

THE EFFECT ON WORK DISCIPLINE, WORK MOTIVATION, AND WORK ENVIRONMENT ON ALFAMART EMPLOYEE PERFORMANCE IN MADIUN

Muhammad Rizki Dermawan ¹⁾

¹Management, Faculty of Economics and Business, PGRI University of Madiun
email: Muhammad_2103102118@mhs.unipma.ac.id

Abstrak

Upaya peningkatan kinerja karyawan tidak hanya bergantung pada kualitas produk tetapi juga pada faktor internal seperti kepuasan gaji, kondisi kerja, dan pelayanan karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh kinerja karyawan dengan mengkaji faktor-faktor seperti disiplin kerja, motivasi, dan lingkungan kerja pada karyawan Alfamart di Madiun. Penelitian ini menggunakan pendekatan kuantitatif dengan 116 responden karyawan menggunakan teknik sampling jenuh. Analisis data dilakukan dengan menggunakan analisis jalur. Hasil penelitian menunjukkan bahwa secara parsial, disiplin kerja, motivasi kerja, dan lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan. Ketiga variabel ini juga berpengaruh terhadap produktivitas perusahaan atau bisnis. Temuan ini menekankan pentingnya menciptakan lingkungan kerja yang baik, disiplin kerja yang baik dan motivasi yang baik juga.

Kata Kunci: disiplin kerja, motivasi kerja, lingkungan kerja, Kinerja Karyawan

Abstract

Efforts to improve employee performance depend not only on product quality but also on internal factors such as salary satisfaction, working conditions, and employee service. This study aims to analyze the influence of employee performance by examining factors such as work discipline, motivation, and the work environment on Alfamart employees in Madiun. This study used a quantitative approach with 116 employee respondents using a saturated sampling technique. Data analysis was conducted using path analysis. The results of the study indicate that partially, work discipline, work motivation, and the work environment have a positive and significant effect on employee performance. These three variables also influence company or business productivity. These findings emphasize the importance of creating a good work environment, good work discipline, and good motivation as well.

Kata Kunci: work discipline, work motivation, work environment, employee Performance.

A. INTRODUCTION

It's important to understand that human resource management (HRM) is a systematic process for recruiting, developing, motivating, and retaining a workforce within an organization. HRM focuses on human resource planning, employee development, workforce management, and ensuring employees are able to work effectively and efficiently. Effective and efficient HRM will improve employee quality, leading to positive company prospects. This is because HRM itself has goals that can improve the organization, the company, and its employees, such as increasing work productivity, achieving competitive advantage, and creating a positive and peaceful work environment.

In this context, HRM has a significant impact on company progress. The key is developing interest and responsibility, which are then translated into employee performance. This background analysis examines Alfamart employees in Madiun in relation to work discipline, work motivation, and the work environment. The rapid growth of the retail business in Indonesia is related to the increasing population and income of Indonesians, which has led to an increase in the cost of living. Therefore, the need for convenient shopping locations that can meet consumer needs in one location is becoming increasingly important.

On the other hand, the growing number of retail stores and businesses developing in Indonesia and the digitalization era require companies to be more competitive and must possess competitive advantages to survive. This means that competition in this era of globalization, for example, occurs in the economic sector. Under these conditions, companies must be able to maintain and effectively face challenges, and one way to do this is by improving the quality of their human resources. Like Alfamart, Alfamart is a minimarket chain that provides basic necessities and daily necessities. It is the largest retail company in Indonesia, with a sales floor area of approximately 200 m² and 22,310 retail outlets. Alfamart is managed by PT. Sumber Alfaria Trijaya Tbk. The first store opened on Jalan Beringin Raya, Karawaci, Tangerang, in 1999.

Alfamart outlets are spread across major cities, including West Java, Central Java, East Java, Yogyakarta, Bali, Palembang, Makassar, and other cities.

The growth and development of an employee organization depends on the situation within the organization. Therefore, based on observations conducted at Alfamarts throughout Madiun Regency and the city, human resources must be effectively and efficiently improved within the work environment to achieve optimal performance. To achieve this, improvements must be made. In this case, there are also previous studies related to work discipline and motivation, including those by Anggraeni (2020), Annajmi Mulki (2022) on work discipline and employee performance, and Kolisa Mirzayati (2022) on work discipline, motivation, and the work environment.

This study explains the factors that can influence employee performance and ensure employee comfort at Alfamart. Data collected from *kompas.com* indicates that employees will be happier if they are able to complete their work without significant pressure, including regulations, policies, interpersonal harmony, and communication. Employees will be happier if they are not burdened with excessive workloads. Furthermore, if the organizational structure and operations are well-managed, employees will be more comfortable, plus adequate benefits and salaries will be provided.

