

The Influence of Work Environment On Work Productivity With Adaptive Behavior as an Intervening Variable

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ABSTRACT

The change in the work environment in the field of marketing and billing at PT Adira Multi Finance Madiun can be addressed by employees by behaving adaptively to changes in the work environment that occur. This study uses a quantitative approach with a path analysis model. The research population amounted to 76 people. Determination of the number of samples using the census method. The research instrument is a questionnaire with data analysis techniques using path analysis and Sobel test. The results of the study prove that: (1) The work environment has a positive and significant effect towards the work productivity of employees marketing and billing division at PT Adira Multi Finance Madiun; (2) The work environment has a positive and significant effect towards adaptive behavior in marketing and billing employees PT. Adira Multi Finance Madiun; (3) Adaptive behavior has a positive and significant effect towards work productivity in marketing and billing employees PT Adira Multi Finance Madiun; and (4) work environment affects work productivity in marketing and billing employees PT Adira Multi Finance Madiun through adaptive behavior as an intervening variable.

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1. INTRODUCTION

One of the problems related to human resource management in a company is work productivity. The work productivity of employees will increase organizational productivity and accelerate the achievement of organizational goals. An employee will be able to work well and have high productivity if he is able to recognize the work environment well and can adapt and blend into that work environment (Findiani, 2020).

In the work environment around employees, whether physical or non-physical work environment, there will be benefits that employees can feel. The work environment is useful in creating enthusiasm and enthusiasm for work, so that work productivity will be high (Eroy et al., 2020). Even though there is no production process in a work environment, the work environment has a direct influence on the employees who carry out the production process. Regarding the work environment, it has been proven that there is a relationship between the work environment and employee productivity (Massoudi & Hamdi, 2017). The behavioral components of the office environment have a greater impact on productivity than the components of the physical environment. Thorstensson (2020) also proves that working from home with the home environment as the employee's work environment has an effect on employee productivity.

Work productivity is also related to the adaptive behavior of employees who have high competence, motivation, insight and innovation (Lewaherilla, 2021). Adaptive behavior is the ability to adapt to new situations and have familiar skills in those situations (Cook, Klein, & Chen, 2020). Employees who have adaptive behavior will respond to these obstacles by looking for various alternatives, for example by utilizing sophisticated information technology.

Work productivity according to Sisca et al. (2020) is a mental attitude and certain efforts made by a person to increase work results in the form of goods or services as much as possible by using the resources available in a certain period. Furthermore, according to Sutrisno (2017), there are some people who confuse the meaning of productivity with production, so that the difference between productivity and production is difficult to understand clearly. Production or output is expressed as a number that is not a ratio and has one dimension, the same as the numerator in the work productivity formula. Thus, the difference between production and productivity is clear. Work productivity is a mental attitude. The mental attitude is always looking for improvements to what already exists and is a belief that someone can do a job better today than yesterday and tomorrow better than today.

PT Adira Multi Finance Madiun is a financing (leasing) company for automotive and electronic sales, financing for vehicle collateral, etc. The problems at PT Adira Multi Finance Madiun show that there are several problems related to the payment of credit installments on loans from customers. During 2020-2023 there was an increase in consumer financing receivables as a result of the success of marketing employees in increasing consumer credit distribution to the public. However, in Semester I of 2024 there was a decrease in consumer financing receivables, which indicates a decrease in consumer credit distribution. The ratio of bad loans or problematic financing receivables also experienced a significant increase which also had an impact on decreasing the company's net profit.

The problems with the work productivity of marketing and billing employees cannot be separated from work environment factors and employee adaptive behavior, especially due to a decline in people's purchasing power. The occurrence of economic changes in society will have an impact on changes in the work environment (Ismawanti, 2021), especially the work environment of marketing and billing employees at PT Adira Multi Finance Madiun. Changes in the community economy have limited the

activities of PT Adira Multi Finance Madiun, namely marketing activities and collection of financing installments because the general practice carried out by the company is to use a direct pick-up service by marketing and collection for customers who are late in paying installments.

