EFFECT OF WORK ETHOS AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS A VARIABLE INTERVENING AT PT. KAMADJAJA LOGISTICS

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ABSTRACT

This study aims to determine whether work ethic and work environment affect employee performance through work motivation as an intervening variable at PT. Kamadjaja Logistics in Medan. This research was conducted on 152 employees of PT. Kamadjaja Logistics using probability sampling technique and slovin technique with 5% leeway percentage and the result is 110 respondents. The data collection technique used is primary data in the form of questionnaires and secondary data obtained from documentation studies. The data analysis technique used Path Analysis Test and Sobel Test. The results obtained from this study indicate 1) there is a significant influence between work ethic variables on performance, 2) there is a significant influence between work environment variables on performance, 3) there is a significant influence between work motivation variables on performance, 4) based on the Sobel test, the value obtained tCount 3,863 > tTable 1,658, it can be concluded that the work motivation variable is able to mediate the relationship between the influence of work ethic on performance, 5) based on the Sobel test, the tCount value is 3,000 > tTable 1,658, it can be concluded that the work motivation variable is able to mediate the relationship between the influence of the work environment on performance.

Keywords: work ethic, work environment, work motivation, performance

INTRODUCTION

The logistics business is one of the business sectors that currently has a high growth rate, in line with the increasing needs of society and the development of increasingly sophisticated technology. Logistics is part of supply chain management which includes planning, implementation and supervision of a process of moving goods, storing goods, management, and procurement of transportation for distribution needs. The role of logistics in the country will also continue to grow along with better economic growth. This development must be supported by the efforts made to achieve an effective and efficient logistics system.

To meet the company's goals, rely not only on advanced equipment or fully functional facilities and infrastructure, but rather on human resources doing the work. To get optimal results, the potential of each of these human resources must be maximized. Companies are required to be able to provide goods on time and in accordance with customer orders. Therefore, employee performance is very important to support the fulfillment of demand for goods so that problems do not occur. In its operational activities, PT. Kamadjaya Logistics still needs to improve the performance of its employees, because there are still employees who are often absent, come late and also take longer breaks so they cannot complete their work on time. This can have an impact on decreasing the company's productivity level. The following table summarizes employee absenteeism for the period 2018 to 2020.

Table. 1 Recapitulation of Employee Attendance at PT. Kamadjaja Logistics
From 2018 to 2020

Month	Sick Leave			Absent		
	2018	**2019**	**2020**	**2018**	**2019**	**2020**
January	10	16	14	11	27	20
February	25	25	13	13	14	6
March	10	12	15	12	10	16
April	18	9	23	10	22	14
May	7	12	1	4	14	6
June	11	23	16	8	17	8
July	4	34	21	19	19	13
August	0	13	9	0	20	6
September	14	17	10	15	26	5
October	38	12	21	12	19	9
November	27	17	116	13	17	10
December	24	18	15	21	17	16
TOTAL	**188**	**208**	**274**	**138**	**222**	**129**

Data source: HRD data for the period 2018 - 2020

From the table above, it can be seen that the number of sick leave and absenteeism is very high. For sick leave, employees are required to complete it with a certificate from a doctor or hospital, otherwise they will be considered absenteeism or alpha. The accumulated number of sick leave has increased every year from 2018 to 2020, although according to HRD PT. The special Kamadjaja for November 2020 experienced a spike because several employees were infected with Covid-19, which resulted in

other employees being required to participate in self-isolation, but in general the number of sick leave for employees above shows a significant number which is concerning and is considered necessary to pay attention to the cause.

The following is a table of employee achievement index assessment results for the period 2018 to 2020.

Table 2. Employee Achievement Index Assessment Results 2018-2020

No	Score	2018 (%)	Amount	2019 (%)	Amount	2020 (%)	Amount
1	KS (0-10)	0.00	0	0.00	0	0.00	0
2	K(11-20)	0.00	0	0.00	0	0.00	0
3	C(21-30)	16.67	25	21.3	32	23.03	35
4	B(31-40)	70.67	106	67.3	101	67.76	103
5	BS(41-50)	12.67	19	11.3	17	9.21	14
	Total	**100.00%**	**150**	**100.00%**	**150**	**100.00%**	**152**

Data source: HRD data for the period 2018 - 2020

From the table above, it can be seen that the results of the employee performance index assessment are generally good, but if it is seen that the criteria for the value of C (Enough) has increased from year to year, where in 2018 category C was 16.67%, in 2019 it was 21, 3% and in 2020 it will increase by 23.03%. This phenomenon needs to be addressed immediately considering that the Enough category is the lowest rating. This indicates that there is a decrease in the performance of the employees of PT. Kamadjaja Logistics that needs to be improved so that employee performance gets better.

