



**THE INFLUENCE OF LEADERSHIP AND PHYSICAL WORK ENVIRONMENT
ON EMPLOYEE PERFORMANCE AT ALFAMART PAMULANG AREA**

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ahmadriyan110801@gmail.com, dosen02020@unpam.ac.id**ABSTRACT**

The purpose of this study is to determine the influence of leadership and physical work environment on employee performance at Alfamart in the Pamulang Area, both partially and simultaneously. This research uses a quantitative method with an associative approach. The sample consists of 70 respondents, representing the entire employee population of Alfamart in the Pamulang Area, using a saturated sampling technique. Data collection was conducted through questionnaires and direct observation. The results show that leadership has a positive and significant effect on employee performance, as evidenced by the value of $t_{count} > t_{table}$ ($2.358 > 1.995$) and $Sig. < 0.05$ (0.021). The physical work environment also has a positive and significant effect on employee performance with $t_{count} > t_{table}$ ($3.953 > 1.995$) and $Sig. < 0.05$ (0.000). Simultaneously, leadership and physical work environment positively and significantly affect employee performance, as shown by $F_{count} > F_{table}$ ($25.343 > 3.134$) and $Sig. < 0.05$ (0.000). This study indicates that improving the quality of leadership and physical work environment can enhance employee performance in modern retail environments such as Alfamart.

Keywords: Leadership, Physical Work Environment, Employees**INTRODUCTION**

Human resources are integral to the success and functioning of any organization, whether it's a large corporation or a small institution. These resources are not just essential for daily operations but also for innovation, strategic decision-making, and the development of organizational culture. Effective management of human resources has the potential to create a positive work environment, boost employee morale, and promote teamwork, all of which ultimately contribute to the success of the organization. High-quality human resources can significantly enhance an organization's performance, drive its growth, and maintain its sustainability in the long run.

Human resource management (HRM) plays a pivotal role in ensuring that an organization achieves its strategic goals by managing its workforce effectively and efficiently. It involves planning, recruiting, training, developing, and retaining employees in a way that aligns with the company's objectives. One of the main functions of HRM is ensuring that employees possess the necessary skills, qualifications, and motivation to carry out their tasks, while also fostering a positive and productive working environment. This, in turn, improves the overall performance of the organization.

Employee performance is often seen as the key driver behind the success of an organization. Employee performance can be defined as the extent to which an employee effectively executes tasks and meets the expectations set by the

organization. The factors that influence employee performance include skills, experience, motivation, work environment, leadership, and organizational culture. Good employee performance typically results from a combination of these elements, such as having employees who are disciplined, committed, and creative in their roles.

In the context of organizations like Alfamart, a retail company, employee performance is vital because it directly influences the level of customer satisfaction and, by extension, business success. Alfamart, with its numerous outlets, requires its employees to be both efficient and effective in performing their tasks, ranging from customer service to inventory management. Factors such as leadership, the physical work environment, and overall management strategies can have a significant impact on employee motivation and, consequently, their performance.

The research that serves as the foundation for this discussion revolves around the question of how leadership and the physical work environment affect employee performance at Alfamart, specifically within the Pamulang Area. The research aims to explore the relationship between leadership, the physical work environment, and employee performance in the context of a retail business. More specifically, the study seeks to answer three main questions: 1) Does leadership affect employee performance at Alfamart Pamulang Area? 2) Does the physical work environment influence employee performance? 3) How do leadership and the physical work environment interact in affecting employee performance?

To explore these questions, the research outlines a theoretical framework that includes key concepts such as management, human resource management, and employee performance. By analyzing these variables, the research aims to offer insights into how Alfamart can improve its human resource management strategies and enhance employee performance in its retail outlets.

Management

The concept of management is foundational to understanding organizational functioning. Management is generally defined as the process of planning, organizing, leading, and controlling organizational resources to achieve specific goals (Hasibuan, 2020). According to Afandi (2020), management involves a group of people working toward common organizational goals, utilizing resources to achieve those goals effectively and efficiently. This includes not only managing people but also the physical, financial, and informational resources at the disposal of the organization. Management in any organization, including Alfamart, ensures that resources are used optimally, and employees are aligned with the company's strategic objectives.

Ramdan and Sufyani (2021) define management as a science that involves managing resources, including human resources, in a way that aligns with organizational goals. It includes planning, organizing, directing, and controlling resources, ultimately helping organizations like Alfamart meet their operational and strategic objectives. In essence, management is the backbone of any organization, and effective management is essential for ensuring smooth operations and organizational growth.

