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The Effect of Workload, Compensation, and Job Satisfaction on Employee Work Productivity (A Study at PD Mahkota Kembar, Majalengka)

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ABSTRACT

This study aims to analyze the effect of workload, compensation, and job satisfaction on employee productivity at PD Mahkota Kembar Majalengka in 2025. All employees of PD Mahkota Kembar had a population of 53 people, and were involved as research respondents. The sample of 53 people was selected using a saturated sample technique to obtain data that represented the population as a whole. Data collection was conducted through a survey using a questionnaire, while data analysis was carried out using the Structural Equation Model (SEM) method based on SmartPLS 3.0 software. The results showed that workload has a negative and significant effect on employee work productivity, compensation has a positive and significant effect on employee work productivity and job satisfaction has a positive and significant effect on employee work productivity.

Keywords: *Workload, Compensation, Job Satisfaction, Employee Productivity*.

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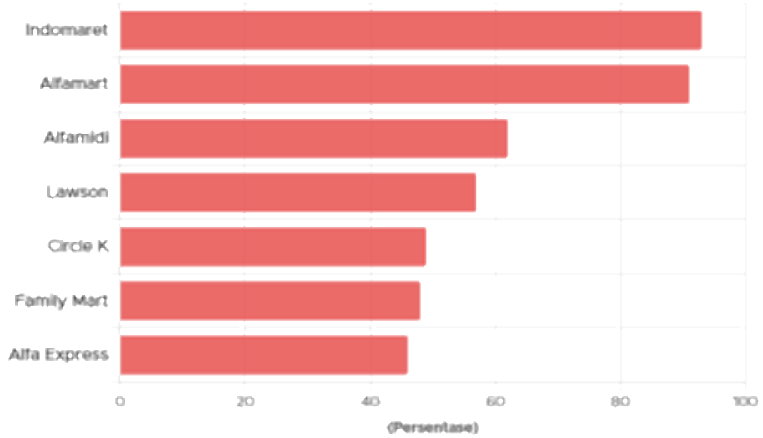
INTRODUCTION

The retail industry in Indonesia has grown rapidly over the past two decades, driven by rising domestic consumption and a growing middle class. national logistics and retail company as the largest minimarket chain in Indonesia, is a key player in this industry. In carrying out its operations, national logistics and retail company faces various challenges to remain efficient, adaptive, and competitive. Increasing competition demands that retail companies continuously innovate and improve the quality of their services. Furthermore, public awareness of various minimarket brands also reflects the competitive dynamics in this sector. The level of consumer brand awareness is a key indicator in understanding a company's competitive position in the Indonesian retail market.

Figure 1. Awareness Survey



Source: Populix, 2024

Based on the data in Figure 1Indomaret has the highest level of brand awareness compared to competitors such as Alfamart, Alfamidi, Lawson, and others, which shows strong dominance in the Indonesian minimarket retail market.

Figure 2. Quality Management Factors January - June 2025

Source: Compiled from various sources, 2025

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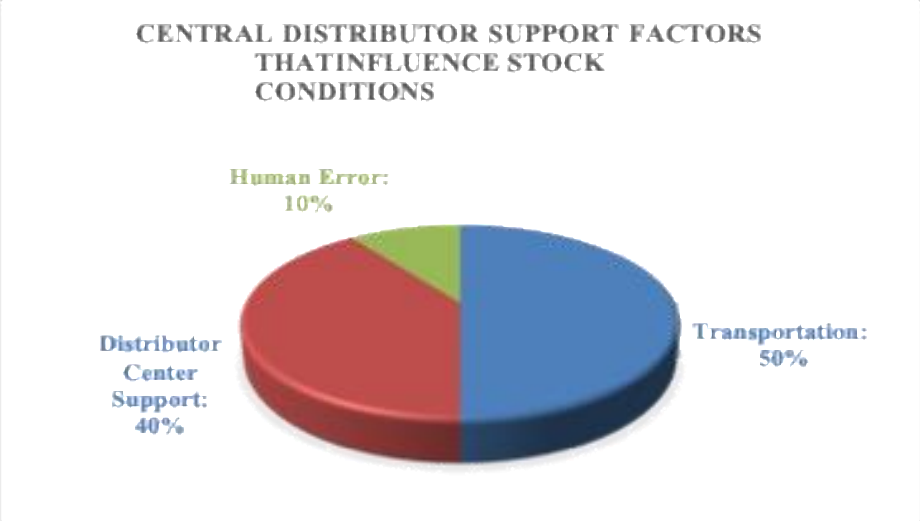
Based on Figure 2 it can be seen that customer aspects have the greatest influence on inventory conditions, reaching 70%, followed by products at 20% and service at 10%. This finding confirms that effective inventory management relies heavily on understanding customer needs and behavior. Inaccurate response to demand can lead to excess or insufficient inventory, which impacts operational efficiency. Furthermore, distribution from the central office plays a crucial role in maintaining inventory availability in stores, encompassing logistical readiness, transportation, and delivery accuracy. Therefore, good coordination between the central office and stores is essential to maintain smooth operations.

