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THE INFLUENCE OF WORK ENVIRONMENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT PT MATAHARI DEPARTMENT STORE TBK WEST JAKARTA

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Abstract

Employee performance in an organization is influenced by various factors, one of which is internal factors originating from within the employee and directly affecting the effectiveness and quality of work results that can influence the work environment and increase employee work motivation. This study aims to explain the influence of work environment and work motivation on employee performance at PT Matahari Department Store Tbk West Jakarta. This study is a quantitative descriptive study. The population in this study was all employees of PT Matahari Department Store Tbk West Jakarta, using a non-probability sampling method with saturated sampling technique. Data was collected through questionnaires distributed to 50 respondents using Google Forms and then processed using SPSS 27. The results of the study show that the work environment has a t-value of 3.862 > t-table 2.010 with a significance of 0.000 < 0.05, so that the work environment partially has a positive and significant effect on employee performance. Work motivation also had a t-value of 3.713 > t-table 2.010 with a significance of 0.000 < 0.05, indicating a positive and significant effect. Simultaneously, the work environment and work motivation have an f-count of 50.752 > f-table 3.20 with a significant value for employee performance of 0.000 < 0.05, thus having a positive and significant effect on R-square of 68.4% on employee performance in the company, with the remainder being influenced by other variables.

Keywords: Work Environment, Work Motivation, Employee Performance

Introduction

Industrial competition in the retail sector is becoming increasingly intense, both from local and international players. The retail sector in Indonesia faces thin margin pressures in order to remain competitive amid shifts in digital consumption patterns and high service expectations. Under these conditions, employee performance is required to be efficient, accurate, and consistently deliver the best service to customers, enabling retail companies to maintain competitive advantage and sustain their existence in the retail industry.

Meanwhile, consumer shopping behavior in Indonesia has undergone significant changes, shifting from offline shopping to online and omnichannel shopping. The rapid use of the internet and smartphones, combined with the availability of e-commerce platforms, has led consumers to increasingly prefer practical shopping anytime and anywhere. As a result, offline store visits have come under pressure, and stores that are unable to adapt their customer experience face ongoing challenges.

In response to changes in consumer behavior and retail competition, PT Matahari Department Store Tbk has undertaken various transformation efforts through restructuring and store concept renewal. The strategic changes and store concept renewal carried out by PT Matahari Department Store Tbk indicate that corporate transformation also needs to be examined from an internal perspective, particularly factors that influence individual performance. At the global level, numerous studies have shown that the work environment (both physical and non-physical) and work motivation are two important and continuous factors influencing individual performance within companies (Zhenjing et al., 2022)

The work environment and work motivation are highly relevant to be examined in Indonesia's retail industry, such as PT Matahari Department Store Tbk West Jakarta. When companies operate in dynamic development conditions or implement concept

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transformations, changes in employee tasks, and focus on sales targets, the physical and non-physical work atmosphere, the relationship between employees and supervisors, and the motivation system become critical factors that determine how well employees can maintain performance and customer service.

Several previous studies have shown varying results regarding the influence of work environment and work motivation on employee performance. Research conducted by (Arrum & Nurwahyudi, 2024) in Yogyakarta showed that work environment and work motivation simultaneously affected performance by 53.9%. Additionally, research conducted by (Sadewo et al., 2021) at Universitas Brawijaya Malang indicated that the work environment directly affects performance, also influences motivation, and motivation strengthens the effect on performance. However, not all studies found consistent results. Research at Bank BRI Siau Unit showed that work motivation had a positive but not significant effect on performance, whereas the work environment had a significant effect (Bidara et al., 2021)

Most existing studies focus on the banking sector, manufacturing industry, and retail in general, while studies specifically examining retail department stores in Indonesia remain limited, indicating a research gap. Based on this background, this study aims to: (1) determine the partial effect of work environment on employee performance at PT Matahari Department Store Tbk West Jakarta; (2) determine the partial effect of work motivation on employee performance at PT Matahari Department Store Tbk West Jakarta; and (3) determine the simultaneous effect of work environment and work motivation on employee performance at PT Matahari Department Store Tbk West Jakarta.

