is evident from the findings that an improvement in work culture can lead to a notable increase in employee productivity. Therefore, the hypothesis positing a positive and significant relationship between work culture and employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta is substantiated by the data analysis conducted.

The analysis of the impact of work rotation on employee productivity, as indicated by the test results, reveals a positive and statistically significant relationship between the two variables. Examination of the data presented in table 4.15 demonstrates that the calculated T-value (Tcount) of 7.913 exceeds the critical T-value (Ttable) of 1.661. Consequently, the null hypothesis (Ho) is rejected in favor of the alternative hypothesis (Ha), indicating that work rotation indeed has a positive influence on employee productivity. Furthermore, the significance level provided in table 4.18, with a value of 0.000 being less than the conventional threshold of 0.05, leads to the rejection of the null hypothesis and acceptance of the alternative hypothesis. This suggests that work rotation plays a crucial role in enhancing employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta, with a proven positive and significant impact.

The findings of this study align with the previous research conducted by Yuningsih et al., (2023). However, there is a slight distinction, as this research indicates that the work environment, work culture, and job rotation have a fully positive and significant impact on employee productivity, whereas the results from Yuningsih et al., (2023). demonstrate a partial influence. This study also reaffirms the conclusions drawn by (Hotmauli et al., 2023), highlighting that work culture plays a positive role in enhancing employee productivity. Overall, this research supports earlier studies while introducing job rotation as a dependent variable.

The author's analysis indicates that employee productivity is influenced by the work environment, work culture, and work rotation collectively. The findings from table 4.20 reveal that the Fcount test result of 100.798 is greater than the Ftable value of 2.70, leading to the acceptance of the alternative hypothesis (Ha) and rejection of the null hypothesis (Ho). This suggests that the work environment, work culture, and work rotation have a substantial and positive impact on employee productivity. Moreover, the significance level presented in table 4.20 is 0.000, which is lower than the conventional threshold of 0.05. This implies that the variables of work environment, work culture, and work rotation jointly contribute significantly to enhancing employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta.

CONCLUSION

Based on the results of simple regression analysis, it is stated that work environment, work culture, and work rotation have a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta. Therefore, the hypothesis which states that the work environment, work culture, and work rotation have a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta is proven.

Based on the results of multiple regression analysis, work environment, work culture, and work rotation simultaneously have a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta. Therefore, the hypothesis which states that it is suspected that the work environment, work

culture, and work rotation simultaneously have a positive and significant effect on employee productivity at the Human Resources Development Centre Kemendagri Yogyakarta is proven.

The agency needs to improve the work environment for employees so that employees have a boost in increasing productivity such as sufficient lighting, neatly arranged layout of tables, chairs, and others. In addition, the agency is also advised to improve good interactions among employees, namely by holding regular meetings, eating together so as to create a healthy work environment so that employees are more productive in carrying out their duties or responsibilities. In addition to the work environment, what needs to be improved is a work culture such as the work culture, namely discipline in time when entering work or when leaving work, honesty in everything, integration, diversity, ready to serve and kinship that continues to create a comfortable atmosphere. Agencies also need to hold job rotations so that there is no boredom in employees so that employees will become more productive.

This research can be done again using other variables that may support the dependent variable of productivity including leadership style, motivation, compensation, and training. Future research can also use different research objects with the same variables. In addition, future research can use different variables but with the same object or place of research.

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