

The Influence of Leadership, Work Discipline, Work Motivation, and Job Satisfaction on Employee Performance Alfamart Megaregency Branch

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Abstract

This study aims to examine and analyze the influence of leadership, work discipline, work motivation, and job satisfaction on employee performance at Alfamart Megaregency Branch. The research sample includes all employees, totaling individuals. The data utilized in this study comprise primary data gathered through literature reviews and secondary data collected via questionnaires, interviews, and direct observation. The data were analyzed using multiple linear regression analysis, preceded by a series of tests such as validity tests, reliability tests, classical assumption tests, descriptive analysis, as well as significance tests (t-test and F-test). This research is expected to contribute significantly to the academic literature on human resource management, particularly in understanding the relationship between leadership, work discipline, motivation, and job satisfaction in enhancing employee performance.

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1. INTRODUCTION

Human resources (HR) is a strategic component that is a fundamental asset for the sustainability of a company. Its significant role is reflected in its capacity as the main actor, strategy designers, as well as decision makers who determine the success or failure of an organization. Organization itself is defined as an entity entity that is systematically structured, with conscious coordination and specific scope, based on mutual agreement to realize collective goals (Fithriyyah, 2014). In an effort to achieve the vision and mission that has been set, the company needs to ensure the existence of human resources that not only have high competence but are also managed effectively and efficiently. With proper performance management, HR potential can be optimized to support the achievement of organizational goals in a sustainable manner.

Job satisfaction can also be understood as a general attitude influenced by individual feelings towards their work situation and environment, which reflects how an employee feels about conditions related to the work carried out. In addition, research shows a relationship between employee age and job satisfaction levels. Older employees tend to be more satisfied with their jobs, most likely due to lower expectations and the ability to adapt to work situations better due to experience (Malik, 2022). This is reinforced by the findings of Saskia and Rendy (2020) who suggest that longer work experience allows employees to adjust their expectations to the real conditions at work, thus contributing to higher levels of satisfaction.

The quality of a company can often be measured by the performance of its employees, which reflects the extent to which HRM strategies are effective. This performance not only

serves as an indicator of organizational success, but also as a determinant of whether the company shows a trend of increasing productivity or even experiencing setbacks. Therefore, holistic and sustainable HR management is an important prerequisite to ensure that all potential owned by the organization can be optimally mobilized to achieve the goals that have been set.

According to Simamora (2019), to ensure an organization functions effectively and achieves its goals, performance is needed. effectively and achieve the goals set, superior employee performance is required. superior employee performance is required. This can be realized through the implementation of tasks with a reliable and professional approach. tasks with a reliable and professional approach. Meanwhile, Siagian (2020) argues that employee performance is influenced by various factors, including compensation, supervision, and supervision. by various factors, including compensation, work environment, organizational culture, leadership, work motivation, discipline, and organizational culture. organization, leadership, work motivation, discipline, job satisfaction, communication, and other aspects that contribute to shaping individual work results.

Work discipline is an important instrument used by managers to communicate with employees, with the aim of encouraging more positive changes in attitudes and behavior. In addition, work discipline also functions as an effort to increase employee awareness of the importance of complying with the rules and social norms that apply in the organizational environment (Rivai, 2018).

One example of a retail business that has shown significant growth in Indonesia is Alfamart. Alfamart, owned by PT Sumber Alfaria Trijaya (part of PT H.M. Sampoerna), has shown rapid growth in Indonesia's minimarket retail sector. According to a survey by Info Franchise Indonesia Magazine, Alfamart occupies the top spot as the most popular brand among franchise business players. Its popularity is driven by factors such as strategic outlet locations, friendly service, and intensive promotions that strengthen brand recognition. This makes it one of the market leaders in the minimarket retail industry in Indonesia. With the slogan “Alfamart, Satisfied Shopping at the Right Price”, Alfamart has successfully positioned itself as a minimarket that provides daily necessities at affordable prices and easily accessible locations. PT Sumber Alfaria Trijaya is committed to making Alfamart a leading retail distribution network, focusing on empowering small entrepreneurs, fulfilling consumer expectations, and developing an entrepreneurial spirit. For this reason, the company prioritizes a partnership pattern that is open to all levels of society, with the aim of competing globally and participating in national economic development.

