

Analysis of the Influence of Environmental Conditions, Communication Level and Motivation Level on the Performance of Automotive Industry Employees

Neta Mirda Santi^{1*}, Francisca Sestri Goestjahjanti¹, Winanti¹, Istajib Kulla Himmy'azz¹, Nia Kurniawati¹, Yeremia Mendrofa¹, Karyono¹, Dwi Ferdiyatomoko Cahya Kumoro¹, RDN Dwi Putriani¹, Deny Solaiman¹

¹Universitas Insan Pembangunan Indonesia, Tangerang Indonesia
E-mail santimirdaneta@gmail.com

Received: 22 May 2024../ Revised: 05 June 2024../ Accepted: 05 June 2024.

ABSTRACT:

The importance of working environmental conditions, level of communication and level of motivation in determining the success of employee performance and until now there are still many companies that do not pay attention to these three things. There are still many companies that only seek profits without caring about the work environment, low communication and low employee motivation. Research variables: Working Environmental Conditions X1, Communication Level X2, Motivation Level The sampling technique uses Slovin samples. Data were collected using a questionnaire with a Likert scale, namely asking respondents for statements regarding the respondent's level of agreement with the questionnaire statements. Meanwhile, data analysis carried out included validity tests, reliability tests, descriptive statistical tests, normality tests, multicollinearity tests, heteroscedasticity tests, simultaneous and partial correlation tests, simultaneous and partial coefficient of determination tests, simultaneous and partial regression tests, hypothesis tests (T-tests and F-test). The research results can be seen from the multiple correlation level value of 0.898, this shows that the correlation level has a very strong influence. The coefficient of determination value is 0.806, meaning that the variables of work environment conditions, level of communication and level of motivation have an influence on employee performance of 80.6% and the remaining 19.4% is influenced by other variables not examined in this research. Meanwhile, the results of simultaneous hypothesis testing show a significant effect because $F_{count} > F_{table}$ ($43.924 > 3.11$).

Keywords: Work Environment Conditions, Communication Level, Motivation Level, Employee Performance

I. INTRODUCTION

The 2023 years will be significant changes in the automotive industry, automotive companies will place more emphasis on employee development and creating an inclusive and diverse work environment to achieve organizational goals efficiently. This is very dependent on

performance which is the main focus for management. The main aspects of employee performance include work environmental conditions, effective communication and high levels of motivation among team members (Karmawan et al., 2015).

Employee performance is the main focus of organizational results that want to achieve goals with employees (Goestjahjanti, Pasaribu, et al., 2023). They are expected to have strong technical skills, a deep understanding of the product and the ability to adapt quickly to changes in technology and market developments. In the work environment conditions, rapid advances in technology are changing the way employees interact with increasingly complex technology and technology, requiring employees to continuously develop new skills and adapt to technological changes (Goestjahjanti, Efriani, et al., 2023).

Increasing the level of communication between departments is implemented to improve production efficiency and product quality in a collaborative manner and share information quickly and effectively to overcome emerging challenges. (Mangus et al., 2020). Employee motivation is a major focus in the automotive industry in 2023, which will require companies to establish clear performance standards and provide regular feedback to employees to help them achieve expected results. (Dumitru & Enăchescu, 2015). Employee training and development is also an integral part of efforts to improve overall performance. (Joel Rodriguez & Kelley Walters, 2017).

In 2023 year, the national processing industry recorded a growth of 4.64% and was one of the main contributors to the growth of the national economy, contributing 18.67% to GDP last year, the transportation industry also showed strong growth of 7.63% with the contribution of tel National GDP reaches its peak 1.49%. A significant increase has also occurred in the contribution to exports of national automotive products with a net growth of 5.96% in 2023, which is an improvement compared to the previous year which reached 5.14%, the national automotive industry has recorded sales results and motorized vehicles with 4 wheels or more up to 1,005. 802 units cumulatively during the current year (Elvira, 2024)

Domestic electric car sales reached 17,147 units for electric car exports reaching 1,504 units throughout 2023. Meanwhile, sales of hybrid cars also experienced significant growth by reaching 54,656 units and hybrid car sales reached 27,710 units with the national automotive industry showing positive developments in vehicle sales 4 or more wheeled motorbikes and increasing adoption for Electric and Hybrid cars which is an important part of the long term growth strategy (Nabilah, 2024b).