Research methods

This study employed a quantitative research method. Quantitative research can be defined as research based on the philosophy of positivism, used to examine specific populations or samples, with data collection conducted through research instruments, and data analysis carried out quantitatively or statistically, with the objective of testing predetermined hypotheses (Sugiyono, 2019).

The population in this study consisted of all employees of PT Matahari Department Store Tbk West Jakarta, located at Jalan Letnan Jenderal S. Parman Kav. 21, West Jakarta, totaling 50 employees. This study applied a saturated sampling method because increasing the sample size would not enhance representation and therefore would not affect the informational value obtained (Sugiyono, 2019). Based on the use of saturated sampling, the total sample size in this study was 50 respondents.

The operational definitions of variables in this study include: (1) Work Environment (X1), defined as conditions encompassing all physical, social, and psychological aspects in the workplace that influence comfort, working relationships, and employee motivation in performing tasks, with dimensions including coworker relationships, physical work environment, and work facilities; (2) Work Motivation (X2), defined as internal and external drives arising within employees that encourage individuals to work more optimally, with dimensions including physiological needs, safety needs, social needs, esteem needs, and self-actualization needs; and (3) Employee Performance (Y), defined as employee work outcomes reflecting quality, quantity, timeliness, and responsibility in completing tasks according to organizational standards, with dimensions including work quality, work quantity, task implementation, and responsibility.

Data collection techniques included observation, questionnaires, and interviews. The questionnaire was distributed via Google Forms to 50 respondents using a 1–5 Likert scale. Data analysis techniques included data quality tests (validity and reliability),

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classical assumption tests (normality, heteroscedasticity, and multicollinearity), multiple regression analysis, hypothesis testing (partial t-test and simultaneous F-test), and the coefficient of determination test. Data processing was conducted using SPSS version 27.0.

Results and Discussion

Respondent Characteristics

The results show that most of the 50 employees were female (56.0%) and aged 26–35 years (44.0%). The majority had primary to vocational school education (78.0%), while 16.0% held a bachelor's degree. Most respondents had worked for 1–5 years (38.0%) or more than 10 years (36.0%), indicating a relatively experienced workforce.

Research Results

Descriptive Statictic

Table IV. 1
Descriptive Statistics Test Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Lingkungan Kerja	50	36	60	52.86	4.046
Motivasi Kerja	50	36	50	43.58	3.214
Kinerja	50	46	60	53.64	3.521
Valid N (listwise)	50				

Based on the results of the descriptive statistical analysis, the Work Environment variable (X1) had a minimum value of 36, a maximum value of 60, a mean of 52.86%, and a standard deviation of 4.046. The Work Motivation variable (X2) had a minimum value of 36, a maximum value of 50, a mean of 43.58%, and a standard deviation of 3.241. Meanwhile, the Performance variable (Y) had a minimum value of 46, a maximum value of 50, a mean of 53.64%, and a standard deviation of 3.521.

Data Quality Test

Validity Test

Table IV. 2
Validity Test Results of Work Environment, Work Motivation, and Employee Performance

Variabel	Indikator	R^{hitung}	R^{tabel}	Sig (2-Tailed)	Keterangan
Lingkungan Kerja (X1)	X1.1	0.606	0.278	0.000	Valid
	X1.2	0.569	0.278	0.000	Valid
	X1.3	0.490	0.278	0.000	Valid
	X1.4	0.522	0.278	0.000	Valid
	X1.5	0.553	0.278	0.000	Valid
	X1.6	0.604	0.278	0.000	Valid
	X1.7	0.463	0.278	0.001	Valid
	X1.8	0.553	0.278	0.000	Valid
	X1.9	0.471	0.278	0.001	Valid

