
**THE INFLUENCE OF THE WORK ENVIRONMENT ON MOTIVATION
AND THEIR IMPACT ON EMPLOYEE PERFORMANCE AT
DISTRIBUTION CENTER THE BODY SHOP INDONESIA**

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Abstract

All companies in the world are currently in a condition affected by the effects of the Covid-19 pandemic that emerged at the end of 2019. The purpose of this study was to determine how the direct influence of the work environment on employee performance, the direct influence of motivation on employee performance, and to determine the effect of the work environment through motivation and its impact on employee performance at The Body Shop Indonesia Distribution Center. The population and sample of the object of this research are all employees who work in the Distribution Center of The Body Shop Indonesia, totaling 39 people. The results of the study indicate that there is a direct and significant influence of the work environment on employee performance, then there is also a direct and significant influence of motivation on employee performance and proves that there is an influence of the work environment through motivation on employee performance at the Distribution Center of The Body Shop Indonesia.

Keywords: Working Enviroment; Motivation; Employee Performance

Abstrak

Semua perusahaan di dunia saat ini sedang dalam kondisi yang tedampak oleh efek pandemi Covid-19 yang muncul di akhir tahun 2019. Tujuan dari penelitian ini adalah untuk mengetahui bagaimana pengaruh langsung dari lingkungan kerja terhadap kinerja karyawan, pengaruh langsung dari motivasi terhadap kinerja karyawan, serta untuk mengetahui pengaruh lingkungan kerja melalui motivasi dan dampaknya terhadap kinerja karyawan *Distribution Center The Body Shop* Indonesia. Populasi maupun sampel dari objek penelitian kali ini adalah semua karyawan yang bekerja di *Distribution Center The Body Shop* Indonesia yang berjumlah 39 orang. Hasil penelitian menunjukkan bahwa terdapat pengaruh langsung dan signifikan dari lingkungan kerja terhadap kinerja karyawan, kemudian juga terdapat pengaruh langsung dan signifikan dari motivasi terhadap kinerja karyawan, serta membuktikan bahwa adanya pengaruh dari lingkungan kerja melalui motivasi terhadap kinerja karyawan di *Distribution Center The Body Shop* Indonesia.

Kata kunci: Lingkungan Kerja; Motivasi; Kinerja

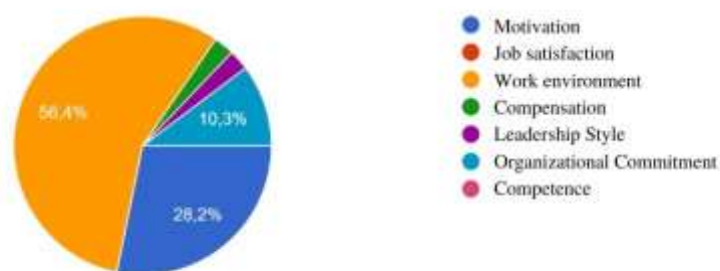
Introduction

All companies in the world are currently in a condition that is affected by the effects of the covid-19 pandemic that emerged at the end of 2019, this has caused many companies to go bankrupt due to poor company performance. It is at this point that it is very clear that the company's performance is very decisive for the sustainability and sustainability of the company, the company's performance is basically produced from the work of all employees in the organization. This means that maintaining the performance of all employees in the organization, will automatically have an impact on maintaining the company's performance. As we know that to realize good employee performance, it is necessary to manage, plan and organize within the company environment, which is carried out by Human Resource Management, because basically, employees are company assets that are important for the company to pay attention to and must be maintained as well as possible. Seeing the above conditions Human Resource Management is needed by companies to manage and overcome problems related to the conditions, tasks, and circumstances of human resources or employees in a company. This is also felt by the management team of The Body Shop Indonesia Distribution Center, The Body Shop Indonesia is one of the big beauty brands and has around 1 million active consumers who are called Love Your Body Members in running their business, they need support from the Distribution Center team so that the role and performance of The Body Shop Indonesia Distribution Center employees greatly affect the company's performance, all products received by The Body Shop Indonesia consumers through the supply chain that is run and managed by Distribution Center employees.