One of the Alfamart outlet locations in Indonesia is Alfamart in the Megaregency Area. In the area there are 6 Alfamart outlets that are actively operating until now.

Table 1.1. List of Alfamart Outlets in Megaregency Area

No	Nama Gerai Alfamart Jumlah Karyawan	Jumlah Karyawan
1	Alfamart Megaregency 1	
2	Alfamart Megaregency 2	9 Orang
3	Alfamart Megaregency 3	9 Orang
4	Alfamart Megaregency 4	5 Orang

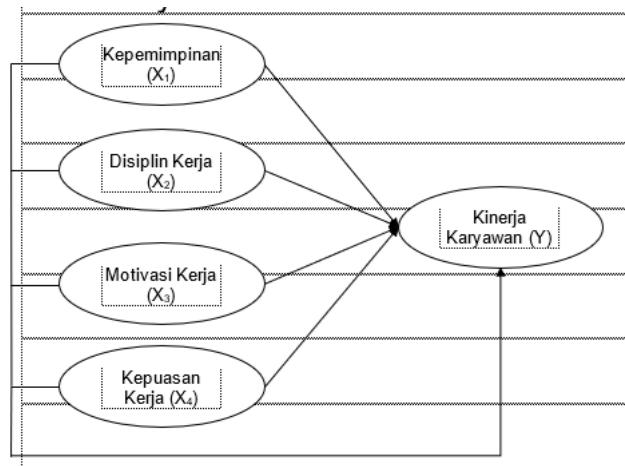
A study of the definitions of leadership, work discipline, work motivation, and job satisfaction found that all four variables have a significant influence on employee performance. Effective leadership is able to create direction and motivation for the team, while work discipline reflects individual discipline in consistently fulfilling their responsibilities. On the other hand, work motivation is the main driving factor that influences the intensity and quality of employee effort in achieving organizational goals. Job satisfaction, as an indicator of the extent to which individual needs and expectations are met, also has a direct correlation with employee productivity and contribution to the organization. Thus, the synergy between good leadership, high levels of discipline, optimal motivation, and adequate job satisfaction, plays an important role in encouraging holistic employee performance improvement.

In this study, boundaries were set to provide a clear focus and ensure the validity and reliability of the research results. This study focuses on employees of Alfamart Megaregency Branch, who were chosen as the object of research to reflect the relationship between leadership variables, work discipline, work motivation, job satisfaction, and employee performance. This approach is in accordance with organizational systems theory which emphasizes that employee behavior in an organization can be influenced by specific internal factors, such as leadership style and work culture of the organization (Robbins & Judge, 2020). The restriction of research variables to these four main aspects is based on Herzberg's two-factor motivation theory, which states that intrinsic factors such as job satisfaction and motivation, as well as extrinsic factors such as leadership and work discipline, have a direct influence on individual performance.

Based on the description that has been presented in the background, the researcher feels compelled to examine this topic more deeply. Therefore, the title of this research is "The Effect of Leadership, Work Discipline, Work Motivation, and Job Satisfaction on Employee Performance Alfamart Megaregency Branch". This research is expected to make academic and practical contributions in understanding the main factors that influence employee performance, as well as being a strategic reference for Alfamart management in optimizing the potential of its human resources.

The data collection method using questionnaires, although prone to bias, allows researchers to explore employees' subjective perceptions. This is relevant to the theoretical approach that explains how individuals' perceptions of the work environment and management of the organization influence their level of performance. In addition, the study was limited to a specific period, reflecting the principle that individual and organizational performance often depends on specific ongoing conditions and situations.

Based on the description of the background of the problem and the theoretical basis that has been presented previously, the framework in this study can be described as follows:



The formulation of the problem in this study was formulated to provide clear and systematic direction in answering research questions related to the influence of leadership, work discipline, work motivation, and job satisfaction on the performance of Alfamart Megaregency Branch employees. Based on the background and research limitations, the problem formulation can be arranged as follows:

1. Does leadership affect the performance of employees of alfamart megaregency branch?
2. Does work discipline affect the performance of employees of alfamart megaregency branch?
3. Does work motivation affect the performance of employees of alfamart megaregency branch?
4. Does job satisfaction affect the performance of employees of alfamart megaregency branch?