In the work environment around employees, whether physical or non-physical work environment, there will be benefits that employees can feel. The work environment is useful in creating passion and enthusiasm for work, so that work productivity will be high (Eroy et al., 2020). Even though in a work environment there is no implementation or the organization carrying out its operational activities can run smoothly. Improving employee productivity so that it is better needs to be supported by a healthy and conducive work environment. In research conducted by Indraswari & Martono (2020), it was proven that the work environment has a significant effect on employee productivity. A safe and conducive work environment helps employees develop their productivity at work. In research conducted by Baiti, Djumali, & Kustiyah (2020), it was also proven that the work environment has a positive and significant influence on work productivity. Based on the results of previous research, the hypotheses tested in this study are:

H1 : The work environment has a positive and significant effect on work productivity for marketing and billing employees at PT Adira Multi Finance Madiun.

Employees in the marketing and billing department at PT Adira Multi Finance Madiun will experience changes in their work environment. Marketing and billing employees can respond to changes in the environment by behaving adaptively to changes in the work environment that occur. A dynamic environment causes workers to have to be more adaptive to continue working optimally (Alfatha & Yuniawan, 2018). Adaptive behavior has a significant relationship with the work environment (Razak et al., 2018). When employees are able to increase their self-esteem, they will have more motivation at work and this will influence adaptive behavior in the work environment. Employees who have adaptive behavior will be able to work according to changes in environmental conditions so that it will not interfere with their work productivity. Employees can offer financing products online, namely through social media which can be accessed with smartphones or computer devices. Billing employees can also carry out regular collections via social media and direct consumers to pay installments via bank transfer. Research conducted by Razak et al. (2018) proves that adaptive behavior has a significant relationship with the work environment. When employees are able to increase their self-esteem, they will have more motivation at work and this will influence adaptive behavior in the work environment. In research conducted by Alfatha & Yuniawan (2018), it was also proven that the non-physical work environment has a positive and significant influence on employee adaptive behavior. Based on reality and the results of previous research, the hypotheses tested in this research are:

H2 : The work environment has a positive and significant effect on adaptive behavior in marketing and billing employees at PT Adira Multi Finance Madiun.

According to Lisna (2021), adaptive behavior is a complete individual's behavior to adapt and deal with environmental stimuli. An employee who has adaptive behavior will help the company or organization where he works in anticipating and responding to changes in the company's external scope. The existence of adaptive behavior will make employees have the ability to adapt to their work environment. Employees who have adaptive behavior will help the company where they work to anticipate and respond to changes in the company's external scope more quickly, more successfully, and at lower costs. The existence of a link between changes that occur in the work environment and

adaptive behavior will also have an impact on employee work productivity. Adaptive employees will develop new skills in line with changing demands, so they can maintain high work productivity. This is as stated by Rohadi, Haryono, & Paramita (2019) that the ability to adapt to the environment has a positive and significant effect on work productivity. In research conducted by Alfatha & Yuniawan (2018), it was found that adaptive behavior has a positive and significant influence on employee productivity. The results of research findings conducted by Indraswari & Martono (2020) also proved that there is a positive and significant influence between adaptive behavior and employee productivity. Employees who are able to adapt well to the company have better productivity compared to employees who are less able to adapt. If employees are less able to adapt to the work environment, the company's productivity will not be optimal. Based on the results of previous research, the hypotheses tested in this study are:

H3 : Adaptive behavior has a positive and significant effect on work productivity among marketing and billing employees at PT Adira Multi Finance Madiun.

In the working world, everyday employees are required to always maintain or increase their productivity at work. To help increase productivity, companies must be able to create an employee work environment in such a way that can make the work they do more effectively and efficiently. The changes on the work environment do not always disrupt employee work productivity. Marketing and billing employees can respond to changes in the work environment by behaving adaptively to changes in the work environment that occur. A dynamic environment causes workers to have to be more adaptive to continue working optimally. Employees who have adaptive behavior will be able to work according to changes in environmental conditions so that it will not interfere with their work productivity.