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	X1.10	0.596	0.278	0.000	Valid
	X1.11	0.573	0.278	0.000	Valid
	X1.12	0.682	0.278	0.000	Valid
Motivasi Kerja (X2)	X2.1	0.491	0.278	0.000	Valid
	X2.2	0.529	0.278	0.000	Valid
	X2.3	0.337	0.278	0.017	Valid
	X2.4	0.590	0.278	0.000	Valid
	X2.5	0.463	0.278	0.001	Valid
	X2.6	0.538	0.278	0.000	Valid
	X2.7	0.590	0.278	0.000	Valid
	X2.8	0.369	0.278	0.008	Valid
	X2.9	0.560	0.278	0.000	Valid
	X2.10	0.660	0.278	0.000	Valid
Kinerja (Y)	Y_1	0.541	0.278	0.000	Valid
	Y_2	0.619	0.278	0.000	Valid
	Y_3	0.511	0.278	0.000	Valid
	Y_4	0.599	0.278	0.000	Valid
	Y_5	0.531	0.278	0.000	Valid
	Y_6	0.596	0.278	0.000	Valid
	Y_7	0.330	0.278	0.019	Valid
	Y_8	0.410	0.278	0.003	Valid
	Y_9	0.556	0.278	0.000	Valid
	Y_10	0.393	0.278	0.005	Valid
	Y_11	0.459	0.278	0.001	Valid
	Y_12	0.536	0.278	0.000	Valid

The validity test results showed that all statement instruments for the variables of work environment (X1), work motivation (X2), and employee performance (Y) had r-calculated values greater than r-table (0.278) and Sig. (2-tailed) values less than 0.05. Therefore, all instruments were declared valid.

Realibility Test

Table IV. 3
Reliability Test Results
Reliability Statistics X1

Reliability Statistics

Cronbach's Alpha	N of Items
.793	12

Reliability Statistics X2

Reliability Statistics

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Cronbach's Alpha	N of Items
.681	10

Reliability Statistics Y

Reliability Statistics

Cronbach's Alpha	N of Items
.734	12

The reliability test results indicated that the work environment variable had a Cronbach's Alpha value of 0.793, work motivation 0.681, and employee performance 0.734. All variables had Cronbach's Alpha values greater than 0.60, meaning all instruments were declared reliable.

Classical Asumption Test

Normality Test

Table IV.8
Kolmogorov–Smirnov Normality Test Results
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			50
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		1.98089996
Most Extreme Differences	Absolute		.063
	Positive		.063
	Negative		-.052
Test Statistic			.063
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.893
	99% Confidence Interval	Lower Bound	.885
		Upper Bound	.901

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

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Based on Table IV.8, the significance value is 0.200 (Sig. 2-tailed > 0.05), as obtained from the One-Sample Kolmogorov–Smirnov normality test. Therefore, it can be concluded that the data are normally distributed.

Multicollinearity Test

Table IV.10
Multicollinearity Test Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	11.835	4.165		2.841	.007			
	Lingkungan Kerja	.396	.103	.455	3.862	.000	.769	.491	.317
	Motivasi Kerja	.479	.129	.437	3.713	.001	.764	.476	.305

a. Dependent Variable: Kinerja

The multicollinearity test showed Tolerance values of 0.485 > 0.10 for both work environment and work motivation variables, and VIF values of 2.060 < 10, indicating no multicollinearity problem.

