

Influence of leadership, discipline and work life balance on satisfaction

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ABSTRACT

This study aims to examine the influence of leadership style, work discipline, and work-life balance on employee job satisfaction at Super Indo Cimahi. The research involved 33 employees and used a quantitative method with data collected via questionnaires. Analysis was conducted using multiple regression with SPSS 26. Results show that all three variables have a significant negative effect on job satisfaction. Regression coefficients were: leadership style (-0.358; $p = 0.001$), work discipline (-0.262; $p = 0.002$), and work-life balance (-0.578; $p = 0.000$). This indicates that ineffective leadership, poor discipline, and imbalance between work and life reduce employee satisfaction. The study contributes to human resource management practices by emphasizing the need for effective leadership, structured discipline, and work-life support to enhance employee well-being.

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1. Introduction

Human resource management is a form of management that focuses on the components of human resources with the aim of obtaining good human resources so that workers feel satisfied with their work (Hasibuan, 2019; Afandi, 2018). Employee job satisfaction in a company is one of the important points to achieve the desired goals of a company. If employees who work in a company do not have job satisfaction, this will affect the performance and quality of a company's human resources. In improving employee job satisfaction, companies must pay attention to various elements including leadership style, work discipline and work life balance (Sutrisno, 2013). Several factors that influence job satisfaction such as several factors mentioned earlier are experienced by a company engaged in the service sector, namely, Super Indo, especially Super Indo Cimahi. Super Indo is a retail company engaged in the service sector (Kotler, 2021). Service companies should have quality human resources to support operational and customer satisfaction. Therefore, several factors that influence job satisfaction are of special concern to achieve goals for a company engaged in the service sector such as Super Indo.

Job satisfaction can also occur due to a good relationship between leaders and subordinates, leaders who are able to direct employees or members and actively involve subordinates in achieving common goals through the leadership style adopted (Arie Hendra Saputro & Ridlwan Muttaqin, 2023; Mulyono, 2018). Leadership styles at Super Indo are diverse and different between individuals, depending on who the leader is and what their character and leadership style are. However, Super Indo still has the same goals and certain values in becoming a leader. In its implementation, the leadership style of each person will affect employee job satisfaction (Afriko, 2021; Hamarto, 2022). Each leader has a style and type of leadership. With frequent changes in leaders, of course the leadership style of each superior will be different, with this it can cause differences in leadership between the previous superior and the new superior. Of course this also raises a

problem of differences in the way of leading and the habits of this new superior. In the retail sector such as Super Indo Cimahi, of course the tension is high pressure, the work rhythm is fast, and the goal of orientation to generate sales is very high, the role of the leader becomes very important. Employees are the front guard who interact directly with customers who clearly need excellent service and of course not only direction, but also emotional support and high motivation from superiors. In addition to leadership style, work discipline is one of the factors that influences job satisfaction in a company, especially Super Indo Cimahi. Work discipline that applies or is followed by employees indirectly has an impact on job satisfaction (Manoppo, 2015). Work discipline that is implemented properly will be a form of how to regulate employees to be more disciplined in following applicable regulations and can be an effort to provide action so that employees become more orderly. Therefore, work discipline at Super Indo Cimahi needs to be reviewed on how work discipline affects employee job satisfaction.

Work life balance is a condition where there is a balance between work and "life". Spending time with family or friends, developing yourself, exercising, getting enough sleep, and pursuing hobbies are some examples of what is meant by "life". Free time is related to the time spent working and activities outside of work), Involvement balance (Involvement balance is a psychological implication and commitment of an individual in working), Satisfaction balance (Satisfaction balance is the level of job satisfaction felt by individuals when working and things outside of work). Indicators for measuring work life balance according to (Pangemanan et al., 2017). consist of (1) Time balance (2) Involvement balance (3) Satisfaction balance (satisfaction balance. Basically, work life balance affects employee performance while working, because basically a balance between work and life outside of work is needed to maintain employee psychology and performance.

