

## THE INFLUENCE OF WORK ENVIRONMENT, WORK DISCIPLINE, WORKLOAD, AND *BURNOUT* ON WORK PRODUCTIVITY

Ridha Fatika Syahri<sup>1)</sup>, Apriyanti<sup>2)</sup>.

<sup>1,2</sup> Management, Faculty of Economics and Business, Universitas PGRI Madiun

<sup>1</sup> Email: [ridhafatika12@gmail.com](mailto:ridhafatika12@gmail.com)

<sup>2</sup> Email: [kelip.apriyanti@uunipma.ac.id](mailto:kelip.apriyanti@uunipma.ac.id)

### *Abstract*

Penelitian ini bertujuan untuk mengetahui pengaruh lingkungan kerja, disiplin kerja, beban kerja, dan burnout terhadap produktivitas kerja. Subjek dalam penelitian ini adalah karyawan PT Wahana Ottomitra Multiartha Tbk Madiun. Produktivitas kerja merupakan salah satu faktor penting dalam pencapaian tujuan perusahaan, sehingga dipengaruhi oleh berbagai aspek internal maupun eksternal karyawan. Lingkungan kerja yang kondusif diharapkan mampu menciptakan kenyamanan dalam bekerja. Disiplin kerja menjadi landasan dalam menegakkan aturan dan tanggung jawab. Beban kerja yang proporsional mendorong efisiensi, sedangkan burnout yang dikelola dengan baik dapat memberikan umpan balik positif bagi manajemen untuk meningkatkan perhatian terhadap kesejahteraan karyawan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei, melalui penyebaran kuesioner kepada responden yang telah ditentukan. Teknik analisis data yang digunakan adalah regresi linier berganda untuk menguji pengaruh variabel bebas terhadap variabel terikat. Hasil penelitian menunjukkan bahwa keempat variabel, yaitu lingkungan kerja, disiplin kerja, beban kerja, dan burnout, berpengaruh positif dan signifikan terhadap produktivitas kerja.

**Kata Kunci:** Lingkungan Kerja, Disiplin Kerja, Beban Kerja, Burnout, Produktivitas Kerja.

### *Abstract*

*This study aims to examine the influence of work environment, work discipline, workload, and burnout on work productivity. The subjects of this research are employees of PT Wahana Ottomitra Multiartha Tbk Madiun. Work productivity is a crucial factor in achieving organizational goals and is influenced by various internal and external aspects of employees. A conducive work environment is expected to foster comfort in the workplace. Work discipline serves as the foundation for enforcing rules and responsibilities. A proportional workload encourages efficiency, while well-managed burnout can provide valuable feedback to management in enhancing employee well-being. This research employs a quantitative approach using a survey method, with questionnaires distributed to selected respondents. The data were analyzed using multiple linear regression to test the effect of independent variables on the dependent variable. The results show that all four variables—work environment, work discipline, workload, and burnout—have a positive and significant effect on work productivity.*

**Keywords:** Work Environment, Work Discipline, Workload, Burnout, Work Productivity.

## A. INTRODUCTION

PT Wahana Ottomitra Multiartha Tbk (WOM Finance) Madiun is one of the financing companies engaged in motor vehicle financing and has high performance targets, both in terms of credit distribution, service to consumers, and the achievement of individual employee targets. However, in recent years, company management has faced serious challenges in maintaining employee work productivity which is showing a downward trend. According to Nugroho (2021), explaining work productivity is a very old concept, but it is still relevant today.

The work environment that occurred at PT Wahana Ottomitra Multiartha Tbk Madiun showed indications of a decrease in work comfort and productivity which allegedly came from less conducive work environment conditions. The work environment has a crucial role in supporting or even hindering employee performance. In line with the opinion of Soelistya (2023), the work environment is an important element that can affect employee performance indirectly, both psychologically and physically. Based on the results of observations and interviews conducted by researchers, several problems were found that were quite significant. First, the monotonous work atmosphere is the main complaint of most employees of PT Wahana Ottomitra Multiartha Tbk Madiun.

The existing work environment, if it is said to support its employees, directly has a positive and significant effect on work productivity (Siadari & Safrin, 2024). On the other hand, research conducted by Purwanti et al., (2024), explained that the work environment has no effect on employee work productivity. This shows that the work environment does not always affect employee work productivity and causes *research gap* in this study.