Heteroscedasticity Test

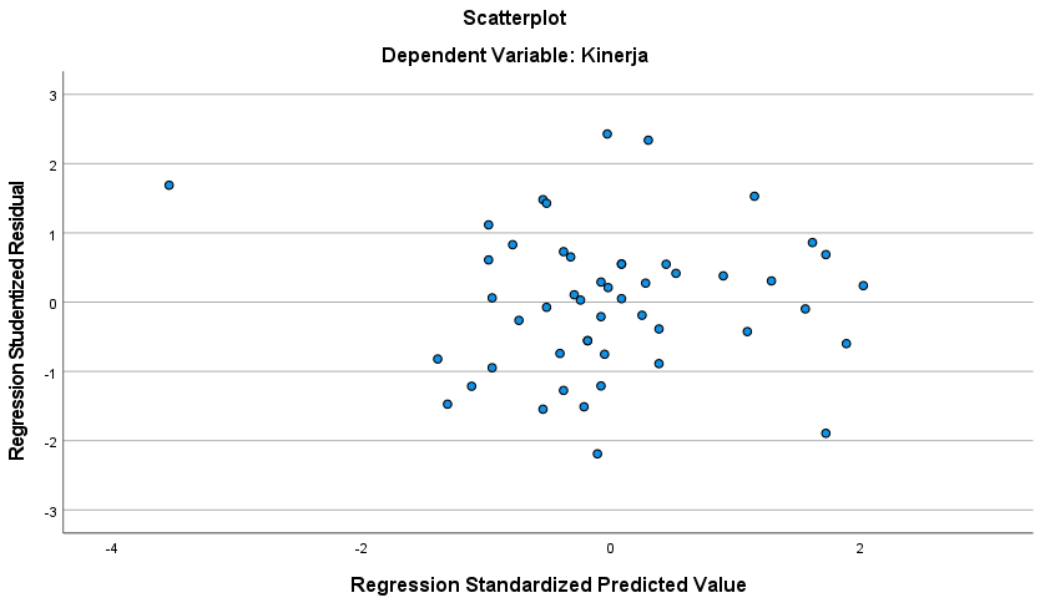


Figure 1. Heteroscedasticity Test Results

Based on Figure IV.3, the heteroscedasticity test results indicate that the regression model does not exhibit heteroscedasticity. This is shown by the distribution of points both above and below the value of 0 on the Y-axis, indicating the absence of heteroscedasticity**.**

Multiple Linear Regression Test

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Table IV.11
Multiple Linear Regression Analysis Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	11.835	4.165		2.841	.007		
	Lingkungan Kerja	.396	.103	.455	3.862	.000	.485	2.060
	Motivasi Kerja	.479	.129	.437	3.713	.001	.485	2.060

a. Dependent Variable: Kinerja

The results of the multiple linear regression analysis produced the following equation:
$Y = 11.835 + 0.396X_1 + 0.479X_2$

The regression coefficient for the work environment variable (X_1) was 0.396, indicating that each one-unit increase in the work environment would increase employee performance by 0.396 units. The regression coefficient for the work motivation variable (X_2) was 0.479, indicating that each one-unit increase in work motivation would increase employee performance by 0.479 units.

Hypothesis Testing

T-Test (Partial Test)

Table IV.12
Partial Test (t-Test) Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.835	4.165		2.841	.007
	Lingkungan Kerja	.396	.103	.455	3.862	.000
	Motivasi Kerja	.479	.129	.437	3.713	.001

a. Dependent Variable: Kinerja

The formula for determining the t-table value uses the degree of freedom (df), calculated as df = N − K. In this study, df = 50 − 2 = 48, resulting in a t-table value of 2.010.

The t-test results above were used to examine the partial effect of each independent variable on the dependent variable, as follows:

a. The t-test (partial) showed that the work environment variable had a t-value of 3.862 > t-table 2.010 with a significance value of 0.000 < 0.05; therefore, H_0 was rejected and H_1 was accepted. This means that the work environment partially has a positive and significant effect on employee performance.

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b. The work motivation variable had a t-value of 3.713 > t-table 2.010 with a significance value of 0.000 < 0.05; therefore, H_0 was rejected and H_1 was accepted. This means that work motivation partially has a positive and significant effect on employee performance.