Super Indo Cimahi employees' job satisfaction is largely influenced by leadership involvement, leadership style, and work-life balance. A preliminary survey revealed that these indicators generally influence job satisfaction at Super Indo Cimahi. Therefore, a more in-depth study of the influence of leadership style, work discipline, and work-life balance on employee job satisfaction at Super Indo Cimahi is needed to achieve better result.

2. Research Method

The methodology used in this study is a quantitative technique to determine the relationship between two or more variables. This study used a sample surveyed with a questionnaire{Formatting Citation}. This study was designed by the researcher to solve problems and answer research questions. The population used was all Super Indo Cimahi employees. This study used a quantitative method approach. Quantitative research is research that generally uses concrete, objective, measurable, rational, and systematic data. Quantitative research is a type of research that generally uses numerical data (numbers) and statistical analysis in testing hypotheses, measuring relationships between variables, or explaining phenomena to draw research conclusions. The research design used by the author is a survey method with a questionnaire tool. This research aims to collect information from the study population by asking various questions to respondents through a questionnaire to describe various aspects of a population based on respondents' perceptions according to a Likert scale.

The data of this research was obtained directly from questionnaires distributed to 33 employees or all employees at Super Indo Cimahi. The raw data from the questionnaire results were analyzed first using descriptive statistical analysis as a basis for various decision-making. Then the data were analyzed using the SPSS version 26 software application through validity tests, reliability calculations and then classical assumption tests were carried out to see the normality of the data distribution. After that, they were analyzed using multiple regression analysis, R2 tests and T tests. In this study, the authors formulated research hypotheses and developed a theoretical framework, especially H1: there is an influence of leadership style on job satisfaction, H2: work discipline on job satisfaction and H3: work-life balance also affects employee job satisfaction.

Although previous studies have examined the relationship between leadership, discipline, and work-life balance on job satisfaction, most were conducted in large-scale industries or corporate settings. There is still a lack of empirical studies that specifically focus on retail business units such as Super Indo Cimahi, especially in the context of fast-paced and high-pressure environments. Furthermore, the combined influence of these three variables has not been sufficiently tested in a modern service-sector framework. Therefore, this research aims to close that gap by analyzing how leadership style, work discipline, and work-life balance

simultaneously influence employee job satisfaction at Super Indo Cimahi. The study also intends to contribute theoretically to HRM literature and offer practical strategies for improving employee well-being in the retail sector.

3. Result and Discussion

Tabel 1. Validity test result

Variable	Item	R hitung	R tabel	Result
Leadership style (X1)	X1.1	0,873	0,344	Valid
	X1.2	0,662	0,344	Valid
	X1.3	0,828	0,344	Valid
	X1.4	0,882	0,344	Valid
	X1.5	0,906	0,344	Valid
	X1.6	0,882	0,344	Valid
Work Dicipline (X2)	X2.1	0,752	0,344	Valid
	X2.2	0,722	0,344	Valid
	X2.3	0,718	0,344	Valid
	X2.4	0,678	0,344	Valid
	X2.5	0,684	0,344	Valid
	X2.6	0,537	0,344	Valid
	X2.7	0,722	0,344	Valid
Work-Life Balance (X3)	X3.1	0,749	0,344	Valid
	X3.2	0,716	0,344	Valid
	X3.3	0,760	0,344	Valid
	X3.4	0,829	0,344	Valid
	X3.5	0,396	0,344	Valid
	X3.6	0,450	0,344	Valid
Job Satisfaction (Y)	Y1	0,739	0,344	Valid
	Y2	0,708	0,344	Valid
	Y3	0,838	0,344	Valid
	Y4	0,679	0,344	Valid
	Y5	0,708	0,344	Valid
	Y6	0,452	0,344	Valid
	Y7	0,652	0,344	Valid