In research conducted by Baiti, Djumali & Kustiyah (2020), it was proven that the work environment has a positive and significant influence on work productivity. Rohadi, Haryono & Paramita (2019) prove that the ability to adapt to the environment has a positive and significant effect on employee productivity. Research conducted by Alfatha & Yuniawan (2018) proves that the non-physical work environment has a positive and significant effect on employee adaptive behavior and the non-physical work environment has an indirect effect on work productivity through adaptive behavior as an intervening variable. Based on the results of several previous studies, in this study the following hypothesis can be formulated:

H4 : The work environment influences work productivity among marketing and billing employees at PT Adira Multi Finance Madiun through adaptive behavior as an intervening variable.

The changing work environment due to changes in people's purchasing power and economy will influence the adaptive behavior of marketing and billing employees at PT Adira Multi Finance Madiun. However, changes in the work environment do not always disrupt the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun if these employees can adapt to changes in the work environment. Based on the phenomena that exist at PT Adira Multi Finance Madiun and research gaps still found in several previous studies, researchers are interested in conducting research with the title: "The Influence of the Work Environment on Work Productivity with Adaptive Behavior as an Intervening Variable."

2. METHODS

This research uses a type of quantitative research conducted on marketing and billing employees at PT Adira Multi Finance Madiun. Therefore, the place where this research was conducted was PT Adira Multi Finance Madiun which is located at Jalan K. H. Agus Salim, No. 176B, Madiun City. Based on data obtained from interviews conducted with the Operation Head of PT Adira Multi Finance Madiun, information was obtained that the number of marketing and billing employees at PT Adira Multi Finance Madiun was 76 people. Because the population in this study is relatively small, namely 76 people, in this study all members of the population were used as samples. In this research, the sample size was determined using the census method or saturated sampling technique. The data collection technique in this research was collected using a questionnaire. The research instrument used in this research was a questionnaire. This research tests the hypothesis using the multiple regression analysis method which is expanded by the path analysis method to test the influence of mediating variables. The function of path analysis is to determine the strength of influence of each variable to see the indirect influence of each variable contained in the research model.

3. FINDINGS AND DISCUSSION

3.1. Validity Test

The validity test is carried out by comparing the calculated r_{count} with the r_{table} value. If $r_{\text{count}} > r_{\text{table}}$, then the statement is said to be valid (Ghozali, 2018). The instrument validity test was delivered to all research respondents. Thus, the value of $n = 76$. The value of r_{table} with $(\alpha) 5\%$ and $df = n-2 = 74$ is 0,2257 or rounded to 0,226. The validity test was carried out by calculating the correlation coefficient of each statement item with the total score obtained using Pearson Correlation analysis. The results of the validity test for work environment variable (X), work productivity variable (Y) and adaptive behavior variable (Y) can be described as follows:

Table 1. The Results of Work Environment, Work Productivity and Adaptive Behavior Validity Test

Items	r_{count} of Each Variables			r_{table}	Results
	Work Environment	Work Productivity	Adaptive Behavior		
1	0,588	0,660	0,752	0,226	Valid
2	0,635	0,701	0,721	0,226	Valid
3	0,533	0,741	0,683	0,226	Valid
4	0,641	0,686	0,732	0,226	Valid
5	0,525	0,767	0,686	0,226	Valid
6	0,601	0,540	0,716	0,226	Valid
7	0,633	0,800	0,669	0,226	Valid
8	0,672	0,711	0,750	0,226	Valid
9	0,664	0,715	0,715	0,226	Valid
10	0,655	0,737	0,730	0,226	Valid

Source: SPSS output

In **Table 1**, the calculated r value of all work environment (X), work productivity (Y) and adaptive behavior (Z) variable items, namely items 1 to 10 have a calculated r_{count} value that is greater than r_{table} value (0,226), so all the statement items used are valid.