F-Test (Simultaneous Test)

Table IV.13
Simultaneous Test (F-Test) Results

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	415.246	2	207.623	50.752	.000[b]
	Residual	192.274	47	4.091		
	Total	607.520	49			

a. Dependent Variable: Kinerja
b. Predictors: (Constant), MotivasiKerja, LingkunganKerja

Based on the calculation results in Table.....above, the F-test (simultaneous test) shows that the F-count value is obtained using the following formula:
$df_1 = k - 1 = 3 - 1 = 2$
$df_2 = n - 1 = 50 - 3 = 47$
Nilai F tabel = 3.20

F-test (simultaneous) showed that the F-value was 50.752 > F-table 3.20 with a significance value of 0.000 < 0.05; therefore, H_0 was rejected and H_1 was accepted. This means that work environment and work motivation simultaneously have a positive and significant effect on employee performance.
Coefficient of Determination Test (R2)
Partial Coefficient of Determination Test

Table IV.14
Partial Coefficient of Determination Test Results Beta × Zero Order

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients			Correlations		
	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1(Constant)	11.835	4.165		2.841	.007			
Lingkungan Kerja	.396	.103	.455	3.862	.000	.769	.491	.317
Motivasi Kerja	.479	.129	.437	3.713	.001	.764	.476	.305

a. Dependent Variable: Kinerja

The partial coefficient of determination was calculated using the formula Beta × Zero-Order × 100%. The results show that Work Environment (X1) contributed 34.98%

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(0.455 × 0.769 × 100%), while Work Motivation (X2) contributed 33.38% (0.437 × 0.764 × 100%) to Employee Performance (Y).

These findings indicate that both variables have a positive partial effect on employee performance, with the work environment showing a slightly greater contribution than work motivation.

Simultaneous Coefficient of Determination Test Results

Tabel IV. 4
Hasil Uji Determinasi (Simultan)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827[a]	.684	.670	2.023

a. Predictors: (Constant), Lingkungan Kerja, Motivasi Kerja

Based on the results of the simultaneous determination test, the R Square value is 0.684, indicating that work environment and work motivation jointly contribute 68.4% to employee performance. The remaining 31.6% is influenced by other factors not examined in this study

These findings show that both variables significantly explain variations in employee performance, although other factors also affect overall performance.

Discussion

The results of this study indicate that the work environment and work motivation have a positive and significant effect on employee performance at PT Matahari Department Store Tbk West Jakarta. A comfortable and safe work environment, supported by adequate facilities and harmonious relationships among coworkers, has been proven to improve employee performance. These findings are consistent with the study by Trisnawati & Firdaus (2025), but differ from Mahatani et al. (2021), who found that the work environment did not have a direct effect due to the mediating role of motivation.

Work motivation also serves as an important factor that encourages employees to work more diligently, responsibly, and with a focus on achieving performance targets. This supports the findings of Zuhaena & Cahyo (2022), but contrasts with Bidara et al. (2021), who found that motivation did not have a significant effect on employee performance.

Simultaneously, both variables contribute 68.4% to employee performance, confirming the research of Arrum & Nurwahyudi (2024), which stated that the combination of a conducive work environment and high motivation can optimally enhance performance. The remaining 31.6% is influenced by other factors such as work discipline, leadership, and organizational culture. Therefore, companies need to continuously improve the quality of the work environment and motivation systems in order to achieve better productivity.

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Conclusion

Based on the research findings, it can be concluded that the work environment and work motivation, both partially and simultaneously, have a positive and significant effect on employee performance at PT Matahari Department Store Tbk West Jakarta. The t-value for the work environment variable was 3.862 > t-table 2.010, and for work motivation was 3.713 > t-table 2.010, with a significance value of 0.000 < 0.05. Simultaneously, the F-value obtained was 50.752 > F-table 3.20, with a contribution of 68.4% to employee performance.

These results indicate that the better the work environment—supported by adequate facilities and harmonious working relationships—and the higher the employee motivation, the higher the resulting performance. Therefore, companies need to continuously pay attention to and improve these two factors in order to achieve optimal productivity.

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