

The Influence of Work Discipline, Work Motivation and Career Development on Alfamart Employee Performance in Batam City

Arsyila Dayu Sahestan¹⁾
pb210910122@upbatam.ac.id

Hikmah²⁾
hikmah@puterabatam.ac.id

¹⁾²⁾Universitas Putera Batam

ABSTRACT

Human resources are considered as important assets in a company. Human resource management (HRM) has the responsibility to develop positive employee behavior and optimize the best performance for the company and the employees themselves. Employee performance includes the work methods used to achieve results and individual achievements in completing the tasks given. This study aims to analyze the effect of work discipline, work motivation, and career advancement on the performance of Alfamart employees in Batam City. The population of the study was Alfamart employees in Batam City with a sample of 110 respondents selected randomly. The research method applied in this study uses a quantitative method conducted through a survey by distributing questionnaires. This research test uses validity tests, multicollinearity tests, reliability, coefficient of determination, and hypotheses. Data processing is carried out by applying multiple linear regression analysis using SPSS version 30 software. The results of the analysis show that simultaneously work discipline, work motivation, and career advancement have a positive and significant effect on employee performance. This study confirms that increasing work discipline, work motivation and career advancement opportunities can effectively improve employee performance. The practical implications of this study suggest that to maximize employee performance, Alfamart management should focus on improving work discipline through firm policies, increasing motivation with appropriate rewards, and offering clear career advancement prospects.

Keywords: Career Development, Employee Performance, Work Discipline, Work Motivation

INTRODUCTION

A company's human resources are valuable assets that must be maintained so that employees can feel comfortable. In particular, a pleasant and conducive work environment greatly influences the policies taken and encourages employee enthusiasm. In addition, employee development and training opportunities must be provided so that employees can realize their potential and work together to advance the company. The formation of human resources with integrity requires company involvement. The main factor in increasing the effectiveness and productivity of a company is humans. The role of humans in improving performance and productivity cannot be separated from other components of the work system. (Jalaludin, 2024). Companies that want to have reliable and skilled workers must manage their human resources. Increasing worker productivity through human resource management is one tactic to increase organizational effectiveness. (Burhan, 2022).

Employee discipline is one of the factors that must be considered in ensuring the success of employee performance. Because, if employees are disciplined, their performance will certainly be satisfactory, if employees are not disciplined, their performance will certainly decline. The world of work highly values employee work discipline to achieve short-term and long-term goals. In addition, discipline is also very important for achieving employee organizational performance. (Novia Hoyirun Nisa, 2023).

Without belittling the boss or not having a boss in the office, an employee can maintain a positive attitude of discipline. Employee labor shows that employees are disciplined in their performance when the employee arrives on time (Novia Hoyirun Nisa, 2023). Managers use work discipline as a technique to influence employee behavior and to increase awareness and willingness to follow Company policies and procedures. (Farhan, 2023)

With high discipline, it is clear that the employee has motivation in his work. Basically, the company wants a skilled, intelligent, hard-working and enthusiastic workforce. The company must integrate, assess, and guide employee behavior in line with organizational goals to overcome employee motivation problems in the workplace (Bayu et al., 2024). Providing motivation is essentially a worker's right, and the business world has an obligation to encourage worker participation in achieving the goals that have been set. Employee motivation has an impact on their performance, and this is no coincidence. Performance occurs when an action is taken first, such as doing a task. Employees will be more likely to accept responsibility for their work if the company truly understands and responds to the demands of its workers, who are basically salaried workers (Sunarto et al., 2024)