The decline in work discipline within PT Wahana Ottomitra Multiartha Tbk Madiun is suspected to be caused by a number of interrelated factors. Some of them include a decrease in employee work motivation, a lack of direct supervision from superiors, and weak enforcement of sanctions against violations of company rules. This condition has the potential to disrupt the rhythm of teamwork, reduce operational efficiency, and ultimately negatively impact the overall performance of the work unit.

Marhadi et al., (2025), explained that work discipline also has a positive and significant effect on employee work productivity. On the other hand, research conducted by Taufan & Sudarso (2024), shows that work discipline has no effect on employee work productivity in a

company. This shows that work discipline does not always affect the work productivity of employees in a company, and causes *research gap* in this study.

Excessive workload in finance companies such as PT Wahana Ottomitra Multiartha Tbk Madiun is a crucial issue because it has the potential to have a negative impact on employee performance, organizational productivity, and individual mental health. Workload imbalances, whether too heavy or too light, can trigger stress, physical and psychological fatigue, and lower work motivation levels (Taufik et al., 2023).

Afiqah et al., (2024), explain that workload has a direct effect on work productivity with positive and significant results. In line with research conducted by Karauwan et al., (2024), it is explained that if work productivity is influenced by a workload that is not too heavy, productivity will go up and not down. On the other hand, research conducted by Fauziah et al., (2024), explains that workload has no effect on employee work productivity in a company. This shows that workload does not always affect employee work productivity, and causes *research gap* in this study.

PT Wahana Ottomitra Multiartha Tbk Madiun, began to see worrying symptoms related to work fatigue (*burnout*) among employees. Several indicators such as declining work morale, increasing absenteeism, and slow completion of tasks with decreased accuracy, are important signals that should not be ignored. This condition is most commonly found in high-pressure positions, which are required to meet daily targets, face large workloads, and have to interact directly with customers in the field. This phenomenon is a serious warning to management that burnout is no longer just a personal issue that can be ignored, but has developed into a strategic problem that has a direct impact on work productivity, service quality, and overall operational stability.

Mulyono & Sunyoto (2024) explained in their research that employees who feel burnout directly affect work productivity. Other research also explains that burnout or worker burnout has a positive and significant effect on employee work productivity (Fhauzan & Ali, 2024; Sukarsono et al., 2025). On the other hand, research conducted by Sinuhaji & Simanjourang (2024), explains that burnout cannot affect employee work productivity. The results of these findings show that burnout does not always affect employee work productivity, and can cause *a research gap* in this study.

## B. METHOD

This study uses a quantitative approach with a survey method, through the distribution of questionnaires to a number of 83 respondents. The data analysis technique used is multiple linear regression to test the influence of the independent variable (X) on the bound variable (Y). The results of the study show that the four variables, namely work environment, work discipline, workload, and burnout, have a positive and significant effect on work productivity.

## C. RESULTS AND DISCUSSION

### Descriptive Analysis

Descriptive statistics are the activities of collecting, structuring, summarizing and presenting data with the hope that data will be more meaningful, easy to read, and easy to understand by data users. Descriptive statistics are only limited to providing a description or overview of the characteristics of the object being studied and do not generalize the sample to the population. Descriptive statistics are used to explain or provide an overview of the characteristics of a set of data and do not draw general conclusions (Ghozali, 2021). The descriptive data analysis in this study is described in the following table:

**Table 1. Descriptive Analysis Results**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Hours of deviation
Work Environment	83	17	48	39.43	5.833
Work Discipline	83	12	32	26.60	3.816
Workload	83	12	32	26.83	4.582
<i>Burnout</i>	83	14	24	19.89	2.295
Work Productivity	83	16	32	25.87	3.540
Valid N (listwise)	83				

Source: Primary Data Processed (2025)

Based on the results of the data description analysis in the table above, it can be seen that:

- a. The Work Environment variable had an average score of 39.43 with a standard deviation of 5.833, indicating that in general respondents rated the work environment as quite good, although there were variations in assessments between individuals. For the consumer review variable, a mean value of 31.5241 was obtained with a standard deviation value of 3.10931. For a minimum score of 25 and a maximum score of 39.

