JOB SATISFACTION: DISCIPLINE, QUALITY, AND ORGANIZATIONAL CULTURE AMONG ALFAMART AND INDOMARET EMPLOYEES IN BANDUNG CITY

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Abstract

Objective – This study aims to examine the influence of work discipline, work quality, and organizational culture on employee job satisfaction.

Design/Methodology/Approach – The research employs a quantitative approach with a sample size of 100 employees. To empirically test the relationships between the proposed variables, the study uses the Multiple Linear Regression method with SPSS software.

Findings – The results indicate that work discipline, work quality, and organizational culture have a positive and significant impact on employee job satisfaction at Alfamart and Indomaret in Bandung City.

Conclusion and Implications – Increased staff discipline is associated with higher levels of job satisfaction, indicating that work discipline significantly affects job satisfaction. Workers who consistently put in high-quality effort tend to be happier as cashiers and other retail business associates.

Keywords: Work Discipline, Work Quality, Organizational Culture, Job Satisfaction

INTRODUCTION

Employee job satisfaction is a crucial determinant of productivity and loyalty within a company. Combining a high salary and encouragement from supervisors and colleagues creates a satisfying work environment (Fauzi et al., 2022). When workers feel that their jobs are satisfying and aligned with their interests, a condition of emotional well-being known as job satisfaction can develop (Adinata, 2023). This attitude is seen as a positive response by employees, encompassing their feelings and behaviours, and has become an important aspect of well-being at work. Job satisfaction describes a condition where a person feels happiness and positive emotions derived from evaluating their work or experiences gained during work. It reflects employees' perceptions of their job, whether it provides comfort or the opposite (Sulistyawati et al., 2022).

Job satisfaction is a significant factor in labour market outcomes and overall well-being (Fauzi et al., 2022). Employees who are happy with their jobs invest more in the

company's overall success, which boosts morale and productivity. Companies should prioritize employee job satisfaction for various reasons: (1) employees spend most of their active time at work, (2) aspects of mental health, work, and organization can trigger psychological stress, and (3) physical health, where employees who enjoy their work tend to live longer compared to those who are less satisfied with their jobs.(Sulistyawati et al., 2022).

According to managerial et al. (2023), work values are the goals that workers aim to achieve while performing their tasks. Therefore, people highly value work values that help them achieve their most basic needs. These basic needs encompass everything that employees seek in return for their efforts. As a result, the greater the fulfilment of employee demands, the higher the level of job satisfaction. According to Davis (1989), workers' perceptions of their jobs determine their level of job satisfaction, indicating the extent of support they feel in performing their tasks (Sulistyawati et al., 2022). Job satisfaction indicates how much an employee likes their job (Kompensasi et al., 2022). Job satisfaction will motivate employees to improve their performance (Saputra, 2021). Performance improvement will yield more significant economic and psychological benefits. Workers tend to feel satisfied with their jobs if they believe that their compensation is fair and commensurate with their effort. According to Aliefiani et al. (2023), job satisfaction is demonstrated as an emotional or affective response to various aspects of a person's work.

Personnel management by the Human Resources Department influences employee turnover rates (Fauzi et al., 2022). The increasing turnover of employees is often associated with work-related stress and job satisfaction, with job satisfaction being the primary determinant of employees' choice to remain in the organization (Hanley et al., 2022). Employee dissatisfaction arises when they consider leaving their jobs in search of more fulfilling positions, making it important for companies to understand and manage these factors to enhance job satisfaction and reduce turnover. When employees are happy with their jobs, it is due to factors such as business culture, work quality, and discipline. Effective work discipline enhances employee accountability and dedication, while superior work quality produces optimal organizational products and services.

An affirmative company culture fosters the creation of a friendly work environment, encourages employee development, and ultimately enhances job satisfaction. Alfamart and Indomaret are leading retail stores that attract consumers to Indonesia. In this context, job satisfaction at Alfamart and Indomaret is paramount because satisfied employees are more motivated and productive, contributing to improved customer service. Customer loyalty creates a competitive advantage for the company. Most companies aim to maintain employee satisfaction and improve performance to gain competitive advantages (Karida et al., 2024). Due to the intense competition in this industry, Alfamart needs to create a positive work environment to maintain its performance and market share. The company must study how work discipline, work quality, and organizational culture affect employee happiness to create a more enjoyable work environment. Indomaret management is believed to be able to use the results of this study to improve employee happiness at work and achieve long-term organizational success.

