

Optimizing Retail Excellence: Exploring The Dynamic Nexus Of Skills, Leadership, And Motivation In Enhancing Performance Among Luwes Purwodadi Supermarket Employees

Oxy Yoga Pratama¹, Nurchayati², Suparmi³, Hasyim⁴

¹⁻⁴ Faculty of Economics and Business, 17 August Semarang University

Corresponding email: nurchayatiuntag@gmail.com

Abstract . This research aims to determine the influence of ability and leadership on the performance of self-service employees through work motivation as an intervening variable at the Luwes Purwodadi Supermarket. The population is 150 employees with a sample of 109 respondents. Data collection methods used questionnaires and primary data, analyzed using SPSS 25 and multiple linear regression analysis. The research results show that ability has a positive and significant effect on employee performance, meaning that increasing ability can improve performance. Leadership also has a positive and significant effect on performance, emphasizing the role of leaders in creating a productive work environment. Work motivation has a positive and significant influence on employee performance, this shows that efforts to increase motivation can increase productivity. This research provides an understanding of the complex relationship between ability, leadership, work motivation, and performance in supermarkets. Companies can use these findings to develop more effective human resource management strategies. In conclusion, this research provides insights for human resource management and confirms the importance of capability development, effective leadership, and work motivation to achieve performance excellence in the self-service sector

Keywords: Ability, Leadership, Work Motivation, and Employee Performance

INTRODUCTION

In the Era of Globalization the retail industry, as one dynamic economic sector, continues to develop rapidly. In this context, A supermarket's success depends not only on the product offered, but also on the quality performance of employees who become the backbone of its operations. Employee performance is influenced by various factors, among others are individual ability, effective leadership, and work motivation level.

Individual ability is a crucial factor in increasing employee performance. In the dynamic retail environment, employees _ need their own appropriate abilities _ with their work demands. How individual employee abilities can increase their performance in the face of rapid and complex changes in the retail market. According to (Pasolong, 2020). An ability (intelligence) of someone whose later ability is very useful in supporting A work given _ by superiors, as well as will from an individual in matter ability of someone in reaching objective Which has determined A organization becomes later factors _ will give A influence to performance from employees . _ From a number of factors which have been mentioned in on, later matter the will influence indicators performance Which has been delivered previously . Can be seen that ability that is someone's ability in a field influenced by talent, sufficient intelligence, and interest, if _ _ No owned by employees so existing indicators _ _ _ be delivered No will be materialized. Same case with will If from party employee No own

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* Oxy Yoga Pratama , nurchayatiuntag@gmail.com

willingness For emit high level effort _ For objective organization so indicators neither does that will be materialized. Ability capacity of an individual To complete a task in something work. Ability can form talents and interests possessed by employees, with _ the abilities of the employees can run and finish tasks in a Good way with maximum results. _ Opinion the strengthened results research by Sulistiani (2016), shows there is influence between the ability to employee performance. Research results are different with study results from Daulay, dkk. (2017) showing that ability has no influence on employee performance.

Another influencing factor performance is leadership. Effective leadership _ own big impact on employee motivation and performance. A capable leader _ creating a supportive work environment, providing _ clear direction, and