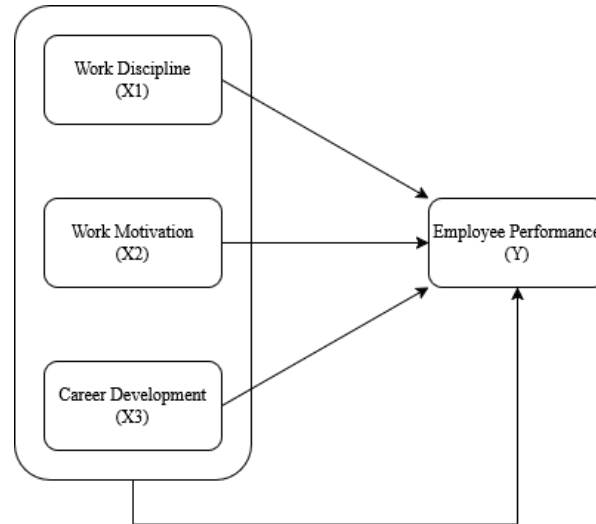
Related to career advancement, Human Resources (HR) also plays a role in ensuring the success of each worker is the result of sacrifices made by the company. Understanding programs or activities that do not achieve performance targets and whether the program or activity has achieved them is an evaluation of one of the company's performance quality functions implemented (Putra Mahardika and Aditya Suryawirawan, 2023).

Performance can be defined as the level of competitiveness achieved by an economic entity through productivity and efficiency, which ensures market longevity. One of the characteristics of the results found for evaluation purposes is performance. When employees perform well and have a strong work ethic, the company will be able to achieve its goals and make profits; when employee performance deteriorates and is below standard, the company will suffer (Roro Aditya Novi Wardhani and Shendy Andrie Wijaya, 2021).

This study aims to examine the influence of work discipline, work motivation, and career advancement on the performance of Alfamart employees in Batam city and to determine the extent to which these factors influence employee performance.

Framework of Thought

Figure 1. Framework of Thought



Hypothesis

- H1: Work discipline has a positive and significant effect on the performance of Alfamart employees in Batam City
- H2: Work motivation has a positive and significant effect on the performance of Alfamart employees in Batam City
- H3: Career advancement has a positive and significant effect on the performance of Alfamart employees in Batam City
- H4: Work discipline, work motivation, and career advancement simultaneously have a positive and significant effect on employee performance at Alfamart in Batam City

METHOD

The method in this study used a questionnaire with a Likert scale. This type of research is classified as quantitative research. The population in this study were all Alfamart employees in Batam City, Tiban area. The sample in this study was 110 respondents. The data were analyzed using SPSS version 30 with tests of normality, multicollinearity, heteroscedasticity, linearity and T-test and F-test.

Population

Population is all items or groups that meet certain criteria to be studied. Population can be people, objects, events, or other things that are relevant to the research being conducted. Population is included in general conditions where individuals and objects have characteristics that have been determined by researchers who want to study them so that research can be carried out that leads to a conclusion (Jailani et al., 2023). The population of this study was Alfamart employees in the Tiban area of Batam City, totaling 152 people.

Sample

In research, sampling refers to the procedure of selecting some components or individuals from a larger population to be studied, observed, or measured. A researcher must use a sample drawn from a population because they have limited resources (money, time, and people) and cannot assess a very large population as a whole (Amin et al., 2023). In this study, the Slovin formula was used, where the Slovin formula is a formula used to determine the minimum number

of samples in research, especially when the population size is known, in order to obtain a representative sample with a certain margin of error. Here is the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

Using the formula above, here are the researcher's calculations in this study, namely:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{152}{1 + 152(0,05)^2}$$

$$n = \frac{152}{1 + 152(0,0025)}$$

$$n = \frac{152}{1,38}$$

$$n = 110,1$$

With the results above, the researcher found the ideal sample size is 110.1. With rounding, the total sample required is 110 respondents.

Data Collection

The data collection method in this study was by distributing questionnaires containing several questions to Alfamart employees in the Tiban area using Google Form. The measurement scale used in this study was a Likert scale. The Likert scale is a technique for measuring attitudes, beliefs, or perceptions of survey participants towards a situation. This approach often includes statements and a series of possible answers, such as strongly disagree, disagree, neutral, agree, and strongly agree.