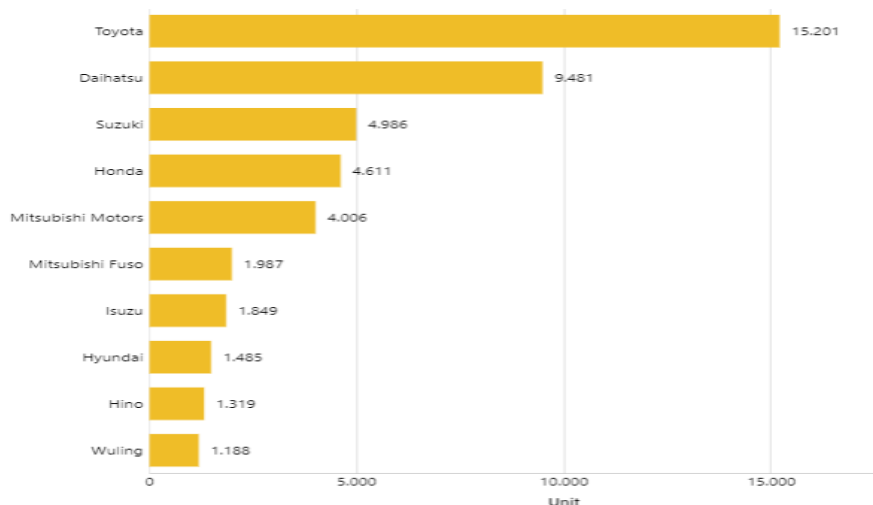


Figure 1. Chart of List of Best Selling Car Brands April 2024 (Nabilah, 2024a)

The best-selling automotive industry to date as of April 2024 is Toyota in first place, namely 15,201 units, second is the Daihatsu brand with 9,841 units and the Suzuki brand with 4,986 units (Nabilah, 2024a).

Even though the automotive industry is faced with many challenges, this is an opportunity to innovate and develop. Companies that are able to adapt to market and technological changes and pay attention to the environment, communication, motivation and employee performance will become leaders in this industry and still maintain a competitive advantage. The problem formulation in this research is:

- a. How do working environment conditions affect employee performance?
- b. How does the level of communication affect employee performance?
- c. How does the level of motivation affect employee performance?
- d. How do working environment conditions, level of communication and level of motivation affect employee performance?

The purpose of the research is to analyze, analyze, and prove the effect of working environment conditions on employee performance, the effect of communication level on employee performance, the effect of motivation level on employee performance, the effect of working environment conditions, communication level and motivation level on employee performance.

II. LITERATURE REVIEW

Human resources (HR) are individuals who are productive as drivers and work in organizations consisting of Macro Human resources with productive age in certain areas while Micro Human resources are individuals who work in an organization. (Susan, 2019). A conducive and good work environment is able to optimize employee competence and can encourage employee motivation to work optimally (Iskandar & Juhana, 2014). A conducive work environment can also encourage better employee performance and employee loyalty to the company increases (Karmawan et al., 2015). The work environment has a direct impact on employees in carrying out their duties in accordance with the vision, mission and objectives of the government because a calm, clean and peaceful atmosphere plays a role in increasing employee productivity. In addition to assets, human resources are influential in the survival of an organization. Employees need a comfortable workplace to produce optimal performance. (Lestary & Chaniago, 2018).

Employee performance is how each individual shows their work performance through visible behavior, in accordance with the role they have in an organization is very significant in an effort to achieve company goals. Communication is a very important component in running the company's operations, an employee cannot avoid communication both with fellow employees and with other coworkers in carrying out their duties (Christina & Sitorus, 2022).

Motivation is an important and complex part of human behavior and desires that influence individuals to invest their time, energy and thoughts (Filgona et al., 2020). Motivation can be a driving force for employees to increase self-confidence and gain enthusiasm in carrying out work. Sources of motivation can come from internal and external sources such as support from relatives, coworkers and family who are able to provide strong encouragement for individuals. Empirical research is a research practice that involves analyzing or exploring phenomena using direct data or concrete evidence obtained. This approach utilizes the scientific method to

gather information that can be compared with previous research that aims to expand knowledge about the research currently being researched.