Human Resource Management

Human resource management is a crucial aspect of any organization. According to Sutrisno (2020), HRM refers to the processes of planning, procuring, developing, maintaining, and utilizing human resources in a way that allows both individual and organizational goals to be achieved. It involves activities like recruiting, training, evaluating, and retaining employees, as well as developing policies that ensure the workforce remains motivated and productive.

Afandi (2019) further emphasizes the significance of human resource management by noting that it deals with understanding and managing the relationships between employees and the organization. HRM is not just about administrative tasks but also about ensuring that employees are treated fairly, that they have opportunities for development, and that their work environment is conducive to high performance. This aligns with the concept of employee performance, as motivated employees are more likely to perform well.

Sedarmayanti (2019) defines human resource management as the policies and practices related to the management of employees in an organization. These policies and practices include recruitment, training, performance evaluation, and compensation. Human resource management's ultimate goal is to ensure that employees are productive, motivated, and aligned with the organization's goals. In the case of Alfamart, an effective HRM strategy would ensure that employees are well-trained, motivated, and capable of meeting the operational and strategic demands of the business.

Objectives of Human Resource Management

Human resource management has both primary and specific objectives. The primary objective is to ensure that the organization has a competent workforce capable of carrying out its operations. Specific objectives, according to Huzain (2021), include societal, organizational, functional, and personal objectives. Societal objectives refer to the contribution of HRM to the welfare of society, organizational objectives focus on aligning HR practices with organizational goals, functional objectives relate to improving the efficiency and effectiveness of HR functions, and personal objectives concern individual employee growth and satisfaction.

The overarching goal of HRM is to optimize the potential of the workforce to achieve sustainable organizational performance. This can be accomplished through a combination of strategic planning, effective leadership, employee development programs, and a supportive work environment. For retail businesses like Alfamart, effective HRM can enhance employee performance and help the company achieve its business goals, such as improving customer service, increasing sales, and ensuring operational efficiency.

Hypothesis Development

Based on the research formulation, several hypotheses were developed to test the impact of leadership and the physical work environment on employee performance. These hypotheses are structured around the following assumptions:

1. **Leadership and Employee Performance:** It is hypothesized that leadership has a positive influence on employee performance at Alfamart Pamulang Area. Good leadership can inspire and motivate employees, leading to higher levels of productivity and job satisfaction. Leadership also plays a crucial role in setting

expectations, providing direction, and fostering a positive work culture, which are all factors that can enhance employee performance.

2. Physical Work Environment and Employee Performance: The physical work environment is another crucial factor in determining employee performance. A well-designed and comfortable work environment can improve employee focus, reduce stress, and increase overall job satisfaction. On the other hand, a poor work environment can have the opposite effect, leading to decreased performance and higher turnover rates.
3. Combined Influence of Leadership and Physical Work Environment: The combined influence of leadership and the physical work environment is hypothesized to have a synergistic effect on employee performance. The interaction between leadership and the work environment can enhance employee motivation and create an environment where employees are more likely to perform at their best

RESEARCH METHODS

This type of research is quantitative, According to Sugiyono (2020:16), "Quantitative research methods are research methods based on the philosophy of positivism, used to examine certain populations or samples and collect data using research tools, analyze quantitative or statistical data with the aim of testing predetermined hypotheses."

This study uses a quantitative research method with an associative approach, namely research that aims to determine the relationship or influence between two or more variables. According to Sugiyono (2019:36), associative research is research that aims to determine the relationship between two or more variables. This approach is used to analyze the influence of leadership and the physical work environment on employee performance.

Sugiyono (2019:63) is of the opinion that "operational variables are attributes or characteristics or values of people, objects or activities that have certain variations that are applied by researchers to be studied and then conclusions are drawn."

Operationalization of variables is necessary to determine the types, indicators, and scales of related variables in a study, so that hypothesis testing using statistical tools can be conducted correctly. This study consists of independent variables and dependent variables. In this study, the variables examined are as follows.

An independent variable is a stimulus variable or a variable that can influence other variables. According to Sugiyono (2020:80), an independent variable is defined as a variable that influences or causes changes in or the emergence of a dependent variable. An independent variable is a variable measured or selected by the researcher to determine its relationship to an observed phenomenon.