In general, the conditions of the work environment, especially in the Warehouse section of PT. Kamadjaja Logistics is quite comfortable, has good air circulation, lighting and the layout of the stored goods is very good. However, according to several employees of PT. Kamadjaya Logistics when asked about their work environment, stated that the workload and targets given to them were not supported by supporting facilities and sometimes support for loading and unloading personnel was lacking. This situation is exacerbated when internal support in the form of damaged unloading equipment and external support in the form of trucks or containers arrives late, so that it is not on schedule for unloading.

Based on the above explanation, this study aims to determine the things that can affect the performance of employees at PT. Kamadjaya Logistics. Therefore, a study was made with the title The Effect of Work Ethic and Work Environment on Employee Performance with Work Motivation as an Intervening Variable at PT. Kamadjaja Logistics.

THEORETICAL FRAMEWORK

Employee performance
Performance is a person's achievement or achievement with regard to all tasks assigned to him (Sedarmayanti, 2009). Almost the same definition that performance is the result of the work function / activity of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time (Tika, 2006).

Work ethic
Ethos can also be called ethics, almost the same as the notion of morals or values related to good and bad (moral) so that in that ethos there is a strong passion or work spirit to do things well and optimally, and strive to achieve maximum work quality. and perfect. Ethos is formed from various habits, cultural influences, and beliefs they hold. The work ethic that should be owned by an employee is the totality of his personality and the way he expresses, views, believes and gives meaning to something, which encourages him to act and achieve optimal charity so that the pattern of relationships between humans and themselves and between humans and other creatures can be established. well (Tasmara, 2002).

Work environment
The work environment is the overall facilities and infrastructure that exist around employees who are doing the work themselves (Rivai, 2006).

The work environment is divided into two types, namely:

1). Physical Work Environment, are all physical conditions that exist around the workplace, which can affect employees either directly or indirectly (Sedarmayanti, 2009). The physical work environment itself is divided into two categories. The first category is an environment that is in direct contact with employees and is near employees (such as tables, chairs and so on). The second category is the general environment or work environment that can affect the human condition, for example: temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odors, colors, and others.

2). Non-Physical Work Environment, namely all conditions related to work relationships, both relationships with superiors and relationships with fellow coworkers, or relationships with subordinates (Sedarmayanti, 2009).

Motivation
The term motivation (motivation) is popular in the world of life that demands achievement. In the work environment, it is known as work motivation. Motivation is something that makes people act or behave in certain ways (Armstrong, 2007). Motivation is a set of forces that come from within and from outside the individual and become the basis of one's work behavior, both in form, direction, intensity and duration (Donovan, 2001).

RESEARCH METHODS

The population in this research amounted to 152 contract employees who served in the Warehouse and Administration. The number of samples to be studied for research using the Slovin formula is 110 samples. The sampling technique was carried out by means of probability sampling, while the research data collection technique used the questionnaire method. The scale used in the preparation of the questionnaire is an interval scale or often called the Likert Scale. In this study, the data obtained were analyzed statistically using SPSS26 software.

This research is associative research using a quantitative approach. Quantitative research is a process of gaining knowledge by using data in the form of numbers as a means to analyze data about what you want to know (Husein, 2013). While associative research is research that aims to determine the effect or also the relationship between two or more variables (Sugiyono, 2003).

The variables to be tested are the first independent variable (X1) Work ethic, the second independent variable (X2) Work Environment and Intervening Variable (Y) Work Motivation and Bound Variable (Z) Employee Performance.