3.2. Reliability Test

A construct or variable is said to be reliable if it provides a Cronbach Alpha (α) value > 0.70 (Ghozali, 2018). The reliability test results are presented as follows:

Table 2. The Result of Reliability Test

Variables	Cronbach Alpha Value	Terms Limit	Results
Work Environment (X)	0,817	0,70	Reliabel
Work Productivity (Y)	0,881	0,70	Reliabel
Adptive Behavior (Z)	0,892	0,70	Reliabel

Source: SPSS output

From the results of the reliability test in **Table 2**, it can be concluded that all variables have a Cronbach alpha value above 0.70, thus it can be stated that the instrument for each variable is reliable.

Based on the validity and reliability tests carried out, it can be seen that all the items or factors for each research variable meet the validity and reliability requirements. Thus, all of the statement items in this questionnaire are valid and reliable so they can be used to collect research data.

3.3. Classical Assumption Test

The classical assumption test was carried out on the two substructure equations formed in this research.

Multicollinearity Test

The results of multicollinearity test for substructure equation 1:

Table 3. The Result of Multicollinearity Test for Substructure Equation 1

Independent Variables	Tolerance	Variance Inflation Factor (VIF)
Work Environment (X)	1,000	1,000

Source: SPSS output

The calculation results in **Table 3** show that the tolerance value for the work environment variable is 1,000. The Variance Inflation Factor (VIF) value of the work environment variable is 1,000. The tolerance value of the independent variable is $> 0,10$ and the VIF value is < 10 , so there is no multicollinearity, so it can be concluded that the substructure equation model 1 does not experience multicollinearity interference (Ghozali, 2018).

The results of multicollinearity test for substructure equation 2:

Table 4. The Result of Multicollinearity Test for Substructure Equation 2

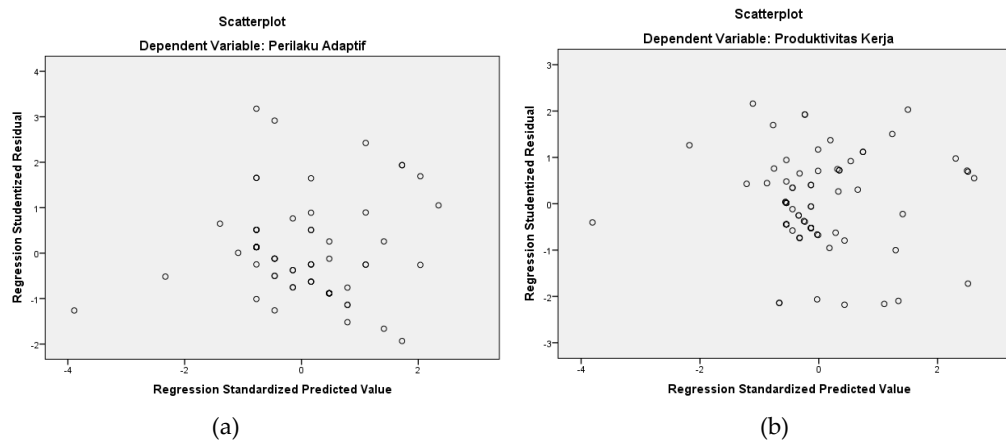
Independent Variables	Tolerance	Variance Inflation Factor (VIF)
Work Environment (X)	0,603	1,659
Adptive Behavior (Z)	0,603	1,659

Source: SPSS output

The calculation results in **Table 4** above show that the tolerance value for the work environment and adaptive behavior variables is 0,603 respectively. The Variance Inflation Factor (VIF) value of the work environment and adaptive behavior variables is 1,659. The tolerance value is $> 0,10$ and the VIF value of all variables is < 10 , so multicollinearity does not occur (Ghozali, 2018). Thus, it can be concluded that the substructure equation model 2 does not experience multicollinearity interference.