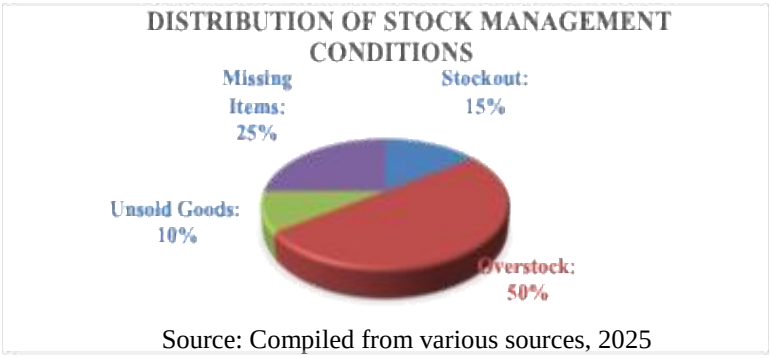
Figure 3. Support Factors for Central Distributors January - June 2025



Source: Compiled from various sources, 2025

Figure 3 shows that transportation is the dominant factor contributing to inventory issues, contributing 50%, followed by distributor center performance at 40%, and human error at 10%. These findings emphasize the importance of logistics and distribution coordination in maintaining inventory availability in stores. Delayed deliveries, scheduling delays, and lack of response from distribution centers can lead to stockouts or overstocks, which directly impact operational efficiency and business performance. After reviewing the distribution aspect, the analysis continues by examining the actual state of inventory management at the store level as a critical indicator in maintaining smooth retail operations.

Figure 4. Distribution of Goods Stock Management January - June 2025



Source: Compiled from various sources, 2025

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Therefore, efficiency in operational management is a crucial factor in maintaining stability and future business growth. Based on the various findings and existing data, the researcher intends to conduct further research on "The Effect of Quality Management, Central Distributor Support, and Inventory Management in Stores on Business Performance (Case Study of National Logistics And Retail Company)." This research aims to identify factors contributing to misalignment in distribution and inventory management, and its implications for business performance. With the support of relevant literature, this research is expected to provide valuable insights for National Logistics and Retail Company management in improving the distribution system and stock management more efficiently to improve company performance.

LITERATURE REVIEW

The Impact of Quality Management on Business Performance

Quality management plays a crucial role in improving operational efficiency and service quality. Utami (2021) states that an effective quality management system increases productivity and reduces costs. Azizah and Witri (2021) similarly highlight the role of quality management in risk management and decision-making:

Hypothesis H^1: There is a significant influence of quality management on business performance.

The Influence of Central Distributor Support on Business Performance

Central distributor support is a critical factor in business performance. Lukito and Supriyadi (2021) and Wang and Zhang (2022) show that central distribution efficiency directly impacts retail business results:

Hypothesis H^2: There is a significant influence of central distributor support on business performance.

The Impact of Inventory Management in Stores on Business Performance

Good inventory management impacts customer retention and revenue. Johnson & Thompson (2023) and Rodriguez & Mendez (2021) emphasize the importance of product availability in supporting sales performance:

Hypothesis H^3: There is a significant influence of stock management in stores on business performance.

The Simultaneous Effect of Three Variables on Business Performance

The three variables quality management, central distributor support, and inventory management collectively influence business performance. Halim & Sari (2021) highlight the importance of efficient distribution, while Sari & Yulianto (2023) emphasize the role of inventory management in maintaining customer loyalty and revenue growth:

Hypothesis H^4: Quality management, central distributor support, and in-store stock management simultaneously have a significant impact on business performance.