LITERATURE REVIEW
Work Discipline

One definition of work discipline is "awareness and readiness to comply with all applicable company policies and social standards." (Sitopu et al., 2021). Awareness is the character of an individual who voluntarily complies with all regulations and understands their duties and responsibilities (Sabriana & Indrawan, 2022). Workers who have developed a sense of self-discipline

in the workplace tend to be more willing to comply with established policies, procedures, and behavioural standards, which enhances professionalism. Discipline is controlling oneself to avoid inappropriate actions and support established standards (Nur Adinda et al., 2023). Some experts argue that work discipline is a managerial action to uphold organisational standards.

Work Quality

Work quality is determined by the efforts of organizational members that exceed performance requirements, including using optimal approaches in carrying out tasks and achieving goals according to organizational criteria (Sanjaya et al., 2022). This quality is also viewed from the members' perspective regarding the results of their work and the perfection in carrying out tasks according to their abilities (Bäckström et al., 2024). The quality of employees' work will improve with increased vigilance, and adherence to work standards will positively impact the quality and quantity of their output (Nuraini, 2022b).

Organizational Culture

"Organizational culture" is defined as "a shared understanding and practice of the core values of an organization and the expected ways of behaving." (Karida et al., 2024). An organizational culture that supports enhancing employee competencies to generate innovative ideas for operational activities within the company. An organizational culture that supports and encourages individual work commitment significantly affects the company's profitability and employee performance (Nassani et al., 2024). Organizational culture encompasses attributes and qualities experienced in the workplace, shaped by intentional and unintentional organizational activities, and is considered to influence organizational behaviour and identity (Budaya Organisasi dan Disiplin Kerja terhadap Kinerja Karyawan (Nuraini dkk., 2022a). Karada et al. (2024) state that an effective business culture outlines the performance criteria for employees and the values that must be upheld when completing tasks. As a result, employees may feel more engaged in their work and more accountable for its completion (Nuraini, 2022b).

Job Satisfaction

Job satisfaction stems from participative leadership and significantly impacts long-term employee performance (Utami Puji Lestari, 2020). A well-maintained work-life balance also significantly impacts employee behaviour, well-being, attitude, and effectiveness. Job satisfaction refers to the positive emotions experienced by employees related to their job tasks, which result in improved performance. A combination of emotional, environmental, and physiological elements influences personal job satisfaction. Job satisfaction is essential for achieving the company's goals and objectives in trade (Nassani et al., 2024).
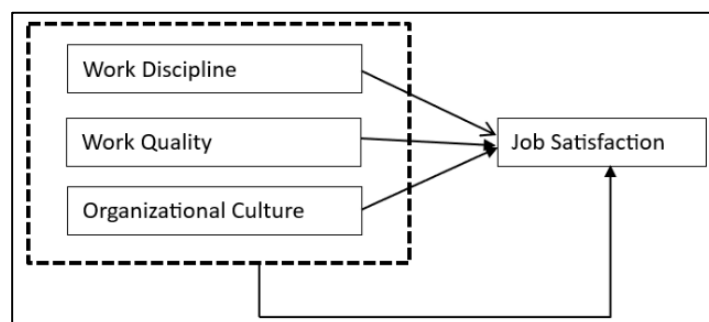

Figure 1. Conceptual Model

METHODS

One hundred people were surveyed in Bandung for this study; 70 work at Alfamart stores, and 30 at Indomaret stores. This research uses a questionnaire to obtain primary data by formulating several statements from the indicators of each variable in the form of a favourable Google Form. The Likert scale is the measurement instrument used in this research. Factors are measured through various indicators to formulate statements on the Likert scale. The method used is multiple linear regression to empirically test the relationships between the variables, with the analysis conducted using SPSS software.

Table 1. Variable Identification

Variable	Theory	Indicator
Work Discipline (X_1)	Hasibuan in (Mustika Samudra & Santoso, 2022)	1. Awareness 2. Willingness 3. Obedience 4. Ethics
Work Quality (X_2)	Tandelilin in (A. Kartika, 2014)	1. Knowledge 2. Skills 3. Abilities
Organizational Culture (X_3)	Robbins in (Adiawaty, 2020)	1. Attention to detail 2. Outcome Orientation 3. Team orientation 4. Aggressivity 5. Stability 6. Innovation and risk-taking 7. People orientation
Job Satisfaction (Y)	Hasibuan in (Napitupulu, 2022)	1. Discipline 2. Work ethic 3. Turnover 4. Recognition 5. Promotion 6. Supervisor 7. Colleague