There are many factors that can affect employee performance in general, such as work environment, work motivation, organizational commitment, job satisfaction, compensation, leadership style, and competence. Departing from this background, the researchers tried to conduct a pre-survey to find out what things most affect the performance of employees at The Body Shop Indonesia Distribution Center, below are the results of the researcher's pre-survey:

What do you think has the most impact on your performance as an employee?

39 Answers



Picture 1. Graph of the Effect of Employee Performance.

It was found that according to the views of the employees at The Body Shop Indonesia Distribution Center, the factors that affect their performance are the Work Environment (56.4% chosen by the respondents) and Motivation (28.2% chosen by the respondents). This result is in line with the many studies regarding the influence of the Work Environment on Employee Performance, one of which is in the journal AGORA Vol. 5 No.1 (2017) written by Apfia Ferawati said that the work environment has a positive influence on the performance of employees of PT. Cahaya Indo Persada is

proven by the results of R 0.728 and an R-Square value of 0.530 with a significance value of 0.000. In addition, in the Journal of Business Research & Investment Vol. 3 No. 2, August 2017 written by Lyta Lestary and Harmon where the research results show that the influence of the Work Environment on Employee Performance in the Detail Part Manufacturing Division of the Production Directorate of PT Dirgantara Indonesia (Persero) is 19.2% (results R-Square 0.192) and there is a positive influence from the work environment variable to the employee performance variable. And there is one more study that explains the influence of the Work Environment on Performance in the proceedings made by Denok Sunarsi, Hadion Wijoyo, Dodi Prasada, and Dede Andi in the National Seminar on Management, Economics and Accounting Faculty of Economics and Business UNP Kediri in 2020 explained that the R value of 0.789 and the value of R-Square 0.622 or 62.2% of the work environment has a contribution effect on the performance of employees of PT. Mentari Persada.

In addition to the work environment in the pre-survey above, there are other factors that are considered to have the most influence on the performance of The Body Shop Indonesia Distribution Center employees, namely motivation. Optimal: Journal of Economics and Entrepreneurship Vol 13 No.1 2019 by Muhamad Ekhsan in his research explained that the significance value of motivation and work discipline variables affected 55.7% of employee performance at PT Syncrum Logistics. Then there is also research from Bagus Ikhsan Bagaskara and Edy Rahardja in the Diponegoro Journal of Management Vol. 7 No. 2, 2018:1–11 in this study, work motivation has a positive effect on employee performance. This is based on the results of the t-test calculation where the tcount of 3.565 is greater than the ttable of 1.995. The significance level of the work motivation variable is 0.001 where the significance level is lower than 0.05. It can be concluded that work motivation has a positive and significant effect on employee performance. As well as in the research conducted by Bayu Dwilaksono Hanafi and Corry Yohana in the Journal of Economic and Business Education (JPEB) Vol. 5 No.1 March 2017 at PT BNI Life Insurance explained that the results of the study stated that the motivation variable on employee performance had a positive and significant effect because it had a t-value of $2.97 > t_{table} 1.96$.

The work environment factor accompanied by motivation as an intervening variable has also been proven by many researchers, at least in the journal AGORA Vol. 5, No. 3 2017 explained that the direct effect of the work environment on employee performance is smaller than the indirect effect of the work environment on employee performance through work motivation. Then in Isnan Arief Aryono's 2017 thesis entitled "The Influence of Leadership and Work Environment on Employee Performance at PT. KAI DAOP 6 Yogyakarta with Motivation as Intervening Variable" found evidence that the work environment affects performance through motivation. The direct effect of the work environment on performance is 0.190 while the indirect effect of the work environment on performance through motivation as an intervening variable is 0.237. The existence of motivation can increase the influence of the work environment on employee performance. This is confirmed in the journal JBBE, Vol. 13, No. 01, February 2020 written by Andi Hasryningsih Asfar and Rita Anggraeni. In the journal it was concluded that the work environment through motivation to performance has a greater tcount value of 5.399 compared to the tcount value if the t value of the work environment on performance directly is 4.146, then in previous research indeed the work environment factor accompanied by motivation as an intervening variable has a strong theoretical foundation.