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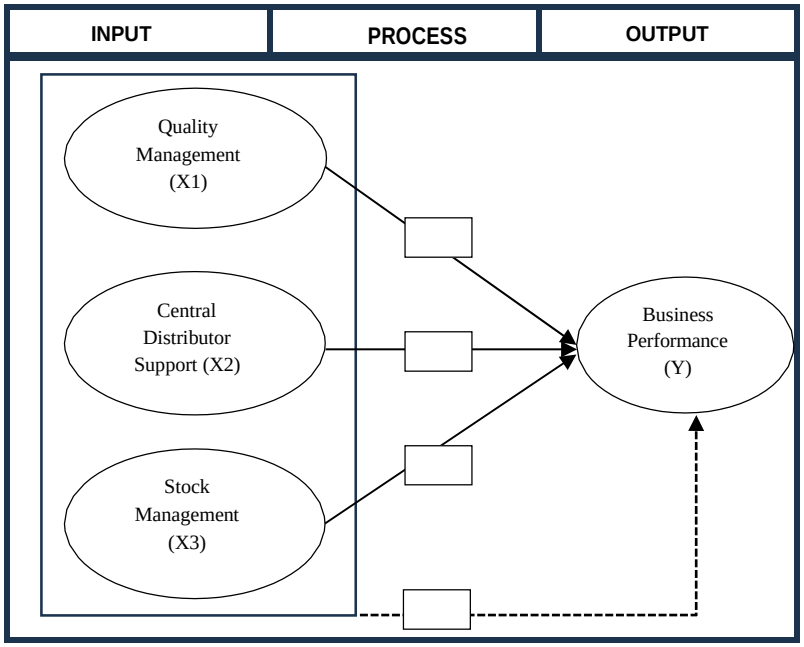
Conceptual Framework

Figure 5. Conceptual Framework



Source: Researcher (2025)

METHOD

Population and Sample

This research was conducted in Jakarta, using a national logistics and retail company as a case study. The study began by identifying issues related to business performance, particularly those related to quality management, central distributor support, and inventory management. Next, the researchers formulated the problem, identified variables, developed methods, collected data, and applied appropriate analytical techniques. Data were collected from October 1, 2024, to June 7, 2025.

Data Collection Method

Primary data was collected through a structured questionnaire distributed online using Google Forms. The questionnaire was designed to measure respondents' perceptions.

Variable Definition and Measurement

According to Riadi (2016), a population includes the objects or subjects observed to obtain information. In this study, the population is defined as all national logistics and retail companies. Because the population size is known precisely, the sample size was determined using the Slovin formula with a 7% margin of error. Based on this calculation, the sample size obtained was approximately 202 respondents. This number is considered sufficient to significantly represent the population, thus ensuring valid and reliable analysis results.

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Data Analysis Methods

1. Descriptive Statistics of Variables

Descriptive statistical analysis is used to describe the data obtained without generalizing or drawing sweeping conclusions. This method provides information on the mean, standard deviation, variance, maximum, and minimum values of the data (Sugiyono, 2016). The standard deviation itself reflects the extent to which the data is spread around the mean and is an indicator of the extent of variation in the measurements (Ghozali et al., 2015). The smaller the standard deviation, the more homogeneous the data and the closer it tends to be to the mean, thus being considered more accurate.

2. Instrument Testing

Primary data collection in this study involved instrument validity and reliability testing. Validity is intended to assess the extent to which the questionnaire questions actually measure what they are intended to measure. Validity is tested by comparing the correlation value (r) with the critical value in the table (t-table) at a significance level of 5%, with degrees of freedom (df) of n-2. If the r value exceeds the t-table value, the questionnaire item is considered valid. Conversely, if it is lower, it is considered invalid. Meanwhile, the reliability test aims to ensure that the instrument provides consistent and stable results when measuring the same variable. According to Wijanto (2015), reliability indicates the level of consistency of a measurement. The higher the level of reliability, the more trustworthy the indicator is that it consistently reflects the construct being measured.

3. Data Analysis Using SPSS

In this study, the analytical techniques applied included descriptive analysis to describe the characteristics of the research location, the characteristics of the respondents, and the research findings. The data obtained were then analyzed through validity and reliability tests using SPSS softwar

RESULTS AND DISCUSSION

The results and discussion section is a crucial component of a research article. In this section, the author presents the research findings and discusses them based on the methods used in the study.

Results of Respondents Based on Gender

Table 1: Characteristics of Respondents Based on Gender

Gender	Respondent	Percentage
Man	111	55.0%
Woman	91	45.0%
Total	202	100.0%

Source: Processed questionnaire data (2025).