This study has similarities with research conducted by Fachrelzil & Khailr (2020), namely both using independent variables of human resources consisting of motivation, communication, and work environment and the dependent variable of employee performance. The difference between the two lies in data processing using SPSS 19 with descriptive analysis and hypothesis testing using path analysis (Part Analysis). As well as the fundamental difference between the two, namely the object of research conducted by Fachrelzil & Khailr at PT Angkasa Pura II (Persero) Kualanamu Branch Office in 2020 while this research was conducted in the automotive industry in 2024.

A. Hipotesis

Hipotesis can be expressed as a response to the problem formulation in a research paper. In the description of the problems that can be raised, the terms of the Hipotesis of the research are as follows.

$H_0^1 : P = 0$: It is suspected that there is no effect of work environment conditions on the performance of automotive industry employees

$H_a^1 : P = 0$: It is suspected that there is an influence of work environment conditions on the performance of automotive industry employees.

$H_0^2 : P = 0$: It is suspected that there is no effect of the level of communication on the performance of employees in the automotive industry.

$H_a^2 : P = 0$: It is suspected that there is an effect of the level of communication on the performance of automotive industry employees.

$H_0^3 : P = 0$: Diduga tidak terdapat pengaruh tingkat motivasi terhadap kinerja karyawan industri otomotif

$H_a^3 : P = 0$: It is suspected that there is an effect of the level of motivation on the performance of employees in the automotive industry.

$H_0^4 : P = 0$: It is suspected that there is no effect of work environment conditions, communication level and motivation level on the performance of automotive industry employees.

$H_a^4 : P = 0$: It is suspected that there is an effect of work environment conditions, communication level and motivation level on the work performance of automotive industry employees.

Based on the results developed by previous experts and researchers, the Hilpotelsils formulated by researchers are as follows:

- a. There is an effect of working environment conditions (X1) on employee performance (Y) in the automotive industry.
- b. Is there an effect of the level of communication (X2) on employee performance (Y) in the automotive industry?
- c. There is an effect of the level of motivation (X3) on employee performance (Y) in the automotive industry
- d. There is an effect of working environment conditions (X1), level of communication (X2) level of motivation (X3) on employee performance (Y) in the automotive industry.

III. METHODS

The financial research method uses a quantitative approach, with a focus on new discoveries through analysis or other measurements (Personnel Administration Bureau, 2021). In the scientific study population, there are employees of the automotive industry with 105 employees, 74 male employees and 31 female employees and female employees who are <21, 8 are Russian, 21-30, 53, are 31-40, and are >41. a total of 9 years. The sampling technique used is full sampling where the entire population is taken as a sample. The data was collected through interviews, the development of questionnaires and observations using questionnaire questions which have been assessed for their validity and reliability. Data collection was continued with analysis using SPSS 26 including validity tests, reliability, class assumptions, influences and results.

IV. RESULTS

The questionnaire is said to be reliable if the Cronbach alpha value is > 0.60. The reliability test is used to determine whether the instrument can be used more than once, otherwise the same respondent will produce consistent data. In other words, the reliability of the instrument implies the level of consistency. By using SPSS velrsil 26, the reliability can be known by looking at the result of the Cronbach alpha value.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.830	.830	10

Figure 2. Reliability test with Cronbach alpha value

Based on the results of the reliability test for the X1 Environmental Conditions variable, it was found that the overall Cronbash's Alpha value was 0.830 and it could be concluded that the research instrument was found to be reliable because the Cronbash's Alpha value was 0.830 > 0.6.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.911	10

Figure 3. Reliability test for the X1 Environmental Conditions variable

Based on the results of the reliability test for the Communication Level variable X2, the value obtained Cronbash's Alpha overall amount 0,911 and it can be concluded that the research instrument is declared reliable because the value Cronbash's Alpha 0,911 > 0,6.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.890	10

Figure 4. Reliability test for the X2 Environmental Conditions variable

Based on the results of the reliability test for the X3 Motility Level variable, Cronbach's Alpha values were obtained as a whole 0,890 and it can be concluded that the research instrument is declared reliable because of its value Cronbach's Alpha $0,890 > 0,6$.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.875	.874	10

Figure 5. Reliability test for the X3 Environmental Conditions variable

Based on the results of the reliability test for the Employee Performance variable Y, the Cronbach's Alpha value was obtained as a whole. 0,875 and it can be concluded that this research instrument is declared reliable because of its value Cronbach's Alpha $0,875 > 0,6$.