Source: Concept developed in this research, 2024

RESULTS AND DISCUSSION

Validity Test

Table 2. Validity Test

N – 100	Variable	Average Corrected Item-Total Correlation	R table Sig. 5%	Information
X1 – X8	Work Discipline	0.65	0.194	Valid
X1 – X8	Work Quality	0.52	0.194	Valid
X1 – X7	Organizational Culture	0.59	0.194	Valid
X1 – X9	Job Satisfaction	0.52	0.194	Valid

Source: Primary Data Processed 2024

The correlation between the item score and the total score is determined using the product moment correlation algorithm in the validity test calculation. At the 5% significance level, we compare the estimated r with the tabulated r to determine whether the test item is valid.

Reliability Test

Table 3. Reliability Test

Variable	Cronbach'alpha	Reliability Limit	Description
Work Discipline	0.802	> 0.60	Realible
Work Quality	0.691	> 0.60	Realible
Organizational Culture	0.706	> 0.60	Realible
Job Satisfaction	0.624	> 0.60	Realible

Source: Primary Data Processed 2024

The reliability of each variable is confirmed by its Cronbach Alpha exceeding 0.60, as shown in Table 3. Therefore, the respondents' data can proceed to the classical assumption testing stage.

Descriptive Statistics

Table 4. Respondent Profile (1)

Age	Distribution	Percentage
18 – 24	34 Employees	34%
25 – 30	54 Employees	54%
31 – 37	12 Employees	12%
Total	100%	

Source ; data responden, 2024

The research respondents are estimated to be 18 – 37 years old and consist of cashiers, warehouse staff, supervisors, and store managers. Most respondents are aged 25 – 30, with 54 employees.

Table 5. Respondent Profile (2)

Education Level	Percentage
High School	61 Employees
Diploma	15 Employees
Bachelor's Degree	24 Employees
Total	100%

Source ; respondent data, 2024

Description of the Education Level response data is dominated by high school graduates (Senior High School), followed by Bachelor's degree holders, with the lowest percentage being Diploma holders.

Normality Test

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test		
Most Extreme Differences	*Absolute*	.086
	Positive	.032
	Negative	-.086
Asymp. Sig. (2-tailed)		.064

Source: Primary Data Processed 2024

The assessment conducted in the normality test shows that the Kolmogorov-Smirnov normality test yields a significance level of 0.200, which is greater than α = 0.05. This allows us to conclude that all research instruments are normally distributed. Therefore, the next test is the Multicollinearity Test.

Multicollinearity Test

Table 7. Multicollinearity Test

Variable	Tolerance	VIF	Description
Work Discipline	0.689	1.451	No Multicollinearity
Work Quality	0.662	1.510	No Multicollinearity
Organizational Culture	0.836	1.196	No Multicollinearity

Source: Processed Primary Data 2024

Based on the data in the table, the regression model does not contain multicollinearity factors because all three independent variables (trust, price, and convenience) have Tolerance values greater than 0.01 and VIF values less than 10.

Heteroscedasticity Test

Table 8. Heteroscedasticity Test

Model	t	Sig.
(Constant)	.620	.537
Work Discipline	-1.633	.106
Work Quality	1.084	.281
Organizational Culture	1.231	.221

a. Dependent Variable: Abs RES

Source: Processed Primary Data 2024

Table 8 shows that the significance values of the independent variables are higher than 0.05, according to the Glejser test. This means that the model does not have heteroscedasticity.

Autocorrelation Test

Tabel 8. Autocorrelation Test (runs test)

Runs Test	
Cases < Test Value	50

Cases >= Test Value	50
Total Cases	100
Number of Runs	46
Asymp. Sig. (2-tailed)	.315
a. Median	

Source: Processed Primary Data 2024

Based on Table 9, the Asymp. Sig. (2-tailed) value exceeds the 5% confidence level, thus failing to reject Ho. This regression model can be applied because the Durbin-Watson Autocorrelation Test findings indicate that the independent variables do not show any autocorrelation issues.