Based on Table 1, the majority of respondents in this study were male (55%), while female (45%). This indicates that both men and women play important roles in operations, quality management, central distributor support, and inventory management at national logistics and retail company. Therefore, the perspectives of both genders need to be considered when analyzing business performance.

Results of Respondents Based on Current Age

Table 2: Respondent Characteristics Based on Age

Age	Respondent	Percentage
<30 Years	109	54.0%
31-35 Years	18	8.9%
36-40 Years	49	24.3%
>41 Years	26	12.9%
Total	202	100.0%

Source: Processed questionnaire data (2025).

Based on Table 2, the majority of respondents were under 30 years old (54%), followed by those aged 36-40 years old (24.3%), those aged 41 years and over (12.9%), and those aged 31-35 years old (8.9%). The dominance of young people indicates that store operations and management at national logistics and retail company are largely run by millennials and early Generation Z, who are dynamic and adaptive to technology and changing consumer needs.

Respondent Description Based on Store Type

Table 3: Description of Respondents Based on Store Type

Type of Shop	Frekuensi	Presentase
Big	31	15.3%
Currently	52	25.7%
Small	119	58.9%
Total	**202**	**100.0%**

Source: Processed questionnaire data (2024).

Based on Table 3, the majority of respondents (58.9%) came from small stores, indicating that national logistics and retail company operations are still dominated by small-scale stores. Despite their simple structure, small stores play a crucial role in distribution and service. Meanwhile, 25.7% of respondents came from medium-sized stores and 15.3% from large stores. Therefore, quality management, inventory management, and the role of the central distributor in small stores are key to improving overall business efficiency and performance.

Results of Respondents Based on Domicile

Tabel 4: Respondent Characteristics Based on Domicile

Domicile	Respondent	Percentage
West Jakarta	56	27.7%
South Jakarta	71	35.1%
East Jakarta	72	35.6%
North Jakarta	3	1.5%
Total	**202**	**100%**

Source: Processed questionnaire data (2024).

Based on Table 4, the majority of respondents came from East Jakarta (35.6%), followed by South Jakarta (35.1%), West Jakarta (27.7%), and the fewest from North Jakarta (1.5%). This distribution reflects the high concentration of retail operations in the eastern, southern, and

western regions of Jakarta, while the low number of respondents from North Jakarta may indicate limited store coverage or distribution in that region.

Results of Quality Management Variable Description

Table 5: Results of Quality Management Variable Description

Variabel	No	Indicator	Mean	Std.Deviation
Quality Management	1	Top Management Support	4.60	0.616
	2	Quality Information	4.62	0.612
	3	Process Management	4.67	0.633
	4	Product Design	4.68	0.615
	5	Workforce Management	4.62	0.718

Source: Processed questionnaire data (2025)

Based on Table 5, the Quality Management variable instrument shows high and stable mean and standard deviation values, reflecting positive assessments from respondents. Product Design has the highest mean value (4.68), followed by Process Management (4.67), Workforce Management, and Quality Information (each 4.62). Top Management Support has the lowest mean (4.60), although it remains high. These findings indicate that all aspects of quality management are assessed well and have been implemented effectively in the store, which supports customer satisfaction and operational efficiency.

Results of the Description of the Central Distributor Support Variables

Table 6 presents a descriptive analysis of the Central Distributor Support variable, which provides an overview of respondents' perceptions of the support received:

Table 6: Results of the Description of the Central Distributor Support Variables

Variable	No	Indicator	Mean	Std.Deviation
Central Distributor Support	1	Timeliness of Supply	4.75	0.476
	2	Efficient Unloading Time	4.73	0.516
	3	Accuracy of Goods Quality	4.69	0.560

Source: Processed questionnaire data (2025)

Based on Table 6, all indicators in the Central Distributor Support variable show high mean values, reflecting respondents' positive perceptions. The highest indicator is Timely Supply (mean 4.75), followed by Efficient Unloading Time (mean 4.73), and Accurate Goods Quality (mean 4.69). These findings indicate that the central distributor's support, especially in terms of timely delivery, logistics efficiency, and product quality, has been very good and supports the smooth operation of the store.