Table.3. Variable Operational Definition

Variabel	Indicator	Measurement
Y: Employee performance	1. Employee work quantity 2. Punctuality 3. Responsibility 4. Target	Likert Scale
X1 : Work Ethic	1. Full of responsibility 2. High work spirit 3. Diligent and serious 4. Maintain dignity and honor.	Likert Scale
X2 : Work Environment	1. Workload 2. Cooperation between groups 3. Attention leaders 4. Smooth working environment	Likert Scale
Z : Motivation	1. Needs 2. Encouragement	Likert Scale

RESULTS AND DISCUSSION

Classic assumption test

Normality Test Results
The normality test aims to test whether in the model, the confounding or residual variables have a normal distribution. Based on the results of the Kolmogrov Smirnov Normality test, it shows that the significance value is 0.347, which means that the value is greater than 0.05. So it can be concluded that the data has met the requirements for the residual data to be normally distributed.

Multicollinearity Test Results
The multicollinearity test aims to test whether the model found a correlation between the independent variables (independent). One way to detect the presence or absence of multicollinearity is to look at the magnitude of the proportion of variability in an unexplained variable or another variable (1-R2) called Tolerence. Tolerence value which is very small or close to 0.01 means that there is multicollinearity or intercorrelation between independent variables. If it is close to 0.99, then there is no multicollinearity found.

From the multicollinearity test, the VIF and tolerance values are as follows: Work motivation variable with VIF value of 4.858 and tolerance of 0.206. Work ethic variable with VIF value of 5.844 and tolerance of 0.171. Work environment variable with VIF value of 3.639 and tolerance of 0.275. From these provisions that if the VIF value is < 10 and tolerance > 0.10 then the multicollinearity symptom does not occur and the values generated from the calculation are in accordance with the VIF value and tolerance determination, therefore it is concluded that the independent variable does not occur multicollinearity, then the model has met the requirements of classical assumptions in regression analysis.

Heteroscedasticity Test Results
The purpose of the heteroscedasticity test is to find out whether in the path model there is a variable inequality from the residual of one observation to another observation. A good regression model is that there is no heteroscedasticity.
The results of heteroscedasticity on the scatterplot graph show that the points spread randomly and are spread both above and below the number 0 on the Y axis and do not form a certain regular pattern, it can be concluded that there is no heteroscedasticity in the regression model and overall the regression model meets the requirements. classic assumption test.

First Regression Model Hypothesis Test
The hypothesis states that work ethic (X1), work environment (X2), has a positive and significant effect on motivation (Z). The following table shows the results of the t-test calculation for each variable:

Table 4. First Regression Model t Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.429	1.581		7.86	0.000
	Work ethic	0.677	0.078	0.706	8.702	0.000
	Work environment	0.167	0.064	0.211	2.605	0.010

a. Dependent Variable: Motivation

In the table above, the t-test statistics obtained are as follows:

1) Work ethic variable (X1) probability value 0.000. Then it is concluded that $P = 0.000 <= 0.05$, then accept the hypothesis which states that the work ethic variable has a significant effect on the work motivation variable.
2) Work Environment Variable (X2) probability value is 0.010. Then it is concluded that $P = 0.010 <= 0.05$, then accept the hypothesis which states that the work environment variable has a significant effect on the work motivation variable.
Then the path analysis equation can be arranged as follows:

Z = 0,706 X1 + 0,211 X2

Next, the influence of the independent variable on the dependent variable is calculated by using the coefficient of determination R test as shown in the table below:

Table 5. Coefficient of Determination Test Results (R2) First Regression Model

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.891^a	0.794	0.79	1.659	0.794	206.421	2	107	0

a. Predictors: (Constant), Work environment, Work ethic
b. Dependent Variable: Motivation

The resulting R Square value is 0.794. This means that 79.4% of work motivation is determined by the role of the two independent variables above, while 20.6% is the contribution of other variables that are not included in this regression model.