- b. The Work Discipline variable showed an average of 26.60 with a standard deviation of 3.816, which reflects a fairly high level of discipline but there are still differences between respondents.
- c. The Workload variable had an average of 26.83 and a standard deviation of 4.582, slightly higher than the work discipline, indicating a fairly high workload with greater variation.
- d. The *Burnout* variable showed the lowest average of 19.89 and the smallest standard deviation of 2.295, which means that the level of work fatigue in the respondents was relatively low and fairly uniform.
- e. The Work Productivity variable had an average of 25.87 with a standard deviation of 3.540, which indicates that the respondents' work productivity was relatively good despite the slight variation.

### Regresi Linear Berganda

Multiple linear regression analysis is used to see the effect of whether an independent variable expressed by (X), affects a dependent variable expressed by (Y), based on proportional development. The method of this analysis tool is formulated as follows (Sugiyono, 2021). The complete results of the data processing carried out are shown as follows:

**Table 2. Results of Multiple Linear Regression Analysis**

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficients		t	Itself.
	B	Std. Error	Beta			
1 (Constant)	5.064	3.139			1.613	.111
Work Environment	.284	.072	.467		3.949	.000
Work Discipline	.095	.094	.102		1.014	.000
Workload	.022	.076	.028		2.034	.000
Burnout	.640	.139	.415		4.620	.000

a. Dependent Variable: Work Productivity

Source: Primary Data Processed (2025)

Based on table, *the output* of the *Coefficients* table from the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = 5,064 + 0,284X_1 + 0,095X_2 + 0,022X_3 + 0,640X_4$$

The following is an explanation of each variable:

- Work Environment ( $X_1$ ). A coefficient of 0.284 indicates that every 1 unit increase in the work environment variable will increase work productivity by 0.284, assuming the other variables are constant. The  $t$ -value of 3.949 with a significance of 0.000 ( $< 0.05$ ) shows that this variable has a positive and significant effect on work productivity.
- Work Discipline ( $X_2$ ). The regression coefficient of 0.095 shows that work discipline also has a positive effect on work productivity. Although *the t-value is* calculated to be only 1.014, the significance value is recorded at 0.000, which statistically indicates a significant influence
- Workload ( $x_3$ ). A coefficient of 0.022 shows a very small positive influence on work productivity. With *a calculated t-value* of 2.034 and *a significance* of 0.000, it can be concluded that workload also has a significant influence on work productivity, although the magnitude of the effect is relatively small.
- Burnout* ( $X_4$ ). The coefficient of 0.640 showed the greatest positive influence compared to other variables. This shows that an increase in the value of the burnout variable is associated with an increase in work productivity. The *calculated t-value* of 4.620 and the significance of 0.000 show a very significant influence.

### T test (Partial)

The  $t$ -test (Partial Test) is used to test the significant degree of influence of a partially independent variable on the dependent variable. Independent variables consist of work environment, work discipline, workload, and burnout, while work productivity is a dependent variable. Hypothesis taking is partially based on the probability value obtained from the processing of parametric statistical SPSS data using 2 (two) way hypothesis testing as described (Ghozali, 2021). The results of the  $t$ -test analysis in this study are as follows:

**Table 3. Results of t-Test Analysis (Partial)**

		Coefficients <sup>a</sup>			
		Unstandardized Coefficients		Standardized Coefficients	Itself
Model		B	Std. Error	Beta	t
1	(Constant)	5.064	3.139		1.613
	Work Environment	.284	.072	.467	3.949
	Work Discipline	.095	.094	.102	1.014
	Workload	.022	.076	.028	2.034
	Burnout	.640	.139	.415	4.620

a. Dependent Variable: Work Productivity

Source: Primary Data Processed (2025)

Based on the results of the data analysis in the table above, it can be concluded as follows:

- a. The work environment variable has a calculated t-value of 3.949 with a significance value of 0.000 ( $< 0.05$ ). This shows that partially, the Work Environment variable has a positive and significant effect on work productivity.
- b. The work discipline variable has a t-value of 1.014 with a significance value of 0.000. In general, these results show that Work Discipline has a positive and significant effect on work productivity.
- c. The workload showed a calculated t-value of 2.034 with a significance value of 0.000. Because the significance value is less than 0.05, it can be concluded that the Workload variable has a significant effect on work productivity.
- d. The *burnout* variable has a t-value of 4.620 with a significance of 0.000. This shows that partially, the *burnout* variable has a significant effect on Work Productivity.