Before conducting assumption testing, a validity test needs to be conducted to show the efficacy of an instrument or quantify certain variables that have been designed. Leadership style is quantified using 6 statement items, work discipline using 7 statement items, work life balance using 6 statement items and job satisfaction using 7 statement items. This study tries to conduct a validity test by looking at the validity figures of the correction relationships values. The validity test is seen by measuring the calculated R with the R table accompanied by a 5% error rate. The R table value is 0.344 with degrees of freedom (Df) = $N-2 = 33-2 = 31$. The questionnaire statement is declared valid if the calculated $R > R$ table. The results of the validity test can be displayed in the following table: Based on the research table above, it can be concluded that each statement in the variables Leadership Style (X1), Work Discipline (X2), Work Life Balance, and Job Satisfaction (Y) where the measurement value is $R \text{ measurement} > R \text{ Table}$, so it can be said to be valid or normally distributed.

Table 2. Reliability statistics test results

Variable	N of Items	Cronbach Alpha	Result
leadership style (X1)	6	0.900	Reliability
Work Dicipline (X2)	7	0,876	Reliability
Work-Life Balance (X3)	6	0,713	Reliability
Job Satisfaction (Y)	7	0,708	Reliability

Reliability testing is performed by measuring the Cronbach's alpha value, with the criterion that if it is greater than 0.60, then each statement in each variable can be declared reliable. Based on the table above, it can be concluded that the item values for all variables generated are greater than 0.60, thus being considered reliable or meeting reliability requirements.

Table 3. One sample kolmogorovi-ismirnov test results

One Sample Kolmogorov-Smirnov		
		Unstandardized Residual
N		33
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.27032200
Most Extreme Difference	Absolute	.125
	Positive	.114
	Negative	-.125
Test Statistics		.125
Asymp. Sig. (2-tailed)		.200
a. Tes Distribution is Normal		

This normality test uses a one-sample Kolmogorov-Smirnov test to evaluate the assumption that the independent and dependent variables follow a normal distribution. Based on Table 4 above, the resulting Asymp. sig-2 tailed value is $0.200 > 0.05$, so the conclusion is that the data evaluated in this study are normally distributed.

Table 4. Multicollinearity test results

Tablecents ^a		
Model	Collinearity Statistics	Tolerance VIF
1	Leadership Style	.9601.041
	Work Dicipline	.9901.010
	Work-Life Balance	.9611.041

a. Dependent Variable: Personal Financial Mangement

Based on the results of the multicollinearity test in table 5 above, we can see the tolerance value and VIF value of each variable, namely the Leadership Style variable (X1) of 0.960 and 1.041, the Work Discipline Variable (X2) of 0.990 and 1.010, and the Work-Life Balance Variable (X3) of 0.961 and 1.041. Thus, there is no multicollinearity between the independent variables in this study because the tolerance value in the table above is greater than 0.1 and the VIF value is less than 10. Then the results of the multiple linear regression analysis used in this study can be seen in table 6 below:

Table 5. Multiple linear regression test results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	60.887	5.296		11.498	.000
leadership style	-.358	.097	-.449	-3.692	.001
work dicipline	-.262	.078	-.408	-3.374	.002
work life balance	-.578	.147	-.477	-3.923	.000

a. Dependent Variable: job satisfaction

This test aims to see the influence of independent variables Leadership Style (X1), Work Discipline (X2) and Work Life Balance (X3) on Job Satisfaction (Y). Before the calculation results were carried out, the constant was known to be 60.887, which means that if the independent variable is 0, the Job Satisfaction (Y) value is 60.887. The regression coefficient of the Leadership Style variable (X1) produces a value of -0.358, which means that every 1 unit increase in Leadership Style actually decreases Job Satisfaction (Y) by 0.358 units. The coefficient value of the Work Discipline variable (X2) produces a negative value of -0.262, where every 1 unit increase in Work Discipline (X2) will actually decrease Job Satisfaction (Y) by 0.262 units. Furthermore, the coefficient of the Work-Life Balance variable (X3) produces a value of -0.578, so that every 1 unit increase in Work-Life Balance (X3) will decrease Job Satisfaction (Y) by 0.578. The next analysis is testing the results of the hypothesis analysis shown in table 7 below:

Table 6. Hypothesis test results

Variable	T-Values	P-Values	Results
LS → PFM	-3.692	.000	Accepted
WD → PFM	-3.374	.001	Accepted

Variable	T-Values	P-Values	Results
WLB → PFM	-3.923	.002	Accepted
LS, WD & WLB → PFM	13.295	.000	Accepted

Souce: Primary data processed (2025)

In this study related to hypothesis testing using the criteria of t count, t table and significance level. If the significance value is more than 0.05 with the t count value having a value greater than the t table then the hypothesis can be accepted or valid. If seen from the test analysis, several findings were obtained, the first finding is that Leadership Style (X1) has a t count of -3.692 with a significance of 0.00. This condition meets the requirements of t count, namely -3.692 more than 0.344 with a significance level of 0.0 less than 0.05 then the hypothesis can be accepted with the conclusion that Leadership Style (X1) has an influence on the level of job satisfaction (Y) on a negative scale. It is concluded that leadership style has a negative influence on employee job satisfaction, where a less effective leadership style reduces employee job satisfaction at Super Indo Cimahi. According to Ostroff (Ostroff, 1992), the leadership style or attitude adopted by a leader is one of the factors that influence job satisfaction (Kent, A. and Chelladurai, P., 2001) and employee performance. The level of employee satisfaction depends on the quality of the supervisor's style and attitude. In this case, a negative leadership style can damage morale and productivity, which ultimately affects the level of employee job satisfaction.

The second finding of the Work Discipline Variable (X2) has a t count of -3.374 and a significance of 0.001 which is smaller than 0.05. This condition meets the t count requirements where -3.374 is greater than 0.344 with a significance scale of 0.001 which is smaller than 0.05, so this hypothesis is valid. Therefore, this hypothesis means that Work Discipline has an impact on Job Satisfaction of Super Indo Cimahi employees (Y) on a negative scale. In this case, the conclusion that can be drawn is that the work discipline of Super Indo Cimahi employees has a negative influence on employee job satisfaction. This is because employees have less than optimal work discipline which affects employee job satisfaction. Work discipline has a positive and significant impact on employee job satisfaction. In this case, work discipline highlights the importance of company policies that provide freedom of responsibility to employees, so that the work discipline that is formed does not feel like coercion, but rather part of psychological maturity that triggers satisfaction. Good work discipline helps maintain work quality, creates a supportive, inclusive, and collaborative work environment, which in turn can increase employee job satisfaction, and vice versa. In this study, the conclusion that can be drawn is that Super Indo Cimahi employee work discipline has a negative impact on job satisfaction, where the disciplinary habits implemented by Super Indo Cimahi employees do not support increased job satisfaction.

The third finding in this study is the Work-life balance variable (X3) which has a t-count of -3.923 and a significance of 0.002. This condition meets the requirements that the t-count of -3.923 is greater than 0.344 with a significance of 0.002 less than 0.05, then this hypothesis is valid. In this case it can be concluded that the work-life balance variable (X3) has an effect on employee job satisfaction (Y) but on a negative scale. Work-life balance at Super Indo Cimahi causes a decrease in employee job satisfaction. According to Lockwood (Aseptia, U. Y., & Maruno, 2017) Work-Life Balance is a balance between personal life and work and must be in accordance with each portion. This balance can be influenced by various factors where the appropriate work-life balance concept has not been implemented optimally at Super Indo Cimahi. Work-life balance should have a positive and significant effect on employee job satisfaction. Employees who feel a balance between work and personal life tend to be more satisfied with their jobs, which ultimately can improve performance and productivity, but this is the opposite of what happened at Super Indo Cimahi. In this case, in line with the concept According to Delecta (Hafid, M., & Prasetio, 2017) Work-Life Balance is defined as an individual's ability to fulfill work and family commitments, as well as other non-work responsibilities. If an individual cannot balance between personal life and work affairs, then what is experienced is the opposite phenomenon of work-life balance, namely work-life imbalance (imbalance between personal life and work).