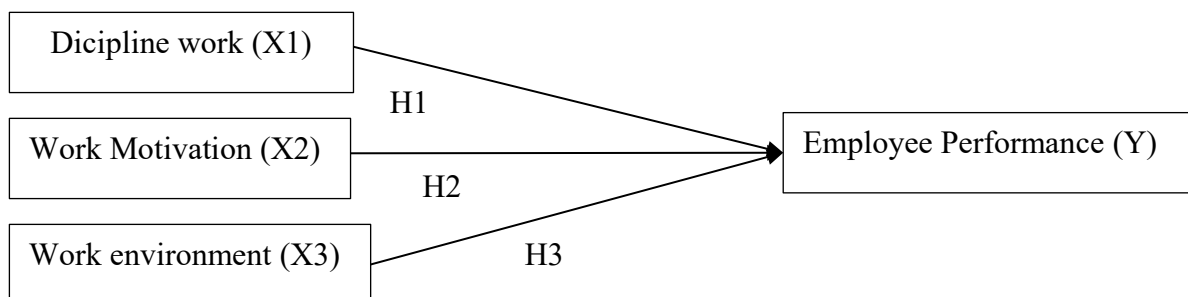
According to Silalahi and Bangun (2020), work discipline is a way to foster employee awareness in carrying out assigned tasks. This arises through a process, which involves the existence of company SOPs or regulations that must be followed. According to Purnama (in Matippana, 2022:47), Standard Operating Procedures (SOPs) are a series of detailed work procedures established for all employees to ensure they carry out their duties and responsibilities optimally in accordance with the company's vision, mission, and objectives. Work Motivation, According to Wardan (2020:109), "Motivation is a manager's effort or activity to generate or increase the enthusiasm and work passion of workers or employees." According to Mohtar (2019:20), "Motivation is the work drive that arises within a person to behave in a manner that achieves a predetermined goal."

Motivation is a form of encouragement that drives an employee or individual to achieve a specific goal or a specific task. This can originate from within the individual or from external sources. Motivation is the driving force that can generate enthusiasm for a person to cooperate, work effectively, and integrate with all efforts to achieve satisfaction.

Work Environmet

According to (Prasetyo, 2021), the work environment is the totality of tools and materials encountered while working, their work methods, and their work arrangements, both individually and as a group. (Ekawati, 2022) The work environment is the conditions surrounding workers while they perform their tasks. These conditions influence them while carrying out their work, as they carry out company operations. The work environment plays a crucial role in ensuring that workers complete their tasks effectively and efficiently. The **work environment** is a crucial component when employees carry out their work activities. By ensuring a good work environment or creating working conditions that can motivate employees to work, it's crucial to ensure that employees are motivated.

Conceptual Frame Work



Resource : Repilca anggreini and Zul 2022

H1 : Work Discipline has a significant positive effect on the performance of Alfamart employees in Madiun.

H2 : Work motivation has a significant positive effect on the performance of Alfamart employees in Madiun.

H3 : Work environment has a significant positive effect on the performance of Alfamart employees in Madiun.

B. METHOD

This study uses a quantitative approach to examine how work discipline, work motivation, and the work environment, as independent variables, influence the performance of Alfamart employees in Madiun. The study population included all Alfamart employees in Madiun. Using a saturated sampling method, the researcher selected a sample of 116 employees. Data were collected through questionnaires. This study employed a non-probability sampling technique, specifically a saturated sample, where participants were selected based on predetermined criteria and a known number. These criteria were determined based on length of service, age, and other factors, with adjusted provisions.

C. RESULT AND DISCUSSIONS

Normality Test Result

Tabel 1. Table normality test Result

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual	
N		116	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	2.36891676	
Most Extreme Differences	Absolute	.079	
	Positive	.040	
	Negative	-.079	
Test Statistic		.079	
Asymp. Sig. (2-tailed)		.069 ^c	
Monte Carlo Sig. (2-tailed)	Sig.	.439 ^d	
	99% Confidence Interval	Lower Bound	.427
		Upper Bound	.452

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS VERSION 25 in data Proccesed 2025

Based on the results of the Kormogorov-Smirnov normality test for one sample, seen from the asymptomatic value (2-tailed) which is 0.070, which is greater than 0.05, this shows that the data in this study is normal.

Multicollinearity Test

Tabel 2. Multicollinearity Test

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.507	5.602		.269	.788		
	X1	.134	.073	.170	1.846	.067	.632	1.583
	X2	.145	.074	.184	1.946	.054	.602	1.662
	X3	.403	.074	.436	5.456	.000	.839	1.191

a. Dependent Variable: Y

Source : SPSS Version 25 output data Processed in 2025

A multicollinearity test was conducted to determine whether there was a strong relationship or correlation between the independent variables in the regression model. The test results showed that all variables had a Tolerance value > 0.10 and a VIF value < 10 . This indicates that there is no multicollinearity between the independent variables in the model.

Heteroscedasticity Test

Tabel 3. Heteroscedasticity test

Correlations		X1	X2	X3	Unstandardized Residual	
Spearman's rho	X1	Correlation Coefficient	1.000	.577**	.395**	.034

	Sig. (2-tailed)	.	.000	.000	.719
	N	116	116	116	116
X2	Correlation Coefficient	.577**	1.000	.466**	.025
	Sig. (2-tailed)	.000	.	.000	.788
	N	116	116	116	116
X3	Correlation Coefficient	.395**	.466**	1.000	-.021
	Sig. (2-tailed)	.000	.000	.	.820
	N	116	116	116	116
Unstandardized	Correlation Coefficient	.034	.025	-.021	1.000
Standardized	Sig. (2-tailed)	.719	.788	.820	.
Residual	N	116	116	116	116

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

Source : SPSS Version 25 output data Prosesed in 2025

Based on the test results, all independent variables, namely work discipline, work motivation, and work environment, had significance values greater than 0.05. This indicates that there are no signs of heteroscedasticity in the regression model used.

Multilinear Regression Test

Tabel. 4 Multiple Linear Regression test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.507	5.602		.269	.788
	X1	.134	.073	.170	1.846	.067
	X2	.145	.074	.184	1.946	.054
	X3	.403	.074	.436	5.456	.000

a. Dependent Variable: Y

Multiple linear regression tests are used to: Determine the simultaneous and partial effects of more than one independent variable on a single dependent variable; Construct a mathematical model of the relationship between the independent and dependent variables; and Determine the direction and strength of the relationship between each independent variable and the dependent variable.

From the data processing results (usually using SPSS), the following multiple linear regression equation is obtained:

a (constant): 8.421 →employee performance score if all independent variables = 0

b1 = 0.415 →every 1-point increase in Work Discipline (X1) will increase performance by 0.415 points (assuming other variables are constant)

b2 = 0.528 →every 1-point increase in Work Motivation (X2) will increase performance by 0.528 points

b3 = 0.324 →every 1-point increase in Work Environment (X3) will increase performance by 0.324 points

e: error or residual

From the coefficient values above, it can be concluded that: All regression coefficients are positive, meaning that when work discipline improves, performance also improves. When work motivation increases, performance also improves. When the work environment improves, performance also increases. Work motivation (X2) has the greatest influence on performance (highest coefficient value = 0.528).

Partial Test (t)

Tabel 5. Partial Test result (test t)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.507	5.602		.269	.788
X1	.134	.073	.170	1.846	.067
X2	.145	.074	.184	1.946	.054
X3	.403	.074	.436	5.456	.000

a. Dependent Variable: Y

In this study, there are three independent variables: work discipline (X1), work motivation (X2), and work environment (X3). Based on the analysis, it was found that all variables had a calculated

t-value > t-table and a significance value (Sig.) < 0.05, indicating that all three variables significantly influence employee performance. The t-test results in this study concluded that, partially, work discipline, work motivation, and work environment each have a positive and significant influence on employee performance at Alfamart in Madiun.

Determination Coefficient Test (R^2)

Tabel 6. Determination Coefficient test r2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.400	.383	2.40043

a. Predictors: (Constant), X3, X1, X2

The R^2 value of 0.587 is considered quite strong, indicating that the regression model used has good predictive power in employee performance. Therefore, it can be concluded that work discipline, work motivation, and the work environment contribute significantly to the variation in employee performance at Alfamart in Madiun.

D. CONCLUSIONS

The t-test results indicate that work discipline has a positive and significant effect on employee performance. This is evidenced by the calculated t-value of 3.625, which is greater than the t-table, and a significance value of 0.000 (<0.05). This means that partially, the work discipline variable has a significant effect on improving performance. The t-test results indicate that work motivation has a positive and significant effect on employee performance. This is indicated by the calculated t-value of 4.017 and a significance value of 0.000 (<0.05). The t-test results indicate that the work environment variable has a positive and significant effect on employee performance. This is indicated by the calculated t-value of 2.794, which is greater than the t-table, and the significance value of 0.006, which is less than the critical limit of 0.05. It is concluded that X1 Work discipline

X2 Work motivation X2 Work environment have a significant positive effect on the performance of Alfamart employees in Madiun.

E. SUGGESTIONS

The results of this study indicate that work discipline, work motivation, and the work environment have a positive and significant impact on the performance of Alfamart employees in Madiun. By humanizing people and implementing regulations or SOPs that are not too burdensome, employees will feel comfortable and engaged. Internal motivation, along with motivation from superiors, can contribute to employee satisfaction, including adequate salaries, smooth benefits, timely overtime pay, and a harmonious work environment, such as communication between employees and superiors. Creating a conducive and positive work environment can help employees feel less isolated. Therefore, these three factors are crucial elements in developing employees or human resources for a company or organization.

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