Results of the Description of Stock Management Variables

Table 7 presents a descriptive analysis of the Inventory Management variable in Stores, which provides a general overview of respondents' perceptions of this aspect:

Tabel 7: Stock Management Variables

Variable	No	Indicator	Mean	Std.Deviation
Inventory Management in Stores	1	Stock Level	4.63	0.495
	2	Stockout Frequency	4.65	0.489
	3	Product Variety	4.57	0.562
	4	Replenishment Speed	4.52	0.510

Source: Processed questionnaire data (2025)

Based on Table 7, all indicators of In-Store Stock Management received positive feedback from respondents, with high mean scores and low standard deviations. The Stockout Frequency indicator recorded the highest mean (4.65), indicating rare stockouts. This was followed by Stock Level (4.63) and Product Diversity (4.57), indicating sufficient stock and a wide variety of products. Meanwhile, Replenishment Speed achieved a mean score of 4.52, although this is still considered good. These findings indicate that in-store stock management is effective and capable of meeting customer needs.

Results of Business Performance Variable Description

The descriptive results of the questionnaire responses based on the Purchase Interest variable can be seen in Table 8 below:

Table 8: Results of Business Performance Variable Description

Variable	No	Indicator	Mean	Std.Deviation
Business Performance	1	Sales Growth	4.15	0.500
	2	Profitability	4.12	0.474
	3	Market Share	4.24	0.531
	4	Customer Satisfaction	4.17	0.451

Source: Processed questionnaire data (2025)

Based on Table 8, all Business Performance indicators show a positive assessment with a mean value above 4.00. The highest indicator is Market Share (4.24), followed by Customer Satisfaction (4.17), Sales Growth (4.15), and Profitability (4.12). The low standard deviation indicates consistency in respondents' perceptions, so overall business performance is considered good by respondents.

Instrument Validity Test Results

Table 9: Convergent Validity Test Results

Variable	Indicator	R count	R table	Information
Quality Management	MM1	0,363	0,138	Valid
	MM2	0,412	0,138	Valid
	MM3	0,466	0,138	Valid
	MM4	0,567	0,138	Valid
	MM5	0,528	0,138	Valid
Central Distributor Support	DDP1	0,135	0,138	Invalid
	DDP2	0,240	0,138	Valid
	DDP3	0,197	0,138	Valid
	MSB1	0,281	0,138	Valid

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Variable	Indicator	R count	R table	Information
Inventory Management in Stores	MSB2	0,228	0,138	Valid
	MSB3	0,195	0,138	Valid
	MSB4	0,262	0,138	Valid
Business Performance	KB1	0,301	0,138	Valid
	KB2	0,387	0,138	Valid
	KB3	0,308	0,138	Valid
	KB4	0,301	0,138	Valid

Source: Processed SPSS Output (2025)

The validity test results in Table 9 show that most indicators are valid (r count > r table 0.138), according to Ghozali's (2012) criteria. However, one indicator was declared invalid because r count < r table.

Instrument Reliability Test Results

Table 12: Reliability Test Results

No	Variable	Alpha Cronbach	Description
1	Business Performance	0,746	Reliable
2	Quality Management	0,847	Reliable
3	Central Distributor Support	0,719	Reliable
4	Inventory Management in Stores	0,769	Reliable

Source: Processed SPSS Output (2025)

The results of the reliability test in Table 12 show that all variables have a Cronbach's Alpha value above 0.60, indicating that the instrument is reliable and suitable for use in research:

Normality Test Results

Table 13: Normality Test Results

		Unstandardized Residual
N		202
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	1,36245709
Most Extreme Differences	Absolute	0,145
	Positive	0,145
	Negative	-0,131
Test Statistic		0,145
Asymp. Sig. (2-tailed)[c]		0,000

Source: Processed PPSS Output (2025)

The normality test in Table 13 shows a significance value of 0.000 (<0.05), indicating that the data is not statistically normally distributed. However, because the sample size is >50, according to the Central Limit Theorem, the data is considered approximately normal and remains suitable for further analysis.

Heteroscedasticity Test Result

Table 14: Heteroscedasticity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,483	1,224		1,212	0,227
Quality Management	-0,064	0,028	-0,162	-2,302	0,022
Central Distributor Support	-0,037	0,056	-0,047	-0,669	0,504
Inventory Management in Stores	0,079	0,043	0,127	1,832	0,069

Source: Processed SPSS Output (2025)

The heteroscedasticity test in Table 14 shows that the Quality Management variable exhibits heteroscedasticity (Sig. = 0.022 < 0.05), while the Central Distributor Support and Store Stock Management variables do not (Sig. > 0.05). Overall, the model is not completely free from heteroscedasticity and requires further testing.