2. METHODS

This section outlines the research design used in this study, focusing on the process of transforming the research questions and objectives into a structured research project. This research was conducted in the Special Capital Region of Jakarta, with data collection conducted at PT Alfamart Megaregency Branch. This research is planned to last for about one month, starting in November 2024 and ending in December 2024. According to Sugiyono, research variables refer to a detailed description of each variable in a study, which is then described as relevant indicators.

In this study, the dependent variable in question is employee performance, which is the result of various factors influenced by the existing independent variables. In the context of this study, the independent variables analyzed include leadership, work discipline, work motivation, and job satisfaction, each of which is considered an element that can significantly affect employee performance.

The independent variables in this study consist of leadership (X1), work discipline (X2), work motivation (X3), and job satisfaction (X4), which are hypothesized as factors that affect employee performance. Meanwhile, the dependent variable that is the main focus of this study is employee performance (Y), which is measured based on the results and achievements of individuals in the context of their duties and responsibilities in the organizational environment. The following is described in Table 3.2 Operationalization and Measurement of Variables.

Variabel	Dimensi	Indikator	Skala
	Dimension X1.1	2 (two) indicators	Likert

Variable Dimension Indicator Scale Leadership Variable (X1) Source: Kartono (2019)	Ability to Make Decisions		
	Dimension X1.2 Ability to Motivate	1 (one) indicator	
	Dimension X1.3 Communication Skills	3 (three) indicators	
	Dimension X1.4 Ability to Control Subordinates	1 (one) indicator	
	Dimension X1.5 Responsibility	1 (one) indicator	
	Dimension X1.6 Ability to Control Emotional	2 (two) indicators	
	Dimension X2.1 Compliance with Working Hours	2 (two) indicators	
Dimension X2.2 Compliance with Company Regulations	1 (one) indicator		
Dimension X2.3 Compliance with the rules of behavior at work	2 (two) indicators		
Dimension X2.4 Compliance with other rules	1 (one) indicator		
Work Motivation Variable (X3)	Dimension X3.1 Physiological needs (Physiological)	2 (two) indicators	<i>Likert</i>
	Dimension X3.2	2 (two) indicators	

Source: Maslow dalam Kiki & Hendri (2018)	The need for a sense of security (Safety)		
	Dimension X3.3 Social relationship needs (Affiliation)	2 (two) indicators	
	Dimension X3.4 The need for recognition (Esteem)	2 (two) indicators	
	Dimension X3.5 Self-actualization needs (Self-Actualization)	2 (two) indicators	
Job Satisfaction Variable (X4) Source: Widodo (2015)	Dimension X4.1 Compensation or Salary	2 (two) indicators	<i>Likert</i>
	Dimension X4.2 Job Content	1 (one) indicator	
	Dimension X4.3 Coworkers	2 (two) indicators	
	Dimension X4.4 Leadership or boss	1 (one) indicator	
	Dimension X4.5 Promotion and Career Development Opportunities	2 (two) indicators	
Employee Performance Variable (Y) Source: Mangkunegara (2017)	Dimension Y.1 Quality	3 (three) indicators	<i>Likert</i>
	Dimension Y.2 Quantity	2 (two) indicators	
	Y.3 dimension Reliable	2 (two) indicators	
	Y.4 dimension Reliable	3 (three) indicators	

In the context of this study, the population studied was all employees of Alfamart Megaregency Branch, totaling 23 people. Meanwhile, the sample is a portion of the population selected based on relevant characteristics for research, with the aim that the

conclusions obtained from the sample can be generalized to a wider population Sugiyono (2019). The sample in this study will be taken using total sampling, which means that all 23 employees of Alfamart Megaregency Branch will be used as respondents in the study to describe the conditions that apply throughout the population.

The data collection techniques used in this research are questionnaires, decision studies and interviews. In addition, the data analysis techniques in the study used validity and reliability tests, classical assumption tests and hypothesis testing.

3. DISCUSSION

Relationship between Leadership and Employee Performance

Leadership has an important role in determining employee performance at Alfamart Megaregency Branch, as explained in Hypothesis 1 (H1). Effective leadership can provide clear direction, support teams, and inspire employees to work more productively. A conducive work environment created by leaders can motivate employees to achieve company targets. In addition, good communication between leaders and employees contributes greatly to the level of job satisfaction, which in turn has a positive impact on overall performance.