A. Correlation Test

Correlation analysis aims to test the linear association (relationship) between two variables. Correlation analysis does not show a functional relationship, in other words, correlation analysis does not differentiate between dependent variables and independent variables.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.806	.799	1.665

a. Predictors: (Constant), MOTIVASI, LINGKUNGAN KERJA, KOMUNIKASI

b. Dependent Variable: KINERJA KARYAWAN

Figure 6. Correlation Test

Based on the calculations of the SPSS Velrsil 26 program above, look at column R. The R value obtained 0,898 which can be concluded that the relationship between Work Environment X1, Communicator X2 and Motivator X3 on Employee Performance Y are stated to be very strong because they are at the intelrval level (0,80 -1,000)

B. Determination Test

The coefficient of determination test aims to determine the degree of influence of the variables (X) jointly on the variables (Y).

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.898 ^a	.806	.799		1.665

a. Predictors: (Constant), MOTIVASI, LINGKUNGAN KERJA , KOMUNIKASI

Figure 7. Determination Test

Based on the results of the coefficient of determination test, Working Environment Conditions X1, X2 Communication Level and X3 Motivation Level on Employee Y's Performance Simultaneously, a large cell coefficient of determination or Adjusted R Square value of 0.806 was obtained. This means the large contribution of Working Environmental Conditions X1, Communication Level X2 and Motivation Level X3 simultaneously on Employee Y's performance of 80.6%, the remaining 19.4% comes from other factors not examined in this study.

C. Regression Test

Regression is used to predict how far the value of the dependent variable (independent variable) will be if the value of the independent variable (independent variable) is manipulated or changed or decreased. The benefit of the results of regression analysis is to make a decision whether the increase or decrease in the dependent variable can be done by increasing the independent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.532	3.404		2.213	.030
	LINGKUNGAN KERJA	.543	.097	.531	5.586	.000
	KOMUNIKASI	.175	.087	.196	2.001	.040
	MOTIVASI	.144	.092	.158	1.556	.124

a. Dependent Variable: KINERJA KARYAWAN

Figure 8. Regression Test

Based on the results of the multiple regression test, the variables Work Environment Conditions X1, Communication Level X2 and Motivational Level X3 on Employee Performance Y can be concluded. Equality:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 7,532 + 0,543X_1 + 0,175X_2 + 0,114X_3$$

Employee Performance = 7.532 + 0.543 (Working Environmental Conditions) + 0.175 (Communal Level) + 0.114 (Motile Level).

- 1) The constant value is 7.532. The result states that the working environment condition X1, the communication level X2 and the motivation level

- 2) The regression coefficient value of Working Environment Conditions X1 is equal to 0,532, this means that for every additional unit of Working Environmental Conditions X1, there will be an increase in Employee Performance Y amounting to 0,532.
- 3) The regression coefficient value of Communication Level X2 is equal to 0,175, this means that every time an X2 Communications unit is added, there will be an increase in Employee Y is equal to 0,175.
- 4) The value of the coefficient of Motilvasil X3 is around 0.114, which means that every time you add one unit of Motilvasil
- 5) Because the three independent variables have positive coefficient values, it can be said that the independent variable has no positive influence on the employee Y's job performance variable.
- 6) Standardization coefficient (Belta) shows the Working Environmental Conditions variable X1 as 0.543, the Communication Level variable X2 as 0.175 and the Motivational Level variable so it can be concluded that the Work Environment Condition variable X1 has a greater influence than the Communication Level variable X2 and the Motivation Level variable X3.