The work environment in an organization, especially a company, has an urgency to be considered, especially by management, a good work environment can have a direct

impact on employee performance as stated by Sedarmayanti (2017:26) which reveals that the work environment can affect an employee's performance because a human being will be able to carry out its activities properly, so that an optimal result is achieved if it is supported by appropriate environmental conditions. The work environment has a meaning, namely the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements are good or appropriate if humans can carry out their activities optimally, healthy, safe, and comfortable. The dimensions of the work environment are divided into 2, namely the physical work environment and non-physical work environment.

Motivation is also very fundamental to employee performance. The opinion of David McClelland in Hasibuan (2016: 95) his motivation theory says that a person's productivity can be determined by the "mental virus" that exists in him. Mental viruses are mental conditions that encourage a person to be able to achieve maximum performance. The mental virus in question consists of 3 (three) groups of needs, namely: the need for achievement (the need for success), the need for affiliation (the need to expand success), and the need for power (the need to master something).

All the above factors are nothing but to improve employee performance. Mangkunegara (2017: 9) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. According to John Miner quoted by Fahmi (2017: 34) to achieve or assess performance, there are dimensions that become benchmarks, namely:

1. Quality
2. Quantity
3. Use of Time at Work
4. Cooperation.

Research Methods

This research is a type of quantitative research that emphasizes testing theories through measuring research variables with numbers and requires data analysis with statistical procedures. The measuring instrument in this study is a questionnaire with a Likert scale. According to Sugiyono (2018:132) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. For the purposes of quantitative analysis, five alternative answers were given to respondents for each variable using a scale of 1 to 5.

This type of research is explanatory research. According to Sugiyono (2017:6), explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another. The main reason this researcher uses this explanatory research method is to test the proposed hypothesis, it is hoped that this research can explain the relationship and influence between the independent and dependent variables in the hypothesis. In this study, the researcher's hypothesis was formulated as follows:

H₁ : There is a direct influence of the work environment (X) on motivation (Y) at the Distribution Center of The Body Shop Indonesia

H₂ : There is a direct effect of the work environment (X) on employee performance (Z) at The Body Shop Indonesia Distribution Center

H₃ : There is a direct influence of motivation (Y) on employee performance (Z) at the Distribution Center of The Body Shop Indonesia

H₄ : There is a significant indirect effect of the work environment (X) through motivation (Y) on employee performance (Z) at The Body Shop Indonesia Distribution Center.



Picture 2. Employee Performance Research Flow.

The object of this research is all employees of The Body Shop Indonesia Distribution Center and data collection techniques in this study via a Google Form link which will store all 39 respondents' responses. Because the total population of The Body Shop Indonesia Distribution Center employees is 39 people, the sampling technique used in this study is total sampling. The following are descriptive statistics of the object of this research:

Data analysis in this study was assisted with the help of SPSS 24 software, with the provisions of the F test at Alpha = 0.05 or p 0.05 as the significance level of F (sig. F) while for the T test the significance level of Alpha = 0.05 or p 0.05 which is generated by the code (sig.T).

Results and Discussion

A. Validity Test

Validity testing is carried out to determine whether a questionnaire is valid or not from each of these variables. The validity test that has been carried out in this study is shown in the following table:

Correlations												
		X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	Xtotal
X1	Pearson Correlation	1	.406*	.620**	0.281	0.078	.669**	.596**	0.281	.549**	0.282	.777**
	Sig. (2-tailed)		0.010	0.000	0.083	0.636	0.000	0.000	0.083	0.000	0.082	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
X2	Pearson Correlation	.406*	1	.327*	-0.065	-0.057	0.262	0.245	0.075	0.174	-0.109	.337*
	Sig. (2-tailed)	0.010		0.042	0.695	0.730	0.108	0.133	0.649	0.289	0.508	0.036
	N	39	39	39	39	39	39	39	39	39	39	39
X3	Pearson Correlation	.620**	.327*	1	.420**	0.117	.495**	.630**	.389*	.452**	0.182	.747**
	Sig. (2-tailed)	0.000	0.042		0.008	0.479	0.001	0.000	0.014	0.004	0.268	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
X4	Pearson Correlation	0.281	-0.065	.420**	1	0.245	.427**	.361*	.515**	0.178	.333*	.552**
	Sig. (2-tailed)	0.083	0.695	0.008		0.133	0.007	0.024	0.001	0.279	0.038	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
X5	Pearson Correlation	0.078	-0.057	0.117	0.245	1	0.216	.318*	.453**	0.075	0.174	.381*
	Sig. (2-tailed)	0.636	0.730	0.479	0.133		0.187	0.048	0.004	0.649	0.289	0.017
	N	39	39	39	39	39	39	39	39	39	39	39
X6	Pearson Correlation	.669**	0.262	.495**	.427**	0.216	1	.635**	.477**	.448**	0.271	.790**
	Sig. (2-tailed)	0.000	0.108	0.001	0.007	0.187		0.000	0.002	0.004	0.095	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
X7	Pearson Correlation	.596**	0.245	.630**	.361*	.318*	.635**	1	.518**	.652**	.404*	.862**
	Sig. (2-tailed)	0.000	0.133	0.000	0.024	0.048	0.000		0.001	0.000	0.011	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
X8	Pearson Correlation	0.281	0.075	.389*	.515**	.453**	.477**	.518**	1	.329*	0.284	.650**
	Sig. (2-tailed)	0.083	0.649	0.014	0.001	0.004	0.002	0.001		0.041	0.079	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
X9	Pearson Correlation	.549**	0.174	.452**	0.178	0.075	.448**	.652**	.329*	1	.472**	.713**
	Sig. (2-tailed)	0.000	0.289	0.004	0.279	0.649	0.004	0.000	0.041		0.002	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
X10	Pearson Correlation	0.282	-0.109	0.182	.333*	0.174	0.271	.404*	0.284	.472**	1	.506**
	Sig. (2-tailed)	0.082	0.508	0.268	0.038	0.289	0.095	0.011	0.079	0.002		0.001
	N	39	39	39	39	39	39	39	39	39	39	39
Xtotal	Pearson Correlation	.777**	.337*	.747**	.552**	.381*	.790**	.862**	.650**	.713**	.506**	1
	Sig. (2-tailed)	0.000	0.036	0.000	0.000	0.017	0.000	0.000	0.000	0.000	0.001	
	N	39	39	39	39	39	39	39	39	39	39	39

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

Picture 3. Significant Correlation X (Pearson Correlation).

Correlations												
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Ytotal
Y1	Pearson Correlation	1	.778**	.794**	.755**	.554**	.388*	.560**	.591**	.548**	.506**	.796**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.015	0.000	0.000	0.000	0.001	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y2	Pearson Correlation	.778**	1	.862**	.681**	.551**	.558**	.593**	.615**	.547**	.491**	.826**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.002	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y3	Pearson Correlation	.794**	.862**	1	.737**	.592**	.598**	.634**	.654**	.591**	.589**	.870**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y4	Pearson Correlation	.755**	.681**	.737**	1	.595**	.541**	.508**	.624**	.504**	.444**	.788**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.001	0.000	0.001	0.005	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y5	Pearson Correlation	.554**	.551**	.592**	.595**	1	.747**	.700**	.678**	.524**	.387*	.774**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.001	0.015	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y6	Pearson Correlation	.388*	.558**	.598**	.541**	.747**	1	.743**	.614**	.593**	.505**	.776**
	Sig. (2-tailed)	0.015	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.001	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y7	Pearson Correlation	.560**	.593**	.634**	.508**	.700**	.743**	1	.817**	.842**	.649**	.868**
	Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.000	0.000		0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y8	Pearson Correlation	.591**	.615**	.654**	.624**	.678**	.614**	.817**	1	.792**	.622**	.862**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y9	Pearson Correlation	.548**	.547**	.591**	.504**	.524**	.593**	.842**	.792**	1	.749**	.826**
	Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.001	0.000	0.000	0.000		0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Y10	Pearson Correlation	.506**	.491**	.589**	.444**	.387*	.505**	.649**	.622**	.749**	1	.731**
	Sig. (2-tailed)	0.001	0.002	0.000	0.005	0.015	0.001	0.000	0.000	0.000		0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Ytotal	Pearson Correlation	.796**	.826**	.870**	.788**	.774**	.776**	.868**	.862**	.826**	.731**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	39	39	39	39	39	39	39	39	39	39	39

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Picture 4. Significant Y Correlation (Pearson Correlation).