Multicollinearity Test Results

Table 15: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Quality Management	0,966	1,035
	Central Distributor Support	0,968	1,033
	Inventory Management in Stores	0,994	1,006

Source: Processed SPSS Output (2025)

The multicollinearity test shows that all independent variables have a Tolerance value > 0.1 and VIF < 10, so there are no symptoms of multicollinearity and the regression model is suitable for further analysis.

Results of the Determination Coefficient Test

Table 16: Test of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384[a]	0,148	0,135	1,373

Source: Processed SPSS Output (2025)

The results of the determination coefficient test show an Adjusted R Square value of 0.135, which means that 13.5% of the variation in Business Performance can be explained by the variables of Quality Management, Central Distributor Support, and Inventory Management in Stores, while the other 86.5% is influenced by other factors outside the model:

Simultaneous Regression Test Results (F-Test)

Table 16: Simultaneous Regression Test (F-Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64,609	3	21,536	11,429	<,001[b]
	Residual	373,114	198	1,884		
	Total	437,723	201			

Source: Processed SPSS Output (2025)

The multiple regression results show a calculated F-value of 11.429 with a significance level of <0.001, indicating that the regression model is simultaneously significant. This indicates that the independent variables collectively have a significant effect on Business Performance.

Regression Analysis Test Results

Table 17: Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Information
	B	Std. Error	Beta			
(Constant)	11,386	1,735		6,564	0,000	
Quality Management	0,155	0,039	0,264	3,956	0,000	Influential
Central Distributor Support	-0,210	0,079	-0,177	-2,660	0,008	No effect
Inventory Management in Stores	0,255	0,061	0,274	4,160	0,000	Influential

Source: Processed PLS Output (2024)

A two-tailed t-test is performed to determine whether the calculated t-value is greater than the table t-value. If so, then H_0 is rejected and H_a is accepted, indicating a significant effect. Based on the regression results:

Equation model:

$Y = 11,386 + 0,155X_1 - 0,210X_2 + 0,255X_3$

1. Quality Management has a positive and significant effect on Business Performance (t count= 3.956; p = 0.000; β = 0.155).
2. Central Distributor Support has a significant negative effect (t count = -2.660; p = 0.008; β= -0.210).
3. Inventory Management in Stores has the strongest positive influence (t count = 4.160; p= 0.000; β = 0.255).

Thus, the hypothesis is accepted: Quality Management and Stock Management have a positive effect, while Central Distributor Support has a negative effect on Business Performance. The strongest variable is Stock Management, which indicates the importance of stock management in supporting optimal business performance.

CONCLUSION

1. **The Influence of Quality Management on Business Performance**
   Quality management has a positive and significant impact on business performance. Improved quality management drives improvements in company performance and profitability.
2. **The Influence of Central Distributor Support on Business Performance**
   Central Distributor support has a significant negative impact. If not managed effectively, it can create operational costs that reduce business performance.
3. **The Influence of Stock Management on Business Performance**
   Inventory management in stores has a significant positive impact. Good inventory management prevents shortages or excesses and increases sales.
4. **Simultaneous Influence of Three Variables on Business Performance**

Quality Management, Central Distributor Support, and Stock Management simultaneously significantly impact business performance. Quality and Stock Management have a positive effect, while Central Distributor Support has a negative effect, necessitating improvements in distribution to create synergy that supports business performance..

Descriptive Findings:

1. **Quality Management**: Product Design (mean 4.68)
2. **Central Distributor Support**: Timeliness of Supply (mean 4.75)
3. **Stock Management**: Stockout Frequency (mean 4.65)
   Business Performance: Market Share (mean 4.24) These aspects are the most prominent factors in supporting the company's business performance.

SUGGESTION

Based on the research findings, national logistics and retail company is advised to strengthen its quality management system through regular training and SOP evaluation, particularly in enhancing the low level of top management support. The support of the central distributor needs to be evaluated because, although significant, its impact is negative. The company needs to improve distribution coordination, adjust delivery capacity, and utilize technology for monitoring. In stock management, a data-driven system and demand forecasting should be implemented to ensure faster and more accurate replenishment processes. These three aspects have been shown to impact business performance, so inter-functional integration should be strengthened through cross-departmental teams. Future researchers are advised to further explore the support of the central distributor qualitatively and consider additional variables and a wider coverage area to strengthen the generalizability of the findings.

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