Heteroscedasticity Test

The results of heteroscedasticity test:



Source: SPSS output

Figure 1 : (a) The Result of Heteroscedasticity Test with Scatterplot for Substructure Equation 1
(b) The Result of Heteroscedasticity Test with Scatterplot for Substructure Equation 2

Based on **Figure 1 (a)**, it can be seen that the level of data distribution in the study is spread above and below zero under the Y axis and does not form a particular pattern, this shows that heteroscedasticity does not occur. **Figure 1 (b)** shows that the level of data spread in the study spreads above and below zero under the Y axis and does not form a particular pattern, this shows that heteroscedasticity does not occur (Ghozali, 2018).

Normality Test

The results of normality test for substructure equation 1:

Table 5. The Result of Normality Test for Substructure Equation 1

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		76
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,63786288
Most Extreme Differences	Absolute	0,158
	Positive	0,158
	Negative	-0,084
Test Statistic		0,158
Asymp. Sig. (2-tailed)		0,072 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS output

The results of the normality test using the One Sample Kolmogorov-Smirnov test in **Table 5** show that the Asymp.Sig (2-tailed) value of 0,072 is above $\alpha = 0.05$. This shows that the data is normally distributed (Ghozali, 2018).

The results of normality test for substructure equation 2:

Table 6. The Result of Normality Test for Substructure Equation 2

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		76
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,15447845
Most Extreme Differences	Absolute	0,099
	Positive	0,064
	Negative	-0,099
Test Statistic		0,099
Asymp. Sig. (2-tailed)		0,063 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS output

The results of the normality test with the One Sample Kolmogorov-Smirnov Test data in **Table 6** obtained Asymp.sig values amounting to 0,063 > 0.05. This shows that the data is normally distributed (Ghozali, 2018).

The results of the classical assumption test show that none of the assumption tests are problematic. This shows that the existing variables are feasible and can be tested into a linear regression model for path analysis.

3.4 Path Analysis

Path analysis was carried out on the substructure regression equation 1 and the substructure regression equation 2.

The results of regression analysis for substructure equation 1:

Table 7. The Result of Regression Analysis for Substructure Equation 1

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	12,924	4,074		3,173
	Work Environment	0,668	0,096	0,630	6,986

a. Dependent Variable: Adaptive Behavior

Source: SPSS output

According to the data in **Table 7** above, the linear regression equation model for substructure 1 produced in this research is: $Z = 12,924 + 0,668X$. The results and discussion contain a presentation of the analysis results related to the research questions.

The results of regression analysis for substructure equation 2:

Table 8. The Result of Regression Analysis for Substructure Equation 2

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,202	3,570		0,897	0,373
Work Environment	0,292	0,101	0,264	2,879	0,005
Adaptive Behavior	0,627	0,096	0,601	6,562	0,000

a. Dependent Variable: Work Productivity

Source: SPSS output

Based on **Table 8** above, the linear regression equation model for substructure 2 produced in this research is: $Y = 3,202 + 0,292X + 0,627Z$.

Based on the results of linear regression in substructure equation 1 and substructure equation 2 above, the empirical causal relationship pathway framework can then be explained as follows:

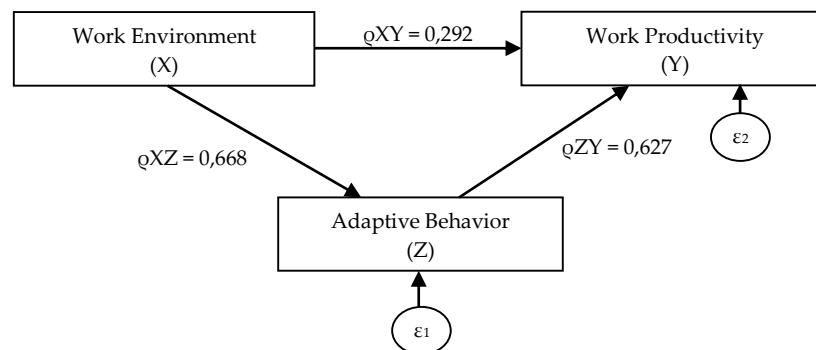


Figure 2: Path Framework for Results of Empirical Relationship Analysis

Based on **Figure 2**, direct effects and indirect effects can be seen with the following results:

Direct Effect

Substructure Equation 1

In substructure equation 1, namely the influence of the Work Environment (X) on Adaptive Behavior (Z) or in the equation $Z = a + bX + e1$ the following results are obtained:

Table 9. The Result of Regression Analysis with Adaptive Behavior as Dependent Variable

Variable	Unstandardized Coefficients		Standardized Coefficients	Significant	Result
	B	Std. Error	Beta		
X	0,668	0,096	0,630	0,000	Signifikan
R	0,630				
R ²	0,397				
F _{count}	48,802				
t _{count} X	6,986				

Source: SPSS output, processed

Substructure Equation 2

In substructure equation 2, namely the influence of the work environment (X) and adaptive behavior (Z) on work productivity (Y) or in the equation $Y = a + b_1X + b_2Z + e_2$ the following results are obtained:

Table 10. The Result of Regression Analysis with Work Productivity as Dependent Variable

Variabel	Unstandardized Coefficients		Standardized Coefficients	Significant	Result
	B	Std. Error	Beta		
X	0,292	0,101	0,264	0,005	Significant
Z	0,627	0,096	0,601	0,000	Significant
R	0,794				
R ²	0,631				
F _{count}	62,369				
t _{count} X	2,879				
t _{count} Z	6,562				

Source: SPSS output, processed

Indirect Effect

This research used a sample of 76 people with the number of independent and intervening variables = 2. The t_{table} value for $df = 76 - 2 = 74$ is 1,99254 rounded to 1,993. The following are the results of the online Sobel Test to test hypothesis 4.

Table 11. The Result of Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	0.668	Sobel test: 4.76212123	0.08795156	0.00000192
b	0.627	Aroian test: 4.73619079	0.08843309	0.00000218
s _a	0.096	Goodman test: 4.78848228	0.08746738	0.00000168
s _b	0.096	Reset all	Calculate	

Based on the results of Sobel test, a t_{count} value of 4,762 was obtained with a Q_{value} of 0,000 where $t_{count} (4,762) > t_{table} (1,993)$ and the $Sig_{value} (0,000) < 0,05$ then H_0 is rejected and H_{a4} is accepted. This means the hypothesis is accepted.

3.5 Hypothesis Test

The direct influence hypothesis test, namely Hypothesis 1 to Hypothesis 3, was carried out using the t_{test} . The criteria for the t_{test} are that H_0 is accepted if: $t_{count} < t_{table}$ or significance value $> \alpha (0,05)$ and H_0 is rejected if: $t_{count} \geq t_{table}$ or significance value $< \alpha (0,05)$. Critical value with level of significance $t = 5\%$. To obtain t_{table} , use a two-sided test (with level of significance (α) = 0,05 (5%) and degrees of freedom = $n - k$, where n is the number of samples and k is the number of independent variables. This study used a sample of 76 people. In substructure regression equation 1 the number of independent variables = 1 while in substructure regression equation 2 the number of independent variables is 2. The t_{table} value for $df = 76 - 1 = 75$ is 1,99210 rounded to 1,992 while the t_{table} value for $df = 76 - 2 = 74$ is 1,99254 rounded to 1,993. Based on the results of the t_{test} in **Table 9** and **Table 10** as well as the Sobel Test in **Table 11**, the following results are obtained:

The Influence of Work Environment on the Work Productivity

The test results in **Table 10** show a t_{count} value of 2,879 > t_{table} (1,993) and a Sig. (0,005) < 0,05 then H_0 is rejected and H_{a1} is accepted. This means the hypothesis is accepted. This means that the work environment has a positive and significant effect on the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun. The results of this research support the findings of research conducted by Indraswari & Martono (2020)) that the work environment has a significant effect on employee productivity. A safe and conducive work environment helps employees develop their productivity at work. In research conducted by Baiti, Djumali, & Kustiyah (2020), it was also proven that the work environment has a positive and significant influence on work productivity. According to Silitonga (2020) the work environment is all physical aspects of work, work psychology and work regulations which can influence job satisfaction and work productivity. In the work environment around employees, whether physical or non-physical work environment, there will be benefits that employees can feel. The work environment is useful in creating passion and enthusiasm for work, so that work productivity will be high (Eroy et al., 2020). Even though in a work environment there is no implementation or the organization carrying out its operational activities can run smoothly. Improving employee productivity so that it is better needs to be supported by a healthy and conducive work environment. The occurrence of economic changes in society will have an impact on changes in the work environment (Ismawanti, 2021), especially the work environment of marketing and billing employees at PT Adira Multi Finance Madiun because the general practice carried out by the company is to use a direct pick-up service by marketing and billing for customers who are late in paying installments. Apart from that, there are personal challenges from marketing and billing employees in the form of security and certainty of work continuity as well as the impact of reduced income received due to not achieving targets set by company management. The results of this research provide information that the work environment has a positive influence on increasing the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun.

The Influence of Work Environment on the Adaptive Behavior

The test results in **Table 9** show a t_{count} value of 6,986 > t_{table} 1,992 and a Sig. (0,000) < 0,05 then H_0 is rejected and H_{a2} is accepted. This means the hypothesis is accepted. This means that the work environment has a positive and significant effect on the adaptive behavior of marketing and billing employees at PT Adira Multi Finance Madiun. If the work environment changes, the adaptive behavior of marketing and billing employees at PT Adira Multi Finance Madiun will also increase. The results of this research are in accordance with the findings of research conducted by Razak et al. (2018) that adaptive behavior has a significant relationship with the work environment. When employees are able to increase their self-esteem, they will have more motivation at work and this will influence adaptive behavior in the work environment. In research conducted by Alfatha & Yuniawan (2018), it was also proven that the work environment has a positive and significant influence on employee adaptive behavior. The occurrence of changes in the work environment in the field of marketing and billing at PT Adira Multi Finance Madiun needs to be addressed by marketing and billing employees by behaving adaptively to changes in the work environment that occur. A dynamic environment causes workers to have to be more adaptive to continue working optimally. Employees who have adaptive behavior will be able to work according to changes in environmental conditions so that it will not interfere with their work productivity. If changes in the work environment require employees to adapt to new habits, then these employees will have increased adaptive behavior.

The Influence of Adaptive Behavior on the Work Productivity

The test results in **Table 10** show a t_{count} value of 6,562 > t_{table} 1,993 and a Sig. (0,000) < 0,05 then H_0 is rejected and H_{a3} is accepted. This means the hypothesis is accepted. This means that adaptive behavior has a positive and significant effect on the work productivity of marketing and billing

employees at PT Adira Multi Finance Madiun. If employee adaptive behavior increases, then the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun also increases. The results of this research support the findings of research conducted by Alfatha & Yuniawan (2018) which found that adaptive behavior has a positive and significant influence on employee productivity. The results of research findings conducted by Indraswari & Martono (2020) also proved that there is a positive and significant influence between adaptive behavior and employee productivity. Employees who are able to adapt well to the company have better productivity compared to employees who are less able to adapt. If employees are less able to adapt to the work environment, the company's productivity will not be optimal. According to Lisna (2021), adaptive behavior is a complete individual's behavior to adapt and deal with environmental stimuli. An employee who has adaptive behavior will help the company or organization where he works in anticipating and responding to changes in the company's external scope. The existence of adaptive behavior will make employees have the ability to adapt to their work environment. Employees who have adaptive behavior will help the company where they work to anticipate and respond to changes in the company's external scope more quickly, more successfully, and at lower costs. The existence of a link between changes that occur in the work environment and adaptive behavior will also have an impact on employee work productivity. Adaptive employees will develop new skills in line with changing demands, so they can maintain high work productivity.