Correlations												
		Z1	Z2	Z3	Z4	Z5	Z6	Z7	Z8	Z9	Z10	Ztotal
Z1	Pearson Correlation	1	.771**	.724**	.687**	.520**	.585**	.581**	.548**	.607**	.715**	.807**
	Sig. (2-tailed)		0.000	0.000	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z2	Pearson Correlation	.771**	1	.938**	.733**	.601**	.626**	.650**	.594**	.592**	.557**	.850**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z3	Pearson Correlation	.724**	.938**	1	.766**	.632**	.652**	.666**	.600**	.605**	.552**	.860**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z4	Pearson Correlation	.687**	.733**	.766**	1	.783**	.710**	.693**	.605**	.566**	.584**	.860**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z5	Pearson Correlation	.520**	.601**	.632**	.783**	1	.768**	.742**	.703**	.392*	.463**	.794**
	Sig. (2-tailed)	0.001	0.000	0.000	0.000		0.000	0.000	0.000	0.013	0.003	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z6	Pearson Correlation	.585**	.626**	.652**	.710**	.768**	1	.852**	.695**	.592**	.596**	.854**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z7	Pearson Correlation	.581**	.650**	.666**	.693**	.742**	.852**	1	.839**	.606**	.648**	.877**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z8	Pearson Correlation	.548**	.594**	.600**	.605**	.703**	.695**	.839**	1	.608**	.696**	.828**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z9	Pearson Correlation	.607**	.592**	.605**	.566**	.392*	.592**	.606**	.608**	1	.805**	.772**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.013	0.000	0.000	0.000		0.000	0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Z10	Pearson Correlation	.715**	.557**	.552**	.584**	.463**	.596**	.648**	.696**	.805**	1	.798**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.003	0.000	0.000	0.000	0.000		0.000
	N	39	39	39	39	39	39	39	39	39	39	39
Ztotal	Pearson Correlation	.807**	.850**	.860**	.860**	.794**	.854**	.877**	.828**	.772**	.798**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	39	39	39	39	39	39	39	39	39	39	39

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Picture 5. Significant Correlation Z (Pearson Correlation).

Based on the results of the validity test of all variables the value of rcount is greater than rtable, so that all questionnaires in this study are valid.

B. Reliability Test

Reliability testing is carried out to determine how reliable the variables in this study are. The method to measure whether the variables in this study are reliable or not is to compare the Cronbach Alpha value, if the Cronbach Alpha value > 0.70 then reliable.

The results of the reliability tests that have been carried out in this study are shown in the following table:

Table 1. *Reliability Statistics.*

<i>Reliability Statistics</i>	
<i>Cronbach's Alpha X</i>	<i>N of Items</i>
0.847	10
<i>Cronbach's Alpha Y</i>	<i>N of Items</i>
0.943	10
<i>Cronbach's Alpha Z</i>	<i>N of Items</i>
0.949	10

C. Normality Test

The normality test was conducted to determine whether the samples taken came from the same population or were normally distributed. The method used to test the normality of the data in this study was the Kolmogorov-Smirnov. If the value exceeds the significance > 0.05 , it can be concluded that the data is normally distributed and means that the samples taken in this study came from the same population. The following are the results of the normality test of this study:

Table 2. *One-Sample Kolmogorov-Smirnov Test.*

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		<i>Unstandardized Residual</i>
	N	39
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	0.0000000
	<i>Std. Deviation</i>	2.58085778
	<i>Most Extreme Differences</i>	
	<i>Absolute</i>	0.046
	<i>Positive</i>	0.032
	<i>Negative</i>	-0.046
	<i>Test Statistic</i>	0.046
	<i>Asymp. Sig. (2-tailed)</i>	.200 ^{c,d}
a. <i>Test distribution is Normal.</i>		
b. <i>Calculated from data.</i>		
c. <i>Lilliefors Significance Correction.</i>		
d. <i>This is a lower bound of the true significance.</i>		

D. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between one independent variable and the other independent variables in the regression model used. The method used to detect the presence or absence of multicollinearity is to use Tolerance and Variance Inflation Factor (VIP). If the Tolerance value is more than 0.1 and the Variance inflation factor (VIP) value is not more than 10, then the regression model can be said to be free from multicollinearity problems. The following are the results of the multicollinearity test:

Table 3. Multicollinearity Test Results.