Results of Multiple Linear Regression

Table 9. Results of Multiple Linear Regression

Coefficientsa					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.390	3.095		4.003	.000
Work Discipline	.389	.087	.417	4.459	.000
Work Quality	.223	.100	.214	2.241	.027
Organizational Culture	.155	.075	.175	2.060	.042

a. Dependent Variable: Job Satisfaction

Source: Primary Data Processed 2024

Y = 12.390 c + 0.389 (X1) + 0.223 (X2) + 0.155 (X3) + e

The regression model equation mentioned above shows that an increase of one unit in the Work Discipline score will result in a change of 0.389 (38.9%) in Job Satisfaction, an increase of one unit in the Work Quality score *will* result in a change of 0.223 (22.3%) in Job Satisfaction, and an increase of one unit in the Organizational Culture score will result in a change of 0.115 (11.5%) in Job Satisfaction. Several other factors, which are not discussed here, influence the remainder.

F Test

Tabel 10. F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	446.221	3	148.740	23.379	.000

Source: Processed Primary Data 2024

Based on the simultaneous test results, Work Discipline, Work Quality, and Organizational Culture collectively have a significant and positive impact on Employee Job Satisfaction at Alfamart and Indomaret in Bandung City. Long-term efforts to enhance work discipline, work quality, and

organizational culture will improve the work spirit of employees at Alfamart and Indomaret stores in Bandung City.

R Square Test

Table 11. R Square Test

Model Summary			
Model	R	R Square	Adjusted R Square
1	.650a	.422	.404
a. Predictors: (Constant), VAR00003, VAR00001, VAR00002			
b. Dependent Variable: VAR00004			

Source: Primary Data Processed 2024

Based on Table 12, the Adjusted R Square value is 0.404, which indicates that Work Discipline, Work Quality, and Organizational Culture have an influence of 40.4% on the variance of job satisfaction. Factors not included in the research model equation are those responsible for the residual value of 59.6%.

Work Discipline on Employee Job Satisfaction

The t-statistic value of 4.459, more significant than the t-table value of 1.66, and the p-value of 0.00, less than 0.05, indicates a positive relationship between employee work discipline and job satisfaction. Retail workers agree that high self-awareness in discipline is an important factor in the cohesiveness of retail team cooperation in dividing optimal working hours. Thus, the consistency and seriousness of the work can be carried out diligently. When workers are more dedicated to their tasks, they report higher levels of job satisfaction. Work discipline significantly and positively affects employee job satisfaction, according to research by Reza Santoso and Tine Yuliantini. (Yuliantini & Santoso, 2020). Afni Yeni et al. (Yeni et al., 2024) found that workers feel more responsible for their duties when they are more disciplined. This motivates employees to put more effort into completing their tasks effectively. This condition can only occur if employees feel satisfied with their work.

Work Quality on Employee Job Satisfaction

The t-statistic value of 2.241 > t-table 1.66 and a p-value of 0.27 < 0.05 indicate a positive influence of the relationship between employee job satisfaction and work quality. Consensus encourages upholding work quality; intensive retail operations must maintain a conducive work environment to ensure effective teamwork and collective job satisfaction. A high level of job satisfaction is associated with a high quality of work life. The results of this study align with this observation. According to Christiani et al. (2022), job quality greatly influences happiness.

Organizational Culture to Employee Job Satisfaction

Because the t-statistic value of 2.060 is greater than the t-table value of 1.66 and the p-value is less than 0.05, it can be concluded that there is a positive relationship between employee work quality and job satisfaction. Alfamart and Indomaret, two retail giants in Bandung, prioritize recruiting hardworking individuals with a strong work ethic and a positive attitude. Implementing these principles is felt in the retail branch environment, which has cohesion in maintaining the

organizational culture atmosphere. The goal of the phrases promoted by Alfamart and Indomaret is to create an environment where employees are more satisfied with their work. Previous research by Manansang (2024) shows that organizational culture has a positive but insignificant impact on employee job satisfaction; this study verifies those findings. This confirms what Muhammad et al. (2022) found: a combination of strong leadership and a positive corporate culture can enhance morale and productivity at work

CONCLUSION

According to the study's findings, increased staff discipline is associated with higher levels of job satisfaction, indicating that work discipline significantly affects job satisfaction. Workers who consistently put in high-quality effort tend to be happier as cashiers and other retail business associates. Because activities that shape organizational culture substantially impact employee job satisfaction levels, organizational culture is a key factor in determining employee job happiness.

The researchers anticipate that this study's findings will benefit theorists, academics, and practitioners. They were further encouraged to modify the research model equations by incorporating disruptive factors and identifying additional variables based on strong scientific and knowledge-based criteria so that articulation and interpretation can impact everyone, especially workers in the retail industry.

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