The independent variables or free variables referred to in this study are the Influence of Leadership and the Physical Work Environment.

According to Sugiyono (2019:69), dependent variables are often referred to as output, criteria, and consequences. The dependent variable used in this study is Employee Performance at Alfamart in the Pamulang Area (Y). The instrument scale used in this study is the Likert scale.

According to Darmadi (2019:81), data collection methods are the methods researchers can use to collect data. In the research process, data analysis is carried

out in stages to ensure relevant and valid results. The initial step is to group the data according to the type and variables studied. Next, the data is tabulated to facilitate the identification and grouping of information aligned with the research focus. Data is presented systematically based on each variable to facilitate quantitative analysis.

Once the data is compiled, the next step is to perform statistical calculations to answer the previously formulated problem statement. Furthermore, calculations are performed to determine whether there is any influence between the variables being studied. In the final stage, researchers conduct hypothesis testing as a basis for drawing objective and scientific conclusions. All of these steps are crucial to ensure the research results are credible and academically sound.

The classical assumption test is used to determine the accuracy of data. According to Slamet and Aglis (2020: 137), the classical assumption test is a requirement test used for regression tests using the Ordinal Least Squares (OLS) estimation method. Therefore, a model must meet several assumptions, commonly referred to as classical assumptions, before use. In this study, the classical assumption tests used include: Normality Test, Multicollinearity Test, and Heteroscedasticity Test.

According to Priyatno (2019: 85), data normality is a basic requirement that must be met in parametric analysis. The data normality test is used to determine whether the data is normally distributed or not. The requirement that must be met is that the data is normally distributed. Data normality is important because with normally distributed data, the data is considered to represent the population.

Multicollinearity means that the independent variables in a regression model have a perfect or near-perfect linear relationship (the correlation coefficient is high or even 1). According to Ghazali (Priyatno, D., 2019:120), the way to determine the presence or absence of multicollinearity symptoms is generally by looking at the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is less than 10 and the Tolerance value is more than 0.10, then it is stated that there is no multicollinearity.

In this multicollinearity test, the author used the SPSS program with the following steps:

- a. Open the SPSS application and enter the data
- b. On the Menu, click Analyze, Regression, Linear. Enter the dependent variable in the Dependent box and the independent variable in the Independent(s) box.
- c. Click the Statistics button, then check Estimates, Model Fit, and Collinearity Diagnostics.
- d. Click Continue, then OK.

According to Priyatno (2020:126), heteroscedasticity is the unequal variance of residuals across all observations in a regression model. The heteroscedasticity test aims to determine whether there is unequal variance from residuals from one observation to another in the regression model. If the variance from residuals from one observation to another remains constant, it is called homoscedasticity, and if it differs, it is called heteroscedasticity.

In this heteroscedasticity test, the author used the SPSS program with the following steps:

- a. Open the SPSS application and enter the data

- b. On the Menu, click Analyze, Regression, Linear. Enter the dependent variable in the Dependent box and the independent variable in the Independent(s) box.
- c. Click the Plot button and check Histogram. In the Y box, enter SRESID, and in the X box, enter ZPRED.
- d. Click Continue, then OK.

Multiple linear regression analysis is used to determine the direction of the relationship between independent variables and dependent variables, whether each independent variable has a positive or negative effect on the dependent variable if the dependent variable experiences changes.

According to Sugiyono (2020:213), multiple linear regression analysis is an analytical tool used to predict changes in the value of the dependent variable if the value of the independent variable is increased or decreased.

In this multiple linear regression test, the author used the SPSS program with the following steps:

- a. Open the SPSS application and enter the data
- b. On the Menu, click Analyze, Regression, Linear. Enter the dependent variable in the Dependent box and all independent variables in the Independent(s) box.
- c. Then click OK.Continue.

Correlation coefficient analysis is intended to determine the level of relationship between the independent variables and the dependent variable, both partially and simultaneously. The research variables are Leadership, Physical Work Environment (X), and Employee Performance (Y).

With the following conditions:

- a. If the r value > 0 , then the relationship between the independent variable and the dependent variable is a positive relationship, namely the greater the value of the independent variable, the greater the influence on the value of the dependent variable.
- b. If the r value < 0 , then the relationship between the independent variable and the dependent variable is a negative relationship, that is, the smaller the independent variable, the smaller the value of the dependent variable.
- c. If the value of $r = 0$, then the independent variable and the dependent variable have no relationship at all.
- d. If $r = 1$, it means there is a perfect positive relationship between the independent variable and the dependent variable.
- e. If the r value $= -1$, then there has been a perfect negative relationship between the independent variable and the dependent variable.

