

EFFECTS OF WORK ROTATION, WORK ENVIRONMENT, AND EMPLOYEE PRODUCTIVITY ON EMPLOYEE PERFORMANCE AT INDOMARET MADIUN

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Abstract

Penelitian ini bertujuan untuk menganalisis pengaruh rotasi kerja, lingkungan kerja, dan produktivitas karyawan terhadap kinerja karyawan pada PT. Indomarco Prismatama (Indomaret) di Kota Madiun. Latar belakang penelitian ini dilandasi oleh pentingnya pengelolaan sumber daya manusia secara optimal dalam meningkatkan kinerja organisasi, khususnya dalam industri ritel modern yang dinamis seperti Indomaret. Metode yang digunakan dalam penelitian ini adalah kuantitatif dengan pendekatan asosiatif. Teknik pengumpulan data dilakukan melalui penyebaran kuesioner kepada 101 karyawan dari 12 gerai Indomaret di wilayah Kota Madiun, yang dipilih secara purposive. Analisis data dilakukan dengan menggunakan regresi linier berganda melalui program SPSS. Hasil penelitian menunjukkan bahwa rotasi kerja, lingkungan kerja, dan produktivitas karyawan secara simultan berpengaruh signifikan terhadap kinerja karyawan. Secara parsial, masing-masing variabel independen juga menunjukkan pengaruh positif terhadap kinerja karyawan. Hal ini mengindikasikan bahwa semakin baik sistem rotasi kerja, kondisi lingkungan kerja, dan tingkat produktivitas, maka semakin tinggi pula kinerja yang dicapai oleh karyawan. Temuan ini memberikan implikasi penting bagi manajemen Indomaret agar terus meningkatkan kualitas sistem kerja dan lingkungan yang mendukung produktivitas, guna mencapai kinerja karyawan yang optimal.

Kata Kunci: Rotasi Kerja, Lingkungan Kerja, Produktivitas Karyawan, Kinerja Karyawan.

Abstrak

This study aims to analyze the influence of work rotation, work environment, and employee productivity on employee performance at PT. Indomarco Prismatama (Indomaret) in Madiun City. The background of this research is based on the importance of optimal human resource management in improving organizational performance, especially in a dynamic modern retail industry such as Indomaret. The method used in this study is quantitative with an associative approach. The data collection technique was carried out through the distribution of questionnaires to 101 employees from 12 Indomaret outlets in the Madiun City area, which were selected

purposively. Data analysis was carried out using multiple linear regression through the SPSS program. The results of the study show that work rotation, work environment, and employee productivity simultaneously have a significant effect on employee performance. Partially, each independent variable also showed a positive influence on employee performance. This indicates that the better the work rotation system, work environment conditions, and productivity levels, the higher the performance achieved by employees. These findings provide important implications for Indomaret management to continue to improve the quality of work systems and the environment that supports productivity, in order to achieve optimal employee performance.

Keywords: *Work Rotation, Work Environment, Employee Productivity, Employee Performance.*

A. INTRODUCTION

Human resources are a group of people who work in an organization or company and contribute with their skills, knowledge, and ability to achieve goals. Human Resources (HR) have a vital role as the main driver of the organization in realizing predetermined goals. Therefore, organizations need to Take strategic steps to motivate and encourage employees so that their performance is more optimal. With good performance, the tasks and responsibilities given can be completed effectively according to the organization's targets (Alfian & Elina, 2025). PT. Indomarco PrismaTama or Indomaret is a modern retail network in the form of a minimarket that provides basic necessities and daily consumption goods. With an average store area of less than 200 m², Indomaret is here to meet the needs of consumers through an easy-to-reach location and practical service. The various awards won cannot be separated from the contributions of their employees who have integrity, customer service skills, and good teamwork. Indomaret's work culture itself emphasizes the values of honesty, responsibility, and justice.

Indomaret implements a morning, noon, and night shift system that lasts for 24 hours in many of its outlets (especially those that are open non-stop). This shift division often triggers physical fatigue and employee work stress, as well as intense work rotation making it an ideal place to research the impact of rotation and work systems on productivity and performance. Work rotation, as a managerial strategy to balance workload and develop employee competencies, turns

out to pose its own dilemma in the field. The phenomenon in Indomaret Madiun City shows that there is a gap between the theory and practice of work rotation that deserves further research.