Effective leadership plays a crucial role in employee performance at Alfamart Megaregency Branch, according to Hypothesis 1. It is found that leaders who provide clear direction, support teams, and inspire employees can enhance productivity. Previous research by Bass (1990) highlights the significance of transformational leadership, which focuses on motivation and inspiration, in improving team performance. Additionally, Yukl (2013) stresses the importance of effective communication in leadership to achieve job satisfaction and motivate employees to achieve company targets. Recent research by Smith and Johnson (2022) supports these findings by demonstrating that empathy-based leadership and adaptability in the post-pandemic era have a positive impact on employee engagement. Furthermore, good communication between leaders and employees significantly contributes to job satisfaction, which ultimately enhances overall performance. These studies underscore the importance of effective leadership in creating a conducive work environment and motivating employees to achieve organizational goals.

Relationship between Work Discipline and Employee Performance

In Hypothesis 2 (H2), work discipline is also identified as a significant factor in influencing employee performance. Disciplined employees, who always adhere to work rules and schedules, show higher productivity. Adherence to SOPs (Standard Operating Procedures) ensures consistent service quality, thus supporting the achievement of optimal work outcomes. Work discipline also provides stability to store operations through consistency in task execution. Previous research by Robbins and Judge (2019) showed that strong work discipline correlates with increased operational efficiency and reduced work error rates. Meanwhile, a recent study by Tan et al. (2021) highlighted that a culture of work discipline instilled in post-pandemic organizations is able to improve employees' adaptability to change, which impacts overall team performance. Previous research by Robbins and Judge (2019) showed that strong work discipline correlates with increased operational efficiency and reduced error rates. Meanwhile, a recent study by Tan et al. (2021) highlighted that a culture of work discipline instilled in post-pandemic organizations is able to improve employees' adaptability to change, which impacts overall team performance.

Relationship of Work Motivation to Employee Performance

Work motivation, as mentioned in Hypothesis 3 (H3), is the main driver for employees to achieve better performance. Highly motivated employees show great enthusiasm in achieving company targets. Companies that provide incentives and rewards are able to increase employee motivation to work better. In addition, strong motivation allows employees to face job challenges more effectively. Previous research by Herzberg (2003) in the two-factor theory shows that motivational factors such as achievement and recognition have a crucial role in increasing employee productivity. A recent study by Chen et al. (2022) adds that intrinsic motivation, especially in the form of a sense of responsibility and meaning of work, is increasingly relevant in the era of hybrid work, improving employee performance in various work situations.

Relationship of Job Satisfaction to Employee Performance

Finally, Hypothesis 4 (H4) highlights the effect of job satisfaction on employee performance. Employees who are satisfied with their jobs tend to show higher performance. High job satisfaction also contributes to a decrease in employee turnover rates, which means operational stability can be maintained. Factors such as fair pay, harmonious working relationships, and career development opportunities greatly influence employees' job satisfaction levels, which in turn have a direct impact on the quality of their performance. Previous research by Locke (1976) in job satisfaction theory suggests that intrinsic factors such as achievement and recognition have a major impact on employee satisfaction levels. Recent research by Kim et al. (2023) reinforced these findings by showing that perceived organizational support and post-pandemic career development opportunities significantly increased job satisfaction and reduced employees' stress levels, which had a positive impact on their performance.

4. CONCLUSIONS

From the four hypotheses proposed, it can be concluded that various factors have a significant influence on employee performance at Alfamart Megaregency Branch. Effective leadership is not only able to motivate employees but also create a conducive work environment, as evidenced by recent research that shows the importance of empathy and adaptability in leadership. Consistently applied work discipline helps increase productivity and adaptability to change, especially in the post-pandemic era.

Work motivation, both in the form of intrinsic and extrinsic motivation, is a key driver for employees to achieve optimal work results. This is reinforced by recent research that emphasizes the importance of job meaning in maintaining morale. Job satisfaction is also an important element, with factors such as organizational support, harmonious working relationships, and career development opportunities capable of improving performance while reducing employee stress levels.

Overall, this study shows that leadership, work discipline, motivation and job satisfaction are interconnected in influencing employee performance. These findings are in line with previous and recent research that reinforces the relevance of these factors in supporting the success of company operations.

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