Hypothesis testing is a temporary conclusion regarding a problem that is still a temporary assumption because its truth still needs to be proven. Hypothesis testing is conducted to determine whether or not there is an influence of Leadership (X1) and Physical Work Environment (X2) on one dependent variable, namely Employee Performance (Y), simultaneously and partially. A hypothesis is a temporary answer to a research question. Therefore, the formulation of research problems is generally structured in the form of questions. Hypotheses are formulated as temporary answers to these problems, and can only be confirmed through empirical data collected during the research.

So hypothesis testing is done through:

The t-test aims to determine the partial effect between the independent variable and the dependent variable. This is to determine whether there is a significant effect from each independent variable.

In this study, the hypothesis formulation made is as follows. Each independent variable is:

a. Leadership Variable (X1)

Ho1: It is suspected that there is no influence between Leadership and Employee Performance at Alfamart Pamulang Area.

Ha1: It is suspected that there is an influence between Leadership and Employee Performance at Alfamart Pamulang Area.

b. Physical Work Environment Variable (X2)

Ho2: It is suspected that there is no significant influence between the Physical Work Environment on Employee Performance partially at Alfamart Pamulang Area.

Ha2: It is suspected that there is an influence between the Physical Work Environment and employee performance at Alfamart Pamulang Area.

According to Sugiyono (2019:96), the F test aims to determine the influence of independent variables simultaneously. Furthermore, the "F" distribution table is used at degrees of freedom (dk) = n-2 to determine whether a hypothesis is rejected or not.

In this research, the formulation of the hypothesis statement made is as follows.

Ho3: It is suspected that there is no influence between Leadership and Physical Work Environment on Employee Performance simultaneously at Alfamart Pamulang Area.

Ha3: It is suspected that there is an influence between Leadership and the Physical Work Environment on Employee Performance at Alfamart Pamulang Area.

The criteria for accepting or rejecting a hypothesis is by comparing the calculated F value with the F table with the following criteria.

a. If the calculated F value > F table, then H0 is rejected, and Ha is accepted.

b. If the calculated F value < F table, then H0 is accepted, and Ha is rejected.

The criteria are said to be significant if the calculated F value > F table or the significance probability < 0.05. probability value 0.05 The steps of SPSS Version 25 in proving a questionnaire result with a determination coefficient test can be seen below.

a. Open the SPSS application and enter the data

b. On the Menu, click Analyze, Regression, Linear. Enter the dependent variable in the Dependent box and all independent variables in the Independent(s) box.

c. Then click OK

RESEARCH RESULTS AND DISCUSSION

The characteristics of respondents in this study were divided into 4 categories, including gender, age, length of service and education.

Characteristics Based on Gender

a. Gender

The following is results of respondent characteristics based on gender.

Table 1. Gender Frequency

		Jenis Kelamin			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-Laki	21	30.0	30.0	30.0
	Perempuan	49	70.0	70.0	100.0
	Total	70	100.0	100.0	

Source: SPSS Output Results Version 25, 2025

Based on the data in the table above, 49 respondents or 70% were female, while 21 respondents or 20% were male.

Characteristics Based on Age

b. Age

The following is results of respondent characteristics based on respondent age.

Table 2. Age Frequency

		Usia			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	≤ 25 Tahun	27	38.6	38.6	38.6
	26 s/d 30 Tahun	37	52.9	52.9	91.4
	≥ 41 Tahun	6	8.6	8.6	100.0
	Total	70	100.0	100.0	

Source: SPSS Output Results Version 25, 2025

Based on the data in the table above, respondents aged less than or equal to 25 years were 27 people or 38.6%, those aged between 26-30 years were 37 people or 52.9%, those aged more than or equal to 41 years were 6 people or 8.6%.

Characteristics Based on Job

c. Length of work

The following are the results of respondent characteristics based on length of service.

Table 3. Frequency of Working Time

		Usia			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	≤ 25 Tahun	27	38.6	38.6	38.6
	26 s/d 30 Tahun	37	52.9	52.9	91.4
	≥ 41 Tahun	6	8.6	8.6	100.0
	Total	70	100.0	100.0	

Source: SPSS Output Results Version 25, 2025

Based on the data in the table above, there were 23 respondents or 32.9% who worked for less than 2 years, 37 people or 52.9% who worked for 2-4 years, and 10 people or 14.3% who worked for 4-6 years.