First Regression Model Path Analysis
Referring to the regression output of the First Regression Model, the significance value of the two variables is work ethic (X1) = 0.000 and work environment (X2) = 0.010. These results conclude that the regression of the First Regression Model, namely the work ethic variable (X1) has a significant effect on work motivation (Z), and the work environment variable (X2) has a significant effect on work motivation (Z). The value of R2 or R Square in the Model Summary table is 0.794. So for the value of e1 can be searched with the formula e1 = (1-0.794) = 0.453. Then the path diagram of the structural model I is as follows:

Picture 1. Path Diagram of the First Regression Model

Z = 0,706 X1 + 0,211 X2
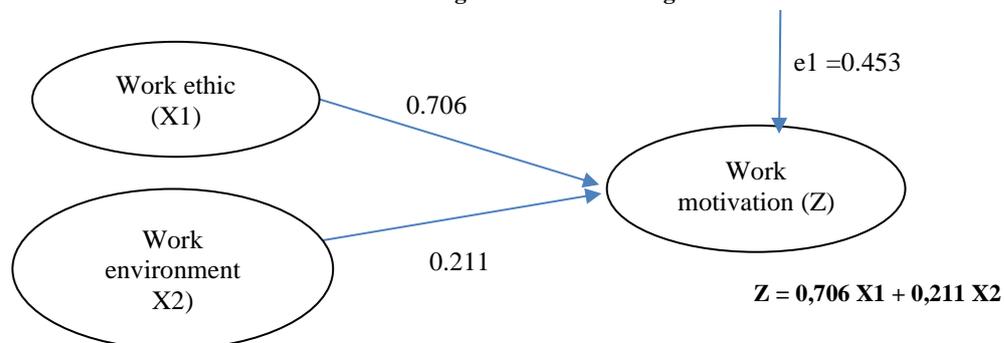
Second Regression Model Hypothesis Test

The hypothesis is that work ethic (X1) and work motivation (Z) have a positive and significant effect, but the work environment (X2) has a positive and significant effect on performance (Y).

The results of the t-test calculation of all variables can be seen in the following table:

Table 6. T-Test Results of the Second Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.487	1.249		0.390	0.697
	Work ethic	1.053	0.064	0.485	16.471	0.000
	Work environment	0.568	0.042	0.316	13.608	0.000
	Motivation	0.549	0.061	0.242	9.026	0.000

a. Dependent Variable: Performance

In the table, the t statistical test is obtained, as follows:

1) Work Motivation Variable (Z), the probability value is 0.000. Then it is concluded that P = 0.000 < = 0.05, then accept the hypothesis that the work motivation variable has a significant effect on performance.
2) Work ethic variable (X1), with a probability value of 0.000. Then it is concluded that P = 0.000 < = 0.05, so accept the hypothesis that the work ethic variable has a significant effect on performance.
3) Work Environment Variable (X2), with a probability value of 0.000. Then it is concluded that P = 0.000 < = 0.05, so accept the hypothesis that the work environment variable has a significant effect on performance.

Then the path analysis equation can be arranged as follows:

$$Y = 0,485 \, X1 + 0,316 \, X2 + 0,242 \, Z$$

Next, the influence of the independent variable on the dependent variable is calculated using the coefficient of determination R test as shown in the table below:

Table 7. Coefficient of Determination Test Results (R2) Model II

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.992^a	0.984	0.984	1.044	0.984	2208.653	3	106	0

a. Predictors: (Constant), Motivation, Work environment, Work ethic

b. Dependent Variable: Performance

The resulting R Square value is 0.984. This means that 98.4% of performance can be determined by the role of the three variables while 1.6% is the contribution of other variables that are not included in this regression model.

Path Analysis of the Second Regression Model

Referring to the regression output of Model II in the Table section, it can be seen that the significance value of the three variables is: work ethic (X1) = 0.000, work environment (X2) = 0.000, work motivation (Z) = 0.000. These results conclude that the regression of the Second Regression Model, namely the work ethic (X1) and work motivation (Z) variables have a significant effect on performance (Y). Likewise, the work environment (X2) and work motivation (Z) have a significant effect on performance (Y). The value of R2 or R Square contained in the Table Model Summary is 0.984. So for the value of e2 can be found with the formula e2 = (1-0.984) = 0.126. Thus, the path diagram of the structural model II is obtained as follows:

Figure 2. Second Regression Model Path Diagram

$$Y=0,485 \, X1 + 0,316 \, X2 + 0,242Z$$
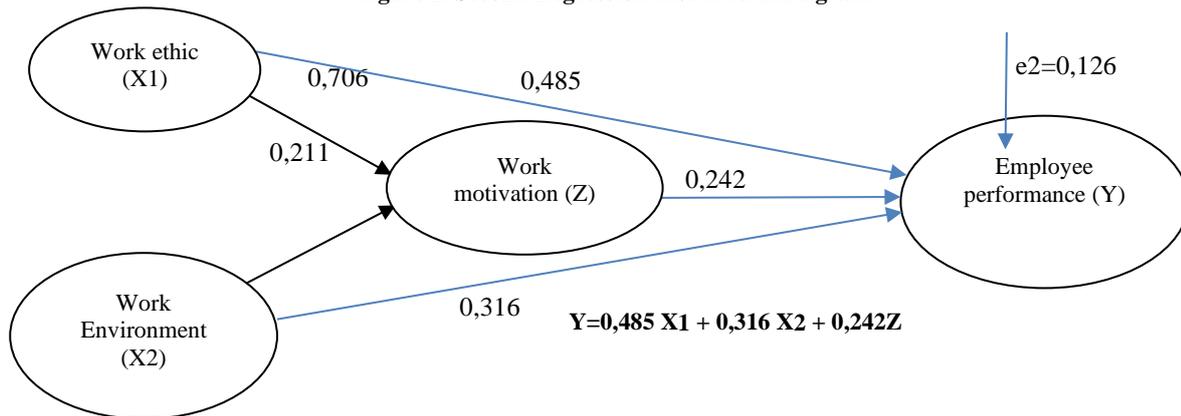
The results of the analysis show that the direct influence of work ethic (X1) on performance (Y) is 0.485. While the indirect effect of work ethic (X1) on performance (Y) through work motivation (Z), is 0.706 x 0.242 = 0.170. Therefore, the total influence contributed by the work ethic variable (X1) on performance (Y) is the direct effect plus the indirect effect = 0.485 + 0.170 = 0.655. From these calculations, it can be seen that the value of the indirect effect is smaller than the value of the direct influence. This shows that indirectly the work ethic variable (X1) through work motivation (Z) does not have a significant effect on performance (Y).

The results of the analysis show that the direct effect given by the work environment (X2) on performance (Y) is 0.316. While the indirect effect of the work environment (X2) on performance (Y) through work motivation (Z), namely 0.211 x 0.242 = 0.051. Therefore, the total effect contributed by the work ethic variable (X1) on performance (Y) is the direct effect plus the indirect effect = 0.316 + 0.051 = 0.367. From the calculation, it can be seen that the value of the indirect effect is smaller than the value of the direct influence. These results indicate that indirectly the work environment variable (X2) through work motivation (Z) does not have a significant effect on performance (Y).

Sobel Test

The test results show that:
a. Work ethic variable (X1) can have a direct effect on employee performance (Y) and can also have an effect through motivation variable (Z) as an intervening variable on employee performance variable (Y). Sobel test results obtained t_{Count} = 3.863 and t_{Table} = 1.658

Based on the calculation results above, it can be seen that the value of t_{count} is greater than the value of t_{Table}, which is 3,863 > 1,658. So it can be concluded that the work motivation variable is able to mediate the relationship between work ethic and performance.
b. The Work Environment Variable (X2) can have a direct effect on Employee Performance (Y) and can also have a direct effect through the Motivation variable (Z) as an intervening variable on the Employee Performance variable (Y). The results of the Sobel test obtained the value of t_{Count} = 3,000 and t_{Table} = 1,658.

So it can be seen that the value of t_{count} is greater than the value of t_{Table}, namely 3,000 > 1,658, it can be concluded that the variable of work motivation is able to mediate the relationship between work environment and performance.

DISCUSSION

The Effect of Work Ethic on Performance
The work ethic variable has a positive and significant effect on performance at PT. Kamadjaja Logistics. The work ethic variable has a standardized beta coefficient (Standardized Coefficient Beta) of 0.485 which is positive and has a unidirectional influence, where each work ethic variable increases or increases by one unit score, the performance value of PT. Kamadjaja Logistics also increased by 0.485 per one unit score.

The results of this study support the results of research conducted by Yuli Yantika, et al (2018), which states that work ethic has an influence on employee performance.

This is in accordance with the theory put forward by Payaman Simanjuntak that there are three factors that affect employee performance, and one of them is individual factors which include the ability and skills to do work. According to Payaman Simanjuntak, a person's competence is influenced by several factors that can be grouped into two groups, namely ability and work skills as well as motivation and work ethic (Payaman, 2005).