The fourth finding in this study obtained a measured F value of 1.3295 with a significance value of 0.00. This meets the requirements of the calculated F of 1.3295 greater than 2.699 with a significance of 0.00 less than 0.02 so that the hypothesis is valid. In this case, it can be concluded that Leadership Style (X1), Work Discipline (X2), and Work Life Balance (X3) simultaneously have an influence on Job Satisfaction (Y). These three variables have a significant influence on Job Satisfaction but on a negative scale. According to these findings, all variables have a negative influence on Employee Job Satisfaction. Ineffective leadership style causes employee job dissatisfaction. This can be influenced by the type and model of leadership style

applied at Super Indo Cimahi, which can be concluded that the leadership style applied is less effective so that the level of employee job satisfaction decreases. Likewise, Work Discipline has an influence on Job Satisfaction but on a negative scale which results in employee job dissatisfaction because the work discipline applied is not optimal. Furthermore, regarding work-life balance, this finding indicates an influence on job satisfaction, but on a negative scale, resulting in job dissatisfaction among employees. The balance between work and personal matters is still suboptimal, affecting employee job satisfaction levels. Therefore, it can be concluded that overall, the three independent variables collectively influence the dependent variable negatively, resulting in job dissatisfaction among Super Indo Cimahi employees.

This implies that improvements in leadership effectiveness, discipline enforcement, and work-life harmony are essential strategic steps that management must consider to enhance employee satisfaction and organizational performance. These findings are context-specific to Super Indo Cimahi and may not be directly generalizable to other retail organizations in Indonesia without considering contextual differences such as company size, location, organizational culture, and retail segment. Future research should include comparative studies across multiple retail branches or brands to validate the consistency of these relationships in varying operational settings.

4. Conclusion

Based on the description and findings that have been explained in the previous chapter, it can be concluded that the submission of the first hypothesis is accepted where leadership style has a significant influence on job satisfaction. The second and third hypotheses for each variable, namely work discipline and work life balance, also have a significant influence on job satisfaction. Meanwhile, this study also found that leadership style, work discipline, and work life balance together have a significant influence on job satisfaction. In this case, all of these variables have an influence on job satisfaction but on a negative scale, both each independent variable on the dependent variable on a negative scale or simultaneously. Although the findings of this study are specifically for Super Indo Cimahi employees, related to the implementation of leadership style, work discipline and work life balance can be expanded to a broader context. These factors are likely to influence the implementation of job satisfaction among employees or even organizations throughout Indonesia.

Leadership style is a skill that needs to be implemented well in a company or organization, which can help increase job satisfaction so that it can achieve the common goals that have been set. Likewise, work discipline and work life balance need to be considered for their implementation well in a company or organization so that they can produce good human resources in achieving common goals. Based on the results of this study and conclusion, the author's suggestion is that employees and leaders are able to implement leadership style, work discipline and work life balance in order to achieve maximum levels of job satisfaction so that this will make it easier to achieve common goals because employee job satisfaction has been achieved. This starts from the awareness of the application of leadership style by a leader, work discipline that must be applied well by all employees and work life balance that must be balanced between personal life and work so as not to cause a decrease in job satisfaction which will have an impact on the goals to be achieved by a company or organization. Then, in further research it is recommended to expand the scope of the study by involving other factors that can affect job satisfaction from various other aspects in a wider scope.

Although this study has confirmed that leadership style, work discipline, and work-life balance significantly influence employee job satisfaction, it is important to acknowledge that other factors such as compensation and work environment may also play a substantial role. These variables were not examined in this study and thus present opportunities for future research to build a more comprehensive model of employee satisfaction, especially within the context of the retail industry.

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