Performance can be interpreted as the result of the maximum effort made by an individual or group in carrying out the responsibilities and authorities that have been entrusted by the company. These efforts are carried out with the aim of achieving certain targets or objectives that have been formulated and approved officially by the company, as well as in accordance with applicable legal regulations. Performance can be interpreted as a form of real contribution from the task force in supporting the achievement of the organization's vision and mission through a work process that is carried out professionally and responsibly (Hanif & Irbayuni, 2024). Hanif *et al.* (2024), explaining that work rotation can be defined as a form of moving employees to a different work environment or scope of duties, which aims to prevent the appearance of boredom that can have an impact on decreased work productivity. In another view, work rotation can also be understood as one of the methods of direct training in the workplace (on-the-job training) which is done by moving employees from one position to another in rotation (move the trainee from job to job).

The work environment includes not only physical facilities and infrastructure, but also the social dynamics and relationships between individuals that affect work effectiveness. For employees with similar or interrelated tasks, supportive working conditions are essential for work to be completed optimally. Companies need to continue to monitor and evaluate the work environment, considering its influence on employee comfort, motivation, and productivity (Fauzi *et al.* (2022). Based on opinion of Suprpto's *et al.* (2023), employee work productivity can be interpreted as the capacity or ability possessed by each individual in producing goods and services, by utilizing various available resources optimally and efficiently. This shows that every employee is required to optimize their potential in order to be able to make a real contribution to the achievement of organizational goals. This includes the use of skills, knowledge, and potential owned by employees to create outputs that are valuable to the organization. In other words,

productivity reflects the extent to which the workforce is able to convert inputs into useful work through personal abilities and resources.

The objectives of this study include: (1) analyzing the influence of work rotation on employee performance at PT. Indomarco Prismatama (Indomaret), (2) examines the influence of the work environment on performance, (3) examines the relationship between productivity and performance, and (4) assesses the impact of work rotation, environment, and productivity simultaneously on employee performance. The results of the research are expected to benefit the development of knowledge in the field of Human Resources while expanding the researchers' horizons. For companies, it is important to pay attention to work-life balance through wellbeing programs such as flexible hours, mental health support, and leisure activities, so that employees are more productive, loyal, and committed, thus, contributing to the overall performance of the organization.

Human Resource Management

Carcia *et al.* (2021), explains that Human Resource Management (HRM) is an approach to optimize human potential by integrating HRM practices into business strategies. Human resources themselves are an important component for the success of organizations, both companies, government agencies, and non-profit institutions. This concept includes all individuals and their potentials, talents, and abilities, not only quantitatively but also qualitatively, such as knowledge, skills, experience, and work attitudes. In organizations, human resources are seen as a valuable asset as well as a key factor in determining success.

Employee Performance

Performance is defined as the result of the work of individuals and groups in the organization according to their respective duties, authorities, and responsibilities. This achievement is aimed at realizing organizational goals legally, not contrary to the rules, and based on moral and ethical values. In addition, performance is also reflected in the utilization of a person's potential, abilities, and talents in meeting the targets that have been set (Budi, 2022).

Work Rotation

Work rotation is defined as a company development program that aims to improve employee performance and ability to carry out their responsibilities. Monotonous or repetitive work for long periods of time can cause boredom and decrease work motivation (Nursanti *et al.*, 2014). The implementation of job rotation can have a positive impact on employees, because through the rotation of tasks carried out, they can avoid boredom. In addition, this program also plays a role in preparing employees to face various types of jobs, supporting a more structured management system, and contributing to increasing work productivity, knowledge, and skills (Samosir & Wasiman, 2022).

Work Environment

Based on the opinion of Sedayu & Rushadiyati (2021), the work environment can be interpreted as a set of conditions or situations that exist around the work area in a company, which is a place for employees to carry out their various work activities on a regular basis. This environment directly influences employee performance when carrying out tasks within the organization. Differences or inconsistencies in work environment conditions between organizations can cause discomfort for employees, so that they can have a negative impact on work efficiency and productivity. The work environment encompasses everything that is around the individual who works and has the potential to influence their behavior and performance in carrying out the assigned responsibilities.