D. Partial t test

The t test is to determine whether or not there is an influence of the independent variables partially on the dependent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.900	3.338		3.565	.001
	LINGKUNGAN KERJA	.771	.07	.753	10.356	.000

a. Dependent Variable: KINERJA KARYAWAN

Figure 9. Correlation Test

Based on the table calculations above, the total value is 10,356 with a Sig value of 0.000. Then, if we compare the table value with an error rate of 5% with the value $df=n-2=84-2=82$, we get a table value of 1.989. The calculated value is $10.356 > \text{table } 1.989$, then H_0 is rejected and H_a is accepted, which means there is a significant relationship between the variable Working Environmental Conditions X1 and Employee Performance Y.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.817	3.515		5.923	.000
	KOMUNIKASI	.561	.077	.627	7.298	.000

a. Dependent Variable: KINERJA KARYAWAN

Figure 10. Correlation Test

Based on the table calculations above, the calculated value is 7.298 with a Sig value of 0.000. The error rate is compared with the table value with an error rate of 5% with the value $df=n-$

$2=84-2=82$ selosh dilpelroleh nillail ttabel selbelsar 1.989. If the t value is $7.298 > t$ table 1.989 then H_0 is rejected and H_a is accepted, which means that there is a significant relationship between the Communication Level variable X2 and Employee Performance Y.

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	20.050	3.567		5.620	.000
	MOTIVASI	.577	.078	.633	7.404	.000

a. Dependent Variable: KINERJA KARYAWAN

Figure 11. Correlation Test

Based on the calculations in the table above, the tcount value is 7.404 with a Sig selbelsar value of 0.000. Jilka's error is compared with the table's value with an error rate of 5% with the value of $df=n-2=84-2=82$ and the value is 1.989. Nillail thitung $7.404 >$ table 1.989 then H_0 is rejected and H_a is accepted, which means there is a significant relationship between the variable Motivation Level X3 and Employee Performance Y.

E. Simultaneous F Test

Hypothesis testing is simultaneously carried out using the F test, the F test is carried out to test the significance between the independent variable and the dependent variable as a whole.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	564.873	3	188.291	43.924	.000 ^b
	Residual	342.936	80	4.287		
	Total	907.810	83			

a. Dependent Variable: KINERJA KARYAWAN

b. Predictors: (Constant), MOTIVASI, LINGKUNGA KERJA, KOMUNIKASI

Figure 12. Correlation Test

Based on the results of the F test, the Fhitung value is 43.924, then compared with the Ftable, the value obtained is $df: (n-k-1)$ where n is the respondent and k is the number of independent variables ($84-3-1=80$, so the Ftable value is obtained from the n value of 80 is 3.11). The results of the calculations above show that $Fcount > Ftable$ is $43.924 > 3.11$ with a Sig value of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, so there is a significant influence between the variables X1 Work Environment Condition, X2 Communication Level and X3 Motivation Level on the variable employee Y's performance.

V. DISCUSSION AND CONCLUSION

The research results showed that an inadequate work environment in the automotive industry had a negative impact on employee performance because it directly affected their feelings by 69.4%, the remaining 30.6% came from other factors not studied in this research. Problems in internal communication in the automotive industry contributed to a decrease in employee performance by 66.2%, the remaining 33.8% came from other factors not examined in this research. The level of employee motivation in the automotive industry influences performance, where every 1% increase in motivation will also increase performance by 0.311. The partial

contribution of Motivation X3 to Employee Y's performance was 47.1%, the remaining 52.9% came from other factors not examined in this research. Data analysis shows that working environmental conditions, level of communication and level of motivation together have a positive and significant effect on the performance of automotive industry employees. The contribution of Working Environmental Conditions X1, Level of Communication X2 and Level of Motivation X3 simultaneously to Employee Performance Y selbelsar 80.6 the remaining 19.4% came from other factors not examined in this study

Financial planning has a number of limitations, namely analytical factors to understand employee performance are limited to only 4 variables including working environmental conditions, communication level, motivation level and employee performance. However, there are many other factors that may also influence employee performance that are not taken into consideration in financial planning. Using a sole source of data in the form of data can result in a less complete or accurate picture of actual conditions. Because of this, it is important to expand the data collection method by including interviews or research to obtain deeper insights and thoroughly explore the topic being studied.

Companies should prioritize the creation of working environmental conditions that are safe, comfortable and support productivity by ensuring that physical facilities and safety are in accordance with the permitted standards. Improve internal communication by ensuring clear and open information flow between management and employees through efficient communication channels. Implementation of the implementation of a motivational program that is tailored to the needs of self-employed employees, the implementation of achievements and opportunities for career development while involving employees in the decision-making process.