Characteristics Based on Education and Occupation

d. Education

The following are the results of respondent characteristics based on education.

Table 4. Education Frequency

		Pendidikan			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLTA/Sederajat	31	44.3	44.3	44.3
	Diploma	11	15.7	15.7	60.0
	Sarjana (S1)	28	40.0	40.0	100.0
	Total	70	100.0	100.0	

Source: SPSS Output Results Version 25, 2025

Based on the data in the table above, 31 respondents or 44.3% had a high school education, 11 or 15.7% had a diploma, and 28 or 40% had a bachelor's degree.

Data Instrument Testing

Data instrument testing is necessary to determine whether the variables being studied function as a means of proof, including validity testing and reliability testing.

Validation testing is conducted to measure the validity of the indicators or questionnaires for each variable. The test is conducted by comparing the calculated r and the tabular r . The tabular r value in this study with 87 respondents is $df = n-2$, or 0.2108. The decision-making criteria for the validity test in this study are:

- If the calculated $r < r$ table with a level of 5% or the Sig value > 0.05 then the instrument item is declared invalid.
- If the calculated $r > r$ table with a level of 5% or a Sig value < 0.05 , then the instrument item is declared valid.

Reliability testing is conducted to determine whether respondents' answers are consistent or stable. Reliability testing is useful as a tool for measuring a questionnaire, which is an indicator of a variable or construct. A questionnaire is considered reliable if the responses to the questions are consistent or stable over time. A research variable is considered reliable if it meets the following criteria:

- If Cronbach Alpha > 0.60 it is said to be reliable
- If Cronbach Alpha < 0.60 it is said to be unreliable

The multicollinearity test aims to determine whether a correlation exists between independent variables in a regression model. A good regression model should have no correlation between independent variables. To detect the presence or absence of multicollinearity in a regression model, first, the tolerance value and second, the variance inflation factor (VIF) value. If the tolerance value is greater than 0.10 and the VIF value is less than 10, it can be concluded that multicollinearity does not occur.

Among the independent variables, this test can be done by looking at the Tolerance Value and Variance Inflation Factor (VIF) values.

Table 5. Multicollinearity Test Results
Coefficients^a

		Collinearity Statistics	
Model		Tolerance	VIF
1	Kepemimpinan	.639	1.565
	Lingkungan Kerja Fisik	.639	1.565

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Calculation Results Version, 25

From the results of the multicollinearity test in the table above, the tolerance value of the leadership variable is 0.639 and the physical work environment is 0.639, where both values are greater than 0.10 and the Variance Inflation Factor (VIF) value of the leadership variable is 1.565 and the physical work environment is 1.565 where the value is less than 10. Thus, this regression model does not have multicollinearity interference.

This regression test is intended to determine how much influence the leadership variables (X1) and physical work environment (X2) have on the employee performance variable (Y).

Table 6. Multiple Linear Regression Test Results

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	18.141	3.440		5.274
	Kepemimpinan	.192	.081	.272	2.358
	Lingkungan Kerja Fisik	.388	.098	.456	3.953

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Calculation Results Version 25, 2025

Correlation and Determination Coefficient Test

Correlation Coefficient Test

Correlation coefficient analysis is intended to determine the level of relationship between independent and dependent variables. The following are the results of processing the correlation coefficient. To interpret the correlation coefficient results:

Table 7. Results of the Correlation Coefficient Test of Leadership (X1) on Employee Performance (Y)

Correlations			
		Kepemimpinan	Kinerja Karyawan
Kepemimpinan	Pearson Correlation	1	.546**
	Sig. (2-tailed)		.000
	N	70	70
Kinerja Karyawan	Pearson Correlation	.546**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Source: SPSS Calculation Results Version 25, 2025

The results of the calculation of the correlation coefficient model analysis above can be interpreted that the correlation value of 0.546 is in the interval 0.400 – 0.599 with a moderate level of relationship, so it can be concluded that the leadership variable has a moderate relationship with the employee performance variable.