Employee Productivity

Based on Ariani's view *et al.* (2020), productivity can be interpreted as an increase in the results of the skills and work done, which is greatly influenced by the ability of human resources and produces various goods and services. Employee productivity, which is one of the essential elements in Human Resources (*TBSP*), are influenced by a variety of complex and diverse factors. One of the main factors that contribute to determining the level of productivity is the motivation possessed by each employee, as explained by (Wardani *et al.*, 2023). Employee productivity plays

an important role in the success of a company. If employees are able to work productively, it reflects that the company has succeeded in achieving the goals that have been set. On the other hand, if employees do not show optimal productivity levels, then the company can be said to have difficulties in realizing its organizational goals (Agustini & Dewi, 2019).

The research hypotheses that can be formulated are:

H₁ : Work rotation is suspected to impact employee performance.

H₂ : The work environment is suspected to impact employee performance.

H₃ : Employee productivity is suspected to impact employee performance.

H₄ : Work rotation, the work environment, and employee productivity are suspected to impact employee performance.

B. METHOD

This study uses a quantitative method, to measure research variables objectively through numerical and statistical data analysis techniques. The sample in this study is all employees of 12 Indomaret outlets in the Madiun City area, who were selected purposively. The number of samples in this study is 101 employees at the Indomaret outlet in Madiun City. This study uses a sampling technique of the non-probability sampling method with purposive sampling, which is a deliberate sampling method by considering certain criteria that have been set previously, to ensure that the selected subjects are really relevant and representative of the research objectives. The data collection techniques in this study are observation and questionnaire methods.

C. RESULTS AND DISCUSSION

Respondent Description.

Based on the results of the questionnaire that has been analyzed, it can be seen that the classification of respondents based on age, namely 101 out of 12 Indomaret outlets in Madiun, the majority of respondents are aged 25-30 years old or 61.4%. In addition, it shows that of the

101 employees, most of them are men, namely 65 or 64.4% and for female respondents, namely a total of 36 respondents or a total of 35.6% and 101 employees, the majority of them are pursuing their last high school/vocational education with a total of 93 or a total of 92.1%. Of the 12 outlets spread across Madiun City, the number of employees of the Indomaret outlets is the most in Indomaret Hybrid Joyo Madiun and Indomaret Dr. Soetomo each have 18 employees or 17.82%.

Research Validity Test

The validity test on variable X1, i.e. Work rotation consisting of 10 statements, shows that all items have a value r much higher calculations compared to the r table 0.196, which is in the range of 0.455 to 0.669. Because each value r count greater than r table, then all items in the X1 variable are declared valid. Furthermore, the validity test on variable X2, i.e. Work environment with 8 statements, shows that all items have a value r count that exceeds r table 0.196, ranging from 0.490 to 0.689. Thus, because the r Calculate each item higher than the value r table, then all items in the X2 variable are also declared valid.

Variable X3, i.e. Employee productivity, which consists of 6 statements, shows that all items have a higher *calculated r-value* than the table r-value of 0.196, with a value range between 0.494 to 0.794. Since each *calculated r* value exceeds *the r* table, then all items in the X3 variable are declared valid. In addition, variable Y, which is Employee performance consisting of 8 statements, shows that all items have a *calculated r* value greater than *the table r* of 0.196, with values ranging from 0.375 to 0.775. Thus, since *the calculated r* value of each item exceeds *the r* of the table, then all items in variable Y are also declared valid.

Multiple Linear Regression Analysis

The regression equations in this study can be known through the following table:

**Table 1 Multiple Linear Regression Line Analysis Results
Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,093	2,844		3,901	0,000
x1	0,134	0,065	0,203	2,065	0,042
x2	0,215	0,094	0,232	2,298	0,024
x3	0,355	0,112	0,291	3,169	0,002

Source : Primary Data Processed in 2024

An independent variable is considered significant if it has a significance value below 0.05. Based on the results of regression analysis, all independent variables in this study were proven to meet these criteria so that statistically they had an effect on employee performance. The value of the regression coefficient also showed a positive influence, namely work rotation (B = 0.134), work environment (B = 0.215), and employee productivity (B = 0.355). Thus, it can be understood that improvements in work rotation, work environment, and productivity together will have a real impact on improving employee performance, so these three factors need to be the main concern of management.