Table 1. Likert Scale Criteria

Criteria	Skor
Strongly Agree (SS)	5
Agree (S)	4
Neutral (N)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Operational Research Variables

Table 2. Operational Research Variables

No	Variable	Definition	Indicator	Measuring Scale
1.	Work Discipline (X1)	Discipline is an action that is carried out consciously and voluntarily to comply with company regulations. (Burhan et al., 2022)	1. Exemplary leader 2. Reward 3. Justice 4. Legal sanctions 5. Firmness	Likert
2.	Work motivation (X2)	Motivation is a desire that arises from within a person due to inspiration, encouragement, and the will to achieve something seriously and completely. (Tarae & Sundari, 2024)	1. Physiological needs 2. Safety needs 3. Social needs 4. Esteem needs 5. Self-actualization needs	Likert
3.	Career Advancement (X3)	Career advancement as a process of improving one's professional skills to pursue a desired job. (Sukmana & Hudalil, 2023)	1. Education 2. Training 3. Transfer 4. Job promotion 5. Length of service	Likert

4.	Employee performance (Y)	Performance is the result that can be provided by an individual or group of individuals in a company according to their respective roles and responsibilities. (Rayyan et al., 2021)	<ol style="list-style-type: none"> 1. Quality of work 2. Quantity of work 3. Responsibility 4. Cooperation 5. Initiative 	Likert
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Data analysis techniques

In this study, data analysis techniques used validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis tests, r square tests, T tests, and f tests.

RESULT

Validity Test Result

Table 3. Validity Test Result

Statement	R count	R table	Information
X1.1	0,505	0,189	VALID
X1.2	0,611		
X1.3	0,494		
X1.4	0,565		
X1.5	0,568		
X1.6	0,675		
X1.7	0,684		
X1.8	0,645		
X1.9	0,543		
X1.10	0,446		
X2.1	0,607		
X2.2	0,595		
X2.3	0,488		
X2.4	0,471		
X2.5	0,317		
X2.6	0,432		
X2.7	0,563		
X2.8	0,533		
X2.9	0,668		
X2.10	0,576		
X3.1	0,447		
X3.2	0,548		
X3.3	0,633		
X3.4	0,746		
X3.5	0,704		
X3.6	0,659		
X3.7	0,723		
X3.8	0,624		
X3.9	0,610		
X3.10	0,664		
Y.1	0,648		
Y.2	0,740		
Y.3	0,735		
Y.4	0,765		
Y.5	0,806		
Y.6	0,817		
Y.7	0,772		
Y.8	0,738		
Y.9	0,644		

Y.10	0,607		
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Source: SPSS 25 Data Processing Results

Reliability Test Result

Table 4. Reliability Test Result

No	Variable	Cronbach's Alpha	N of Items
1	Work Discipline (X1)	.763	10
2	Work motivation (X2)	.709	10
3	Career Advancement (X3)	.830	10
4	Employee performance (Y)	.901	10

Source: SPSS 25 Data Processing Results

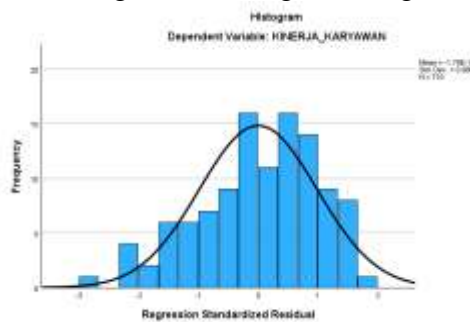
Based on the statistical analysis of reliability, it can be seen that Cronbach's Alpha on the work discipline variable is 0.763, on the work motivation variable 0.709, on the career advancement variable 0.830, on the employee performance variable 0.901 which exceeds the reliability limit of 0.60. It can be concluded that work discipline, work motivation, career advancement and employee performance can be said to be reliable.