REFERENCE

- Biro Administrasi Kepegawaian, K. dan I. U. M. A. (2021). *Pengertian penelitian kuantitatif*. Universitas Medan Area. <https://bakri.uma.ac.id/pengertian-penelitian-kuantitatif/>
- Christina, M., & Sitorus, D. H. (2022). Pengaruh Lingkungan Kerja, Komunikasi dan Motivasi Terhadap Kinerja Karyawan. *Value: Jurnal Manajemen Dan Akuntansi*, *17*(1), 25–34. <https://doi.org/10.32534/jv.v17i1.2521>
- Dumitru, D., & Enăchescu, V. (2015). Communities of Practice as a Mean for Decentralization. *Procedia - Social and Behavioral Sciences*, *187*, 752–756. <https://doi.org/10.1016/j.sbspro.2015.03.158>
- Elvira, V. (2024). *Kemenperin: Industri Pengolahan Jadi Sumber Pertumbuhan Ekonomi Tertinggi Tahun 2023*. Contan.Co.Id New. <https://industri.kontan.co.id/news/kemenperin-industri-pengolahan-jadi-sumber-pertumbuhan-ekonomi-tertinggi-tahun-2023>
- Filgona, J., Sakiyo, J., Gwany, D. M., & Okoronka, A. U. (2020). Motivation in Learning. *Asian Journal of Education and Social Studies*, *10*(4), 16–37. <https://doi.org/10.9734/ajess/2020/v10i430273>
- Goestjahjanti, F. S., Efriani, B., Winanti, W., Rahmawati, R., & Kulla, I. (2023). Production and Exchange Rate Impact on Indonesian Industrial Exports Goods. *Economics Development Analysis Journal*, *12*(1), 1–12. <https://doi.org/10.15294/edaj.v12i1.62473>
- Goestjahjanti, F. S., Pasaribu, S. B., Novitasari, D., Azz, I. K. H., & Winanti, W. (2023). The Role of Export in Boosting Indonesia's GDP during Crisis: Macroeconomic Conditions. *Etikonomi*, *22*(2), 369–388. <https://doi.org/10.15408/etk.v22i2.32381>
- Iskandar, S., & Juhana, E. (2014). Pengaruh Kompetensi Dan Lingkungan Kerja Terhadap

- Kepuasan Kerja Serta Implikasinya Pada Kinerja Guru Di SDN Baros Mandiri 5 Kota Cimahi. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 8(2), 86–98. <http://jurnal.stiepas.ac.id/index.php/jebe/article/view/41>
- Joel Rodriguez, & Kelley Walters. (2017). The Importance of Training and Development in Employee Performance and Evaluation. *International Journal Peer Reviewed Journal Refereed Journal Indexed Journal UGC Approved Journal Impact Factor*, 3(10), 206–212. www.wjmr.com
- Karmawan, G. M., Winanti, & Hartono, S. (2015). PENGARUH IKLIM KERJA, KOMPENSASI, DAN KOMPETENSI TERHADAP PRODUKTIVITAS KERJA PADA STMIK DHARMA PUTRA. *ComTech*, 6(1), 64–71.
- Lestary, L., & Chaniago, H. (2018). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(2), 94–103. <https://doi.org/10.35313/jrbi.v3i2.937>
- Mangus, S. M., Bock, D. E., Jones, E., & Folse, J. A. G. (2020). Examining the effects of mutual information sharing and relationship empathy: A social penetration theory perspective. *Journal of Business Research*, 109(February 2019), 375–384. <https://doi.org/10.1016/j.jbusres.2019.12.019>
- Nabilah, M. (2024a). *10 Merek Mobil Terlaris di Indonesia Maret 2024, Wuling Salip Hyundai*. Databok Katadata. <https://databoks.katadata.co.id/datapublish/2024/04/16/10-merek-mobil-terlaris-di-indonesia-maret-2024-wuling-salip-hyundai>
- Nabilah, M. (2024b). *Penjualan Mobil Domestik Jatuh 34,91% pada April 2024*. Databok Katadata. <https://databoks.katadata.co.id/datapublish/2024/05/15/penjualan-mobil-domestik-jatuh-3491-pada-april-2024>
- Susan, E. (2019). MANAJEMEN SUMBER DAYA MANUSIA. *Jurnal Manajemen Pendidikan Islam*, 9(2), 952–962.