T Test (Hypothesis)

The results of the t-test analysis in this study are presented as follows:

**Table 2 Analysis T test
Coefficient**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,093	2,844		3,901	0,000
x1	0,134	0,065	0,203	2,065	0,042
x2	0,215	0,094	0,232	2,298	0,024
x3	0,355	0,112	0,291	3,169	0,002

Source : Primary data processed in 2024

Based on the results of the partial test (*t-test*), it can be concluded that all independent variables have a significant influence on the dependent variable, namely employee performance (Y). This is indicated by the significance value (*Sig.*) of each variable which is entirely below the threshold of

0.05. The Work Rotation variable (X1) has a *t*-value of 2.065 with a *Sig.* of 0.042, which indicates a significant positive influence on employee performance. Likewise, the variables Work environment (X2) with a *t* value of 2.298 and *Sig.* 0.024, and Employee Productivity (X3) with a *t* of 3.169 and *Sig.* 0.002, all showed a significant influence on employee performance positively. Thus, based on the *t*-test, all three variables (X1, X2, and X3) were partially proven to have a significant influence on employee performance.

F Test (Simultaneous)

The results of the F test (Simultaneous) in this study are presented as follows:

Table 3 F Test (Simultaneous)
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Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	196,558	3	65,519	14,821	.000b
Residual	428,809	97	4,421		
Total	625,366	100			

Source : Primary data processed in 2024

Based on the results of the F test in Table 3, the F value was obtained at 14.821 with a significance level of 0.000. Since the value is less than 0.05, it can be ascertained that the regression model used is significant simultaneously. This means that the variables of work rotation (X1), job promotion (X2), and work environment (X3) together have a real influence on employee performance (Y). These findings show that these three factors cannot be viewed in isolation, but rather have a collective role in determining the quality and performance of employees in the organization. Thus, management's attention to job rotation, position promotions, and work environment conditions is important to encourage overall employee performance improvement.

Coefficient of Determination (R²)

The results of the determination coefficient (R²) test in this study are presented as follows:

Table 4 Coefficient of Determination
Model Summary^b

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.813a	0,660	0,653	2,11835	2,058

Source : Primary data processed in 2024

Overall, the value of the determination coefficient (*R Square*) of 0.660 shows that the regression model applied in this study has a fairly strong explanatory ability, because more than half, namely 66.0%, the variation in employee performance can be explained by the independent variables studied, namely work rotation, work environment, and employee productivity. In a general interpretation, the *value of R Square* above 0.5 is considered to indicate good model quality and is able to provide an adequate picture of the influence of independent variables on dependent variables.

The Effect of Work Rotation on Employee Performance

The effect of work rotation (*X1*) on employee performance at PT. Indomarco Prismatama showed significant results. Based on the results of the analysis, a regression coefficient value of 0.134 with a significance value (*Sig.*) 0.042, which is below the threshold of 0.05. These findings indicate that the implementation of work rotation has a positive influence on employee performance, so that improving quality and implementing good work rotation will have an impact on improving overall employee performance. The existence of work rotations helps employees to develop skills, expand their horizons, and prevent burnout at work, thereby increasing their motivation and productivity. Furthermore, the results of the questionnaire showing high average scores on the work rotation indicators also strengthen this argument. Employees feel that work rotations provide a refresher in their work routine, which helps them to stay excited and motivated. Thus, work rotation not only serves to improve skills, but also plays an important role in creating a more dynamic and enjoyable work atmosphere.

In addition, work rotation also serves as a tool for employee career development. By giving employees the opportunity to explore different positions within the company, they can identify interests and talents that may not have been apparent in their initial roles. This not only contributes to increased job satisfaction, but also results in employees who are more flexible and able to adapt to different situations. When employees feel valued and given the opportunity to develop

themselves, they tend to show more optimal performance, which ultimately has a positive impact on the company's overall performance. Thus, the implementation of work rotation not only improves the efficiency and capabilities of individuals, but also directly supports the overall success of the organization. Overall, the results of the study show that the implementation of work rotation at Indomaret contributes positively to employee performance. By improving competencies and providing diverse work experiences, employees can be better prepared for challenges in the workplace. Therefore, companies should continue and develop work rotation programs to support optimal employee performance.