The Influence of Work Environment on the Work Productivity through Adaptive Behavior as an Intervening Variable

Based on the Sobel test results, a t_{count} value of 4,762 was obtained with a q value of 0,000 where $t_{count} (4,762) > t_{table} (1,993)$ and the Sig value $(0,000) < 0,05$ then H_0 is rejected and H_{a4} is accepted. This means the hypothesis is accepted. This means that the work environment influences the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun through adaptive behavior as an intervening variable. If the work environment changes, marketing and billing employees at PT Adira Multi Finance Madiun who have adaptive behavior will be able to increase their work productivity. The results of this research support the findings of research conducted by Baiti, Djumali, & Kustiyah (2020) that the work environment has a positive and significant influence on work productivity and Rohadi, Haryono, & Paramita (2019) that the ability to adapt to the environment has a positive and significant influence on productivity. employee. This research is also relevant to research findings conducted by Alfatha & Yuniawan (2018) that the work environment has an indirect effect on work productivity through adaptive behavior as an intervening variable. Every day employees are required to always maintain or increase their productivity at work. Work productivity according to Sisca et al. (2020) is a mental attitude and certain efforts made by a person to increase work results in the form of goods or services as much as possible by using the resources available in a certain period. To help increase productivity, companies must be able to create an employee work environment in such a way that can make the work they do more effectively and efficiently. Changes in the work environment do not always disrupt employee work productivity. Employees in the marketing and billing departments can respond to changes in the work environment by behaving adaptively to changes in the work environment that occur. A dynamic environment causes workers to have to be more adaptive to continue working optimally. Employees who have adaptive behavior will be able to work according to changes in environmental conditions so that it will not interfere with their work productivity.

4. CONCLUSION

Based on the results of data analysis and discussion, the following conclusions can be drawn:

- a. The work environment has a positive and significant effect on the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun. This means that changes in the work

- environment will have an impact on the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun.
- b. The work environment has a positive and significant effect on adaptive behavior among marketing and billing employees at PT Adira Multi Finance Madiun. This means that if the work environment changes, the adaptive behavior of marketing and billing employees at PT Adira Multi Finance Madiun will also increase.
 - c. Adaptive behavior has a positive and significant effect on work productivity among marketing and billing employees at PT Adira Multi Finance Madiun. If employee adaptive behavior increases, then the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun will also increase.
 - d. The work environment influences the work productivity of marketing and billing employees at PT Adira Multi Finance Madiun through adaptive behavior as an intervening variable. This means that if the work environment changes, marketing and billing employees at PT Adira Multi Finance Madiun who have adaptive behavior will be able to increase their work productivity.

Based on the conclusions of this research, the following suggestions can be made:

- a. For Companies
 - 1) The work environment has a positive and significant effect on adaptive behavior and work productivity. Based on this, PT Adira Multi Finance Madiun must always create conditions in a safe, clean and conducive work environment so that employees feel comfortable in increasing maximum work productivity.
 - 2) If there are problems related to obstacles to increasing work productivity, leaders must be willing to establish communication with employees and create dynamic work coordination according to changes in the work environment that are occurring.
- b. For future researchers
 - 1) It is hoped that this research can become research reference material for further research.
 - 2) For future researchers who wish to research or continue this research, it is hoped that they can continue this research by looking for other facts besides the work environment and adaptive behavior that can influence employee work productivity. For example: work motivation, workload, job satisfaction, and training.
 - 3) Future researchers can use research instruments other than questionnaires as a means of collecting supporting data or reinforcing the findings of this research. For example, by using interview techniques delivered to company managers and employees in order to strengthen the findings of this research.

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