Classical Assumption Test

Normality test results

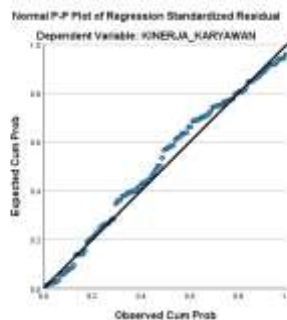
In this study, the normality test was conducted to assess whether it has a normal distribution value or not. Some methods for testing normality are histogram diagrams, normal diagrams P-Plot of Regression Standardized Residual and Kolmogorov-Smirnov tests.

Figure 2. Histogram Diagram



Source: SPSS 25 Data Processing Results

Figure 3. Diagram Normal P-Plot of Regression Standardized Residual



Source: SPSS 25 Data Processing Results

Table 5. One-Sampel Kolmogorov-Smirnov test result

One-Sample Kolmogorov-Smirnov Test		
		<i>Unstandardized Residual</i>
<i>N</i>		110
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	0.0000000
	<i>Std. Deviation</i>	3.59418653

<i>Most Extreme Differences</i>	<i>Absolute</i>	0.080
	<i>Positive</i>	0.047
	<i>Negative</i>	-0.080

Source: SPSS 25 Data Processing Results

Based on the test results with the One-Sample Kolomogorov-Smirnov method in the table above, the Asymp. Sig (2 tailed) result is 0.082 which indicates a normal distribution because it exceeds the significance threshold value of 0.05. It can be concluded that each variable meets the requirements needed to conduct analysis using the simple linear regression method.

Multicollinearity Test Results

Table 6. Multicollinearity Test Results

Coefficients ^a				
Model	Sig.	Collinearity Statistics		
		Tolerance	VIF	
1				
	(Constant)	0,001		
	Work Discipline	0.074	0.784	1.276
	Work Motivation	0.327	0.739	1.353
	Career Development	0.136	0.696	1.437

a. Dependent Variable: employee performance

Source: SPSS 25 Data Processing Results

The data above shows that there is no multicollinearity because the three independent variables, namely work discipline, work motivation and career advancement, have a tolerance value > 0.100 and a VIF value < 10.00.

Heteroscedasticity Test Results

Table 7. Heteroscedasticity Test Results

Coefficients ^a			
Model		t	Sig.
1	(Constant)	2.465	0.015
	Work Discipline	-0.681	0.497
	Work Motivation	0.661	0.510
	Career Development	-1.858	0.066

a. Dependent Variable: employee performance

Source: SPSS 25 Data Processing Results

In the table above, it is concluded that the work discipline variable has a significance of 0.497, the work motivation variable 0.510 and career advancement 0.066. Thus, the three variables above do not have symptoms of heteroscedasticity because they exceed the significance level value of 0.05.

Influence test

Results of Multiple Linear Regression Analysis

Table 8. Results of Multiple Linear Regression Analysis

Coefficients ^a		
Model	Unstandardized Coefficients	
	B	Std. Error

1	(Constant)	24.672	1.484
	Work Discipline	0.149	0.031
	Work Motivation	0.227	0.040
	Career Development	0.092	0.028
a. Dependent Variable: employee performance			

Source: SPSS 25 Data Processing Results

In the table above, here is the multiple linear regression analysis equation: $Y = 24.672 + 0.149X_1 + 0.227X_2 + 0.092X_3$.

Here is a description of the equation above:

1. The constant value of the employee performance variable is 24.672, which means that if variables X1, X2, X3 are considered to have a value of 0, then variable Y has a consistent value of 24.672
2. The coefficient value of the work discipline variable (X1) is 0.149, which means that if the work discipline variable increases by 1%, there is an increase of 0.149 in employee performance.
3. The coefficient value of the work motivation variable (X2) is 0.227, which means that if the work motivation variable increases by 1%, there is an increase of 0.227 in employee performance.
4. The coefficient value of the career advancement variable (X3) is 0.092, which means that if the career advancement variable increases by 1%, it will cause an increase of 0.092 in employee performance.