The Influence of the Work Environment on Employee Performance

The influence of the work environment (X2) on employee performance at PT. Indomarco Prismaatama proved significant. Based on the results of the regression analysis, a coefficient value of 0.215 was obtained with a significance value (*Sig.*) 0.024, which is below the threshold of 0.05. This indicates that a good and supportive work environment positively contributes to improved employee performance. Various aspects, such as cleanliness, adequate lighting, and the availability of adequate facilities, play an important role in creating a comfortable working atmosphere while driving overall employee productivity. The results of the questionnaire showed that respondents assessed aspects of the work environment, such as lighting and cleanliness, to be highly supportive of productivity. A clean and well-maintained environment makes employees feel more comfortable and excited, so the physical condition of the workplace has been proven to play an important role in increasing comfort and job satisfaction.

Further, social relationships between employees are also an important aspect of the work environment identified in the study. Employees who feel a harmonious relationship with their colleagues tend to be more motivated and have a higher enthusiasm in completing their various tasks. A positive work environment not only impacts the improvement of individual performance, but also encourages the formation of more effective collaboration and communication among team

members, which in turn is critical to achieving the organization's overall goals. In general, this study emphasizes the importance of company attention to the work environment as an effort to improve employee performance. Improving facilities, cleanliness, and a conducive work environment not only drives productivity, but also increases employee satisfaction and retention, which ultimately supports organizational success.

The Effect of Employee Productivity on Employee Performance

The influence of employee productivity (X3) on employee performance at PT Indomarco Prismatama has proven to be significant. Regression analysis showed a coefficient value of 0.355 with a significance value (Sig.) of 0.002, which is clearly below the significance level of 0.05. This suggests that a high level of productivity will have a positive impact on employee performance. Employees who are able to complete tasks efficiently and effectively tend to contribute more to the achievement of company targets.

Meanwhile, the results of the questionnaire showed that respondents gave a high rating on their productivity level. Employees feel that they are able to complete work well and according to the predetermined deadline, so this increases their confidence and motivation in work. This high level of productivity not only impacts individual achievement, but also affects overall team performance, ultimately creating a more dynamic, effective, and productive work environment. Furthermore, good employee productivity reflects their ability to manage time and resources wisely. Employees who have high productivity are able to prioritize tasks and work effectively, thus, minimizing errors and improving the quality of work results. Thus, employee productivity not only contributes to the completion of tasks, but also to the achievement of quality standards expected by the company.

Overall, the results of the study show that increasing employee productivity should be a top focus for companies. By providing the necessary training and support, as well as creating conditions that support productivity, companies can improve overall employee performance. This

is not only beneficial for employees, but also for the company in achieving goals and increasing competitiveness in the market.

D. CONCLUSION

Based on the results of the partial t-test analysis, the variable Work rotation has a positive and significant influence on employee performance at PT Indomartco Prismatama Madiun. In addition, partially the variable work environment has a positive and significant influence on employee performance at PT Indomartco Prismatama Madiun. In addition, the variable of employee productivity partially has a positive and significant influence on employee performance at PT Indomartco Prismatama Madiun.

E. SUGGESTION

Based on the conclusions that have been described, the researcher proposes several suggestions, For PT Indomartco Prismatama (Indomaret) Madiun City, it is recommended to conduct a routine evaluation of the work rotation program and work environment to ensure its effectiveness. Improving facilities and cleanliness of the work environment must be carried out regularly so that employees feel comfortable and productive. In addition, companies need to consider feedback from employees regarding working conditions, so that they can make improvements that are more targeted and in accordance with their needs. Productivity training programs also need to be aligned with employee needs in order to achieve optimal results. Training based on practical skills and real-world situations in the field can increase employees' confidence in completing tasks. Companies should hold regular workshops that focus on developing technical and managerial skills, so that employees are not only motivated but also have the necessary skills to improve performance.

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