The results of this study prove that work ethic affects employee performance, because without a work ethic an employee will feel burdened with all work responsibilities and will have an impact on decreasing company productivity and not achieving the expected targets.

Influence of Work Environment on Performance
The work environment variable has a positive and significant effect on performance at PT. Kamadjaja Logistics. The work ethic variable has a standardized beta coefficient (Standardized Coefficient Beta) of 0.316 which has a unidirectional effect, where each

work environment variable increases or increases in value by one unit score will also add to the value of the performance of PT. Kamadjaja Logistics is 0.316 per one unit score.

The results of this study support the research conducted by Indah Choirun Nisa, et al (2018), which states that the work environment has a significant positive effect on employee performance. This is in accordance with the theory put forward by Hersey, Blanchard and Johnson who formulated the existence of seven performance factors that affect performance and one of them is the environmental factor or environmental fit (Wibowo, 2014).

The results of this study prove that the work environment in the company is very important to be considered by management. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the work process. An employee who works in a supportive work environment will certainly be able to produce good performance.

The Influence of Work Ethic on Work Motivation

The work ethic variable has a positive and significant impact on work motivation at PT. Kamadjaja Logistics. The work ethic variable has a standardized beta coefficient value (Standardized Coefficient Beta) of 0.706 which has a unidirectional effect, each work ethic variable increases or increases in value by one unit score will also add to the value of the work motivation of PT. Kamadjaja Logistics is 0.706 per one unit score.

The results of this study support other research conducted by Martin Hutler Ambarita, et al (2020) which states that work ethic has a positive and significant effect on motivation. This is in accordance with the theory put forward by Boatwright and Slate, that work ethic is influenced by several factors, namely internal and external factors. One of these external factors is the motivation factor.

The results of this study prove that work ethic has a relationship with a person's level of motivation in improving the performance of his work and high motivation will be reflected in the level of employee work ethic in completing the quantity of work.

The Influence of Work Environment on Work Motivation

The work environment variable has a positive and significant effect on work motivation at PT. Kamadjaja Logistics. The work ethic variable has a standardized beta (Standardized Coefficient Beta) value of 0.211 which has a unidirectional effect, where each work environment variable increases or increases in value by one unit score will also add to the value of employee motivation at PT. Kamadjaja Logistics is 0.211 per one unit score.

The results of this study support the research conducted by Heni Ingsiyah, et al (2000), which states that the physical and non-physical work environment simultaneously affects employee work motivation and the variable that has the most dominant influence on employee motivation is the non-physical work environment.

The Effect of Work Motivation on Performance

Work motivation variable has a positive and significant influence on employee performance at PT. Kamadjaja Logistics. The work motivation variable has a standardized beta coefficient (Standardized Coefficient Beta) of 0.242 which has a unidirectional influence, where each work motivation variable increases or increases in value by one unit score will also add to the performance value of PT. Kamadjaja Logistics is 0.242 per one unit score.

The findings of this study prove that the performance output that has been set by the company is influenced by employee work motivation. If the company appreciates every performance made by employees, it will foster motivation and will further encourage each employee to further improve the quality of their work. The higher the employee's work motivation for the work they have, the higher the desire and effort to develop the company where they work which will directly encourage and support the improvement of the employee's performance.

The findings of this study support the research of Meutia, ika Sari and Tubagus Ismail (2016) which states that motivation has a significant influence on performance. However, the findings of this study are not supported by research conducted by Nuryasman MN and Eka Andana Suryaman (2018) which states that work motivation has a positive insignificant effect on employee performance. This is because the empirical research data does not support this hypothesis.

The Influence of Work Ethic on Performance through Work Motivation

From the results of the Sobel test calculation, the t-value is 3,863, so that the t_{count} is 3,863 > t_{Table} 1,658, it is concluded that the work motivation variable is able to mediate the relationship between the influence of work ethic on performance. And based on path analysis, it is known that the influence of work ethic (X1) on the performance (Y) of employees of PT Kamadjaja Logistics is 65.5%, which consists of a direct influence of 48.5% and an indirect effect of work ethic (X1) on performance. (Y) through work motivation (Z) of 17.0%. The results of this calculation show that the direct effect of work ethic (X1) on performance (Y) is greater than the indirect effect. Thus it can be said that the work ethic (X1) is less effective in improving performance (Y) through work motivation (Z), in other words it can be emphasized that the work ethic (X1) has no effect if there is an increase in work motivation (Z) which results in an increase in work motivation (Z). performance (Y) of employees in carrying out their duties.