### Coefficient of Determination (R<sup>2</sup>)

The determination coefficient (R<sup>2</sup>) is essentially used to measure how far the mode can go in explaining dependent variables. The value of the coefficient of determination is between zero and one. A small R<sup>2</sup> value means that the ability of independent variables to explain the variation of dependent variables is very limited. A value close to one means that independent variables (X) provide almost all the information needed to predict the variation of dependent variables (Y) (Ghozali, 2021). The value of the determination coefficient in this study can be seen in the following table:

**Table 5. Table of Determination Coefficients (R<sup>2</sup>)**

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673a	.454	.425	2.683

a. Predictors: (Constant), *Burnout*, Workload, Work Discipline, Work Environment

Source: Primary Data Processed (2025)

Based on the results of the determination coefficient test in the table above, the Adjusted R square value was 0.425 or 42.5%. This shows that Work Environment, Work Discipline, Workload, and *Burnout* are able to affect 42.5% of Work Productivity, and the remaining 57.5% are influenced by other variables outside of this research model.

## DISCUSSION

### **The Influence of the Work Environment on Work Productivity**

Work Environment (X1). A coefficient of 0.284 indicates that every 1 unit increase in the work environment variable will increase work productivity by 0.284, assuming the other variables are constant. The t-value of 3.949 with a significance of 0.000 ( $< 0.05$ ) shows that this variable has a positive and significant effect on work productivity. Then partially, the results of the t-test showed that the Work Environment variable had a calculated t-value of 3.949 with a significance value of 0.000 ( $< 0.05$ ). This shows that partially, the variables of the Work Environment have a positive and significant effect on Work Productivity. Therefore, H1 is accepted.

The implications of these findings suggest that companies need to pay serious attention to the conditions of the work environment, both from physical aspects such as facilities, lighting, and workspace comfort, as well as psychological aspects such as relationships between colleagues and superiors. A conducive work environment is able to create a work atmosphere that supports employees' focus, motivation, and work spirit, so that it has a direct impact on their work results. Therefore, PT Wahana Ottomitra Multiartha Tbk Madiun is advised to continue to evaluate and develop the work environment as part of a strategy to improve employee performance in a sustainable manner.

Based on the above findings, supported by research conducted by Elaho & Odion (2022), it is explained that the work environment has a positive and significant effect on the work productivity of employees in a company. Then, several previous research results show that the work environment has a positive and significant influence on employee work productivity (Segoro & Pratiwi, 2021; Scott, et al., 2022; Taliban 2022; Construction & Construction, 2023; Siadari & Safrin, 2024).

### **The Effect of Work Discipline on Work Productivity**

Work Discipline (X2). The regression coefficient of 0.095 shows that work discipline also has a positive effect on work productivity. Although the t-value is calculated to be only 1.014, and the significance value is recorded as 0.000, which statistically indicates a significant influence. The results of the partial test showed that the Work Discipline variable had a

calculated t-value of 1.014 with a significance value of 0.000. In general, these results show that Work Discipline has a positive and significant effect on Work Productivity. Therefore, H2 is accepted.

The implication of these findings is that disciplined behaviors, such as punctuality, adherence to regulations, and responsibility for tasks, play an important role in supporting employee work effectiveness. Therefore, PT Wahana Ottomitra Multiartha Tbk Madiun is advised to continue to instill a culture of discipline in the work environment through consistent supervision, the provision of fair sanctions and awards, as well as discipline training so that employee productivity can be maintained and improved in an ongoing manner.

This is reinforced by the findings of Gaurifa (2024), which shows that work discipline has a direct, positive, and significant influence on employee work productivity. Other research also explains that work discipline has a positive and significant effect on work productivity (Sutrisno & Sunarsi, 2019; Solehati et al., 2024; Lutfhi & Wijaya, 2024; Gea et al., 2024; Marhadi et al., 2025).

### **The Effect of Workload on Work Productivity**

Workload (x3). A coefficient of 0.022 shows a very small positive influence on work productivity. With a calculated t-value of 2.034 and a significance of 0.000, it can be concluded that workload also has a significant influence on work productivity, although the magnitude of the effect is relatively small. Then partially, the results of the t-test on the Workload variable showed a calculated t-value of 2.034 with a significance value of 0.000. Because the significance value is less than 0.05, it can be concluded that the Workload variable has a significant effect on Work Productivity. Therefore, H3 is accepted.