		<i>Coefficients^a</i>				<i>Collinearity Statistics</i>	
		<i>Unstandardized Coefficients</i>	<i>Std. Error</i>	<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	
Model		B		Beta			<i>Toleranc e</i>
1	(Constant)	-1.594	4.602		-0.346	0.731	
	Work environment	0.460	0.154	0.319	2.980	0.005	0.594
	Motivation	0.622	0.106	0.630	5.880	0.000	0.594

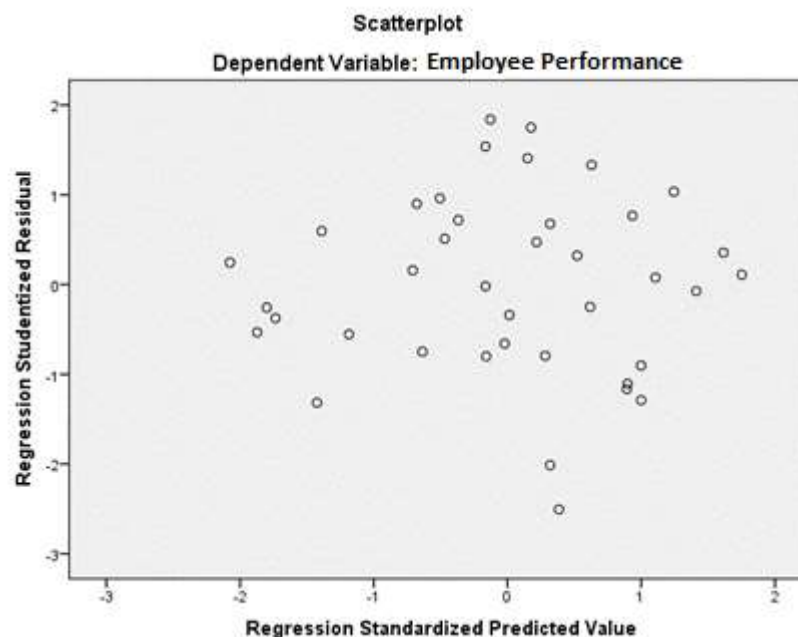
a. *Dependent Variable: Employee Performance*

E. Heteroscedasticity Test

Heteroscedasticity test is a condition where in the regression model there is an inequality of variance from the residuals in one observation to another observation. A good regression model is that there is no heteroscedasticity. In this study, to detect the presence of heteroscedasticity in the data, it is done by looking at the scatter plot graph. The basis for making decisions in the heteroscedasticity test with a scatter plot graph:

- 1) If there is a certain pattern on the scatter plot graph, such as dots that form a regular pattern (wavy, spreads and then narrows), then heteroscedasticity occurs.
- 2) If there is no clear pattern and the points are spread out, then the indication is that there is no heteroscedasticity.

The following is the output on the scatter plot graph:



Picture 6. Scatter Plot Graph.

F. Regression Results

In proving the hypothesis in this study, the researcher will display the results of the regression and the path coefficient values of this research variable, the following are the results:

Table 4. Path Coefficient Model 1.

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.637 ^a	0.406	0.390	4.123

a. Predictors: (Constant), Work environment

Table 5. Regression Results.

<i>Coefficients^a</i>						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	6.055	7.087		0.854	0.398
	Lingkungan Kerja	0.931	0.185	0.637	5.032	0.000

a. Dependent Variable: Motivation

Based on the results of the first model regression, it was found that the significance value of the X variable (work environment) was $0.000 < 0.05$, which means that the work environment variable had a significant effect on the motivation of The Body Shop Indonesia Distribution Center employees. In addition, it was also found that the contribution of the work environment to the motivation of The Body Shop Indonesia Distribution Center employees was 40.6%. Meanwhile for the value of e_1 can be found by the formula:

$$e_1 = \sqrt{1 - R^2}$$

$$e_1 = \sqrt{1 - 0.406^2}$$

$$e_1 = \sqrt{0.594}$$

$$e_1 = 0.771$$

Table 6. Path Coefficient Model 2.