Table 8. Results of Testing the Correlation Coefficient of Physical Work Environment (X2) on Employee Performance (Y)

Correlations		Lingkungan Kerja Fisik	Kinerja Karyawan
Lingkungan Kerja Fisik	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.000
	N	70	70
Kinerja Karyawan	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Source: SPSS Calculation Results Version 25, 2025

The results of the calculation of the correlation coefficient model analysis above can be interpreted that the correlation value of 0.619 is in the interval 0.600 - 0.799 with a strong relationship level, so it can be concluded that the physical work environment variable has a strong relationship with the employee performance variable.

Table 9. Multiple Correlation Coefficient Test Results

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.656 ^a	.431	.414	3.095	.431	25.343	2	67	.000	1.794

a. Predictors: (Constant), Lingkungan Kerja Fisik, Kepemimpinan

b. Dependent Variable: Kinerja Karyawan

Source: SPSS Calculation Results Version 25, 2025

The results of the calculation of the correlation coefficient model analysis above can be interpreted that the correlation coefficient R figure is 0.656, which means that the relationship between the dependent variable and the independent variable is strong because the figure is in the interval 600-799.

Coefficient of Determination Test

The coefficient of determination (R²) is basically used to measure how much variation of the independent variable is able to explain the variance of the dependent variable. In this study, the variables are leadership (X1) and physical work environment (X2) on employee performance (Y). The following are the results of the calculation of the coefficient of determination processed by the SPSS Version 26 program, as follows.

Table 10. Leadership Determination Coefficient (X1) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546 ^a	.298	.288	3.412

a. Predictors: (Constant), Kepemimpinan

Source: SPSS Calculation Results Version 25, 2025

The results of the calculation of the coefficient of determination (R²) model analysis obtained a coefficient of determination of 0.298. It can be concluded that the leadership variable (X1) has a contribution to the influence of the employee performance variable (Y) of 29.8%. While the remaining 70.2% is influenced by other factors not studied.

Table 11. Results of the Test of the Determination Coefficient of Physical Work Environment (X2) on Employee Performance (Y)**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.383	.374	3.197

a. Predictors: (Constant), Lingkungan Kerja Fisik

Source: SPSS Calculation Results Version 25, 2025

The results of the calculation of the coefficient of determination (R²) model analysis obtained a coefficient of determination of 0.383. It can be concluded that the physical work environment variable (X2) has a contribution to the influence of the employee performance variable (Y) of 38.3%. While the remaining 61.7% is influenced by other factors not studied.

Table 12. Results of the Determination Coefficient Test Multiple**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.656 ^a	.431	.414	3.095	.431	25.343	2	67	.000	1.794

a. Predictors: (Constant), Lingkungan Kerja Fisik, Kepemimpinan

b. Dependent Variable: Kinerja Karyawan

Source: SPSS Calculation Results Version 25, 2025

The results of the calculation of the coefficient of determination (R²) model analysis above can be interpreted that the R Square figure is 0.431 or equal to 43%, this can be interpreted that 43% of the influence of employee performance can be explained by leadership variables and the physical work environment, while the remaining 57% can be explained by other causal factors that are not included in this study.

The t-test was conducted to determine the partial influence of the independent variable on the dependent variable, whether the influence was significant or not. The t-table value was obtained by looking at the t-table with the provisions of n - k (70 - 2 = 68), then the t-table value in this study was 1.995, and the significance value <0.050 partially had an influence on the dependent variable.

Table 13. Results of the Leadership t-Test (XI) on Employee Performance (y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.141	3.440		5.274	.000
	Kepemimpinan	.192	.081	.272	2.358	.021
	Lingkungan Kerja Fisik	.388	.098	.456	3.953	.000

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Calculation Results Version 25, 2025

Based on the test results Table 4.13 shows that the calculated t value is $> t$ table or $(2.358 > 1.995)$. This is also supported by the Sig. value < 0.05 or $(0.021 < 0.05)$. Thus, H_01 is rejected and H_{a1} is accepted, this shows that leadership has a positive and significant effect on employee performance at Alfamart Pamulang Area.

Table 14. Results of the t-test of the Physical Work Environment (X2) on Employee Performance (y)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.141	3.440		5.274	.000
	Kepemimpinan	.192	.081	.272	2.358	.021
	Lingkungan Kerja Fisik	.388	.098	.456	3.953	.000

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Calculation Results Version 25, 2025

Based on the test results In table 4.14, the calculated t value is obtained $> t$ table or $(3.953 > 1.995)$. This is also strengthened by the Sig. value < 0.05 or $(0.000 < 0.05)$. Thus, H_02 is rejected and H_{a2} is accepted, this shows that the physical work environment has a positive and significant effect on employee performance at Alfamart Pamulang Area.