The implication of these findings is that a proportionate and capacity-appropriate division of workload can support increased productivity. A workload that is too light can reduce challenges and morale, while excessive workloads can lead to fatigue and decreased performance. Therefore, PT Wahana Ottomitra Multiartha Tbk Madiun is advised to conduct periodic evaluations of the distribution of employee duties and responsibilities, to ensure that the workload remains at an optimal level and supports the achievement of work productivity effectively.

This is reinforced by research conducted by Rukhviyanti & Ambarwati (2023), explaining that workload has a positive and significant effect on work productivity. Other studies also mention the results that workload also has a positive and significant effect on work productivity (Rahmawan et al., 2023; Afiqah et al., 2024; Stuart et al., 2024; Ilmi et al., 2024; Ayuningtyas et al., 2024).

### **The Effect of Burnout on Work Productivity**

Burnout (X4). The coefficient of 0.640 showed the greatest positive influence compared to other variables. This shows that an increase in the value of the burnout variable is associated with an increase in work productivity. The calculated t-value of 4.620 and the significance of 0.000 show a very significant influence. Then partially, the Burnout Variable has a calculated t-value of 4.620 with a significance of 0.000. This shows that partially, the Burnout variable has a significant effect on Work Productivity. Therefore, H4 is accepted.

The implications of these findings are quite complex and need to be critically examined, because in theory burnout is usually associated with physical and mental fatigue that negatively impacts performance. However, these findings can be interpreted that in certain contexts, employees who experience high work pressure (burnout) still try to show their best performance in order to meet work targets or responsibilities. Therefore, PT Wahana Ottomitra Multiartha Tbk Madiun needs to review the workload and pressure experienced by employees, and ensure that high productivity is not achieved at the expense of employees' mental health and well-being. Companies are advised to create a more balanced work system, provide psychological support, and build a work culture that encourages productivity in a healthy and sustainable manner.

This is strengthened by research conducted by Adila et al., (2024), explaining that burnout has a positive and significant effect on employee work productivity. This finding is also with the same results as a number of previous studies that found that burnout has a positive and significant influence on employee work productivity (Aulianti, 2023; Ilamathi & Raman, 2023; Mulyono & Sunyoto, 2024; Sukarsono et al., 2025).

## **D. CONCLUSION**

Based on the results of data analysis and discussion in the previous chapter regarding the influence of Work Environment, Work Discipline, Workload, and Burnout on the Work Productivity of employees of PT Wahana Ottomitra Multiartha Tbk Madiun, it can be concluded as follows: 1. Work Environment has a positive and significant effect on Work Productivity. This shows that the better the work environment that employees feel, the work productivity will also increase. A supportive work environment, both physically and psychologically, is able to create comfort and increase employee focus and work motivation. 2. Work Discipline also has a positive and significant influence on Work Productivity. This confirms that disciplined behaviors such as compliance with rules, punctuality, and work responsibility play a role in supporting the achievement of better work results. 3. Workload has a positive and significant effect on Work Productivity, even though the contribution is relatively small. This shows that even if the impact is not too great, proper workload management can still increase productivity. A balanced and proportionate workload encourages employees to work more effectively. 4. Burnout shows a positive and significant influence on Work Productivity, with the largest coefficient among all variables. These results show that burnout in certain contexts actually encourages employees to keep working hard to achieve targets. However, these findings need to be interpreted with caution because high work pressure if left untreated can pose a long-term risk to employee well-being.

## **E. SUGGESTION**

Based on the conclusions of this study, suggestions can be given for PT Wahana Ottomitra Multiartha Tbk Madiun. Companies are advised to continue to improve the quality of the work environment, both in terms of physical facilities such as comfortable workspaces, adequate lighting, as well as cleanliness and safety, as well as in terms of harmonious working relationships between superiors and subordinates, a culture of work discipline needs to be instilled consistently through regular supervision, rewarding disciplined employees, and fair sanctions for violations that occur. Evaluation and proportional workload management is very important so that there is no inequality between employees, so that productivity is maintained without sacrificing physical and mental health. Regarding the findings that burnout has a positive effect on productivity, companies should be more vigilant. Although productivity

increases, burnout in the long run can lead to chronic fatigue and decreased work motivation. Therefore, a more humane managerial approach is needed such as providing employment counseling services, stress management training, and employee well-being programs.

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