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.869 ^a	0.755	0.741	2.652

a. Predictors: (Constant), Motivation, Work Environment

<i>Coefficients^a</i>						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>		
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1	(Constant)	-1.594	4.602		-0.346	0.731
	Work	0.46	0.154	0.319	2.980	0.005

Environment	0				
Motivation	0.62	0.106	0.630	5.880	0.000

a. *Dependent Variable:* Employee performance

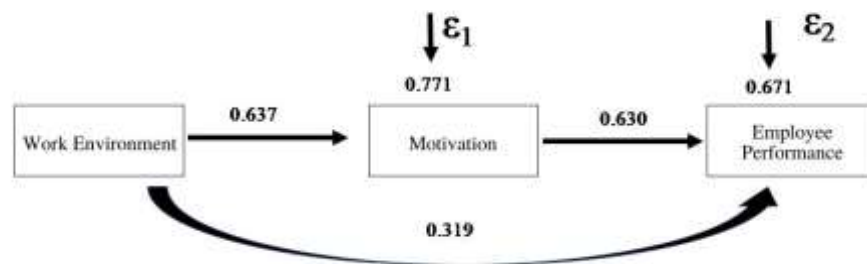
Based on the results of the second model regression, it was found that the significance value of the variable X (work environment) and variable Y (motivation) was 0.005 and 0.000, which means that the work environment and motivation variables had a significant effect on the performance of The Body Shop Indonesia Distribution Center employees and the R square value of 0.755 indicated 75.5% of The Body Shop Indonesia Distribution Center employee performance is influenced by the work environment and motivation. Meanwhile for the value of e2 can be found by the formula:

$$e_2 = \sqrt{1 - R^2}$$

$$e_2 = \sqrt{1 - 0,755^2}$$

$$e_2 = \sqrt{0,245}$$

$$e_2 = 0,671$$



Picture 7. Flow of Work Environment Based on Motivation to Affect Employee Performance.

G. Hypothesis Test

Based on the results of the regression and the path coefficient values above, the researchers tested the following hypotheses.

Hypothesis 1 (H1):

There is a direct influence of the work environment (X) on motivation (Y) at The Body Shop Indonesia Distribution Center, this is evidenced by the significance value of X of $0.000 < 0.05$ so it can be concluded that there is a direct significant influence of the work environment (X) on motivation (Y).

Hypothesis 2 (H2):

There is a direct effect of the work environment (X) on employee performance (Z) at The Body Shop Indonesia Distribution Center, this is evidenced by the significance value of X of $0.005 < 0.05$ so it can be concluded that there is a direct significant influence of the work environment (X). on employee performance (Z).

Hypothesis 3 (H3):

There is a direct influence of motivation (Y) on employee performance (Z) at The Body Shop Indonesia Distribution Center, this is evidenced by the significance value of Y of $0.000 < 0.05$ so it can be concluded that there is a direct significant effect of motivation (Y) on performance employee (Z).

Hypothesis 4 (H4):

There is a significant indirect effect of the work environment (X) through motivation (Y) on employee performance (Z) at The Body Shop Indonesia Distribution Center, this is evidenced by the beta value of X to Z of 0.319 while the indirect effect of X through Y on Z is the multiplication of the beta value of X to Y with the beta value of Y to Z which is $0.637 \times 0.630 = 0.401$, so the total effect given by X to Z is $0.319 + 0.401 = 0.720$. Because the value of the direct influence of variable X to variable Z is smaller than the value of the indirect effect of variable X to variable Z through variable Y, it can be concluded that X through Y has a significant effect on Z.

Conclusion

This research can be concluded that the alleged work environment and motivation that affect employee performance is true, therefore the researcher hopes that management can improve aspects of the work environment and aspects of motivation because this will improve employee performance at the Distribution Center of The Body Shop Indonesia. It is hoped that other researchers will conduct research by developing other variables that have not been studied in this study. When external conditions are not as good as is currently happening, it is necessary to manage human resources and good performance to ensure the survival of a company.

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