Simultaneous Hypothesis Test (F Test)

The F statistical test aims to find out whether the independent variables together have an effect on the dependent variable. If F count $> F$ table and the significant value is smaller than 0.05 then it can be said that there is a significant influence between the independent variable and the dependent variable simultaneously. To determine the size of the F table, look for the condition $df = (nk-1)$, then we get $(70-2-1) = 67$, so F table = 3.134. The criterion is said to be significant if the calculated F value is $> F$ table or the Sig value. < 0.05 .

Table 15. F Test Results

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	485.507	2	242.754	25.343	.000 ^b
	Residual	641.764	67	9.579		
	Total	1127.271	69			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Lingkungan Kerja Fisik, Kepemimpinan

Source: SPSS Calculation Results Version 25, 2025

Based on the test results in table 4.27 above, the F count value is obtained $> F$ table or $(25.343 > 3.134)$, this is also supported by the Sig. value < 0.05 or $(0.000 < 0.05)$. Thus, H_{o3} is rejected and H_{a3} is accepted, this shows that there is an influence positive and significant between leadership and physical work environment on employee performance at Alfamart Pamulang Area.

CONCLUSION

This study was conducted to determine the extent of influence of leadership and the physical work environment on employee performance at Alfamart in the Pamulang area. After data collection, quantitative analysis, and partial and simultaneous hypothesis testing, the following conclusions were reached:

1. Leadership has an influence on positive and significant on employee performance at Alfamart Pamulang Area as evidenced by the calculated t value $> t$ table or $(2.358 > 1.995)$. This is also strengthened by the Sig. value < 0.05 or $(0.021 < 0.05)$.
2. The physical work environment has a significant influence positive and significant on employee performance at Alfamart Pamulang Area as evidenced by the calculated t value $> t$ table or $(3.953 > 1.995)$. This is also reinforced by the Sig. value < 0.05 or $(0.000 < 0.05)$.
3. Leadership and the physical work environment have a significant influence on positive and significant on employee performance at Alfamart Pamulang Area as evidenced by the F count value $> F$ table or $(25.343 > 3.134)$, this is also strengthened by the Sig. value < 0.05 or $(0.000 < 0.05)$.

Based on the researcher's direct experience in this research process, there are several limitations experienced and can be several factors that can be paid more attention to by future researchers in further perfecting their research because this research itself is certainly...

There are shortcomings that need to be addressed in future research. Some of the limitations of this research include:

1. The number of respondents, which was only 70 people, is certainly not enough to describe the real situation.
2. Management interviews were not conducted comprehensively due to the busy schedules of the parties involved. Direct interviews with management would certainly provide a more accurate picture of the company's situation.
3. The information provided by respondents through questionnaires is very vulnerable, this occurs because sometimes the thoughts, assumptions and understanding of each respondent are different, as well as other factors such as the honesty factor in filling in the respondent's opinion in the questionnaire.

Based on the results of quantitative data analysis on all indicators for each variable, the author provides suggestions as consideration for companies in improving leadership, physical work environment, and employee performance as follows:

1. The lowest score on the leadership variable was found in the integrity indicator, namely in instrument no. 2 with the statement "Leaders are honest and responsible in their work" which obtained an average score of 4.07. Based on this lowest score, it can be suggested that the Company should emphasize the importance of being honest and responsible in every leader's actions by

- encouraging leaders to be role models in being fair and transparent in front of their teams.
2. The lowest score for the physical work environment variable was found in the air temperature indicator, namely in instrument no. 4 with the statement "Air ventilation in the workplace functions well according to applicable standards and procedures" with an average score of 4.00. Based on this lowest score, it can be suggested that the company pay more attention to the ventilation system, especially in closed or busy work areas. Routine maintenance of air conditioning and ventilation also needs to be scheduled to maintain work comfort.
 3. The lowest score for employee performance variables was found in the quantity indicator, namely in instrument number 4 with the statement "I achieve work targets according to applicable procedures and standards" obtained an average score of 4.00. Based on this lowest score, it can be recommended that the company review the workload given and evaluate whether the set targets are realistic. In addition, technical support and work guidance from superiors are very important so that employees can work optimally and achieve targets more consistently.

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