The findings of this study support the research of Marthin Hutler Ambarita, et al (2020), which concludes that motivation is stated to be able to mediate the relationship between work ethic and performance.

The Influence of Work Environment on Performance through Work Motivation

From the results of the Sobel test calculation, it is known that the t value is 3,000, so that the t_{count} value is 3,000 > t_{table} 1,658, it is concluded that the work motivation variable is able to mediate the relationship between the influence of the work environment on performance. And according to path analysis, it is known that the influence of the work environment (X2) on the performance (Y) of employees of PT. Kamadjaja Logistics is 36.7%, which consists of a direct effect of 31.6% and an indirect effect of the work environment (X2) on performance (Y) through work motivation (Z) of 5.1%. The results of this calculation show that the direct effect of the work environment (X2) on performance (Y) is greater than the indirect effect. Thus it can be said that the work environment (X1) is less effective in improving performance (Y) through work motivation (Z), in other words it can be emphasized

that the work environment (X1) has no effect if there is an increase in work motivation (Z) which results in an increase in work motivation (Z). performance (Y) of employees in carrying out their duties.

The findings of this study are not supported by research conducted by Sari Kusuma Dewi and Agus Frianto (2013) which concludes that motivation does not mediate the influence of the work environment on employee performance. This is due to the limitations of the questionnaire, namely regarding the indicator of noise with questionnaire statements that are difficult to accept by research subjects, so the results obtained for the description of respondents' answers are categorized as low.

CONCLUSION

1. Work ethic has a positive and significant effect on the performance of employees of PT. Kamadjaja Logistics. That is, this condition proves that the better the work ethic, the higher the performance.
2. The work environment has a positive and significant effect on employee performance at PT. Kamadjaja Logistics. That is, this condition proves that if the work environment is conducive, then the performance will increase.
3. Work ethic has a positive and significant effect on employee motivation at PT. Kamadjaja Logistics. That is, when the work ethic increases, the motivation to work will be stronger.
4. The work environment has a positive and significant effect on the work motivation of employees of PT. Kamadjaja Logistics. That is, when the work environment is more conducive, the motivation to work will be stronger.
5. Work motivation has a positive and significant effect on employee performance at PT. Kamadjaja Logistics. That is, the higher the work motivation, the performance will increase.
6. Based on the Sobel test, the t_{Count} value is $3.863 > t_{Table}$ 1.658, so it can be concluded that the work motivation variable is able to mediate the relationship between the influence of work ethic on performance.
7. Based on the Sobel test, the value of t_{Count} 3,000 > t_{Table} 1,658, it can be concluded that the work motivation variable is able to mediate the relationship between the influence of the work environment on performance.

SUGGESTION

1. Employee performance can be improved by cultivating a good work ethic in each employee, by providing motivation to create good relationships between fellow employees and superiors, for example providing sports facilities or holding inter-departmental matches during the commemoration of Independence Day each year.
2. Physical work environment and non-physical work environment at PT. Kamadjaja Logistics is considered good and would be even better if it could be further improved by creating a conducive and comfortable work environment, adapted to the needs of the employees in each department. In addition, companies need to improve their work environment management, such as conducting routine checks on facilities and infrastructure that need to be repaired and replacing facilities and infrastructure that are less suitable for use, so that employees feel comfortable and more enthusiastic at work.
3. Companies can improve employee performance by adding things that can motivate employees. Such as providing additional bonuses/incentives for employees or teams who are able to complete work projects on time according to the set targets, so that employees are more enthusiastic and have a high work ethic. This can improve employee performance and can meet company targets. In addition to this, the company can motivate employees both internally and externally, for example by holding gatherings to bring together employees between departments or also family gatherings to bring together employees' families at the end of the year. This can grow and improve a good work ethic attitude in every employee.

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