R Square Test

Table 9. R Square Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.820 ^a	0.673	0.664	1.007
a. Predictors: (Constant), Career Development, Work Discipline, Work Motivation				

Source: SPSS 25 Data Processing Results

From the data above, it can be seen that the adjusted R Square value is 0.664, which means that the variables of work discipline, work motivation, and career advancement have an effect on employee performance variables by 66.4% and 33.6% cannot be explained because the results may be influenced by other variables that were not studied.

Hypothesis Testing

T test

Table 10. T Test

Coefficients ^a			
Model		t	Sig.
1	(Constant)	16.629	0,001
	Work Discipline	4.782	0,001
	Work Motivation	5.743	0,001
	Career Development	3.241	0.002
a. Dependent Variable: employee performance			

Source: SPSS 25 Data Processing Results

In the table above, the results of the analysis of the work discipline variable have a t-value of 4,782, the work motivation variable has a t-value of 5,743, the career advancement variable has a t-value of 3,241 which is > t-table value of 1,983 with a sig value of 0.001 <0.05. It can be concluded that the variables of work discipline, work motivation and career advancement have a positive and significant effect on employee performance.

F test

Table 11. F Test

ANOVA ^a			
Model		F	Sig.
1	Regression	72.724	0,001 ^b
	Residual		
	Total		
a. Dependent Variable: Kinerja Karyawan			
B. Predictors: (Constant), Career Development, Work Discipline, Work Motivation			

Source: SPSS 25 Data Processing Results

In the findings of the F test analysis of this study, the independent variables as a whole have a significant effect on the dependent variable. The data above shows that the calculated F is 72,724 > F table 2.69 and the sig value is 0.001 < α 0.05. So the data above shows that there is an influence of work discipline, work motivation, and career advancement simultaneously on employee performance.

Discussion

In the work discipline variable, it can be seen from the t count of 4,782 > t table value of 1,983 with a sig value of 0.001 < 0.05. These data are what strengthens the fact that the work discipline variable has a significant effect on employee performance. This finding is in accordance with previous studies (Assa & Dachi, 2023) and (Nur Adinda et al., 2023) this study states that there is a positive and significant influence between work discipline and employee performance. With high work discipline, it can help achieve company goals.

In the work motivation variable, it can be seen from the calculated t of 5,743 > the t table value of 1,983 with a sig value of 0.001 < 0.05. These data are the basis that the work motivation variable has a significant effect on employee performance. These findings are in line with research by (Tarae & Sundari, 2024) and (Putera et al., 2024) which states that work motivation has a positive and significant effect on employee performance. This shows that employees who have high motivation usually perform better.

In the career advancement variable, it can be seen from the calculated t of 3,241 > t table value of 1,983 with a sig value of 0.002 < 0.05. This data is the basis that the career advancement variable has a significant effect on employee performance. This finding is the same as research conducted (Sukmana & Hudalil, 2023); (Jalaludin et al., 2024); (Al Rinadra et al., 2023) there is a significant and positive influence between career advancement and employee performance. Employees can balance by performing at the highest level because they feel confident in the work they will do in the future with career advancement.

From the data that has been described, it can be concluded that work discipline, work motivation, career advancement have a positive and significant relationship to employee performance. Seen in the F count of 72,724 > F table 2.69 and sig value 0.001 < α 0.05.

CONCLUSION

In the three independent variables, namely work discipline, work motivation and career advancement affect employee performance. Partially, work discipline affects employee performance. In terms of work discipline, people who feel supported by the company, have a good attitude towards regulations, and feel they can comply with them (behavioral control) tend to show high work discipline which will have an impact on employee performance. Work motivation partially affects employee performance. When basic needs are met, employees are motivated to meet higher needs, such as recognition or self-development. And career advancement affects

employee performance. If employees feel treated fairly, such as getting a promotion according to performance, they will be more motivated to maintain or improve their performance.

From the explanation above, it can be concluded that work discipline, work motivation, and career advancement have a positive and significant effect on employee performance. Which means that if Alfamart employees have high discipline, have high motivation in working and the company provides space for employees to improve their careers, employee performance will be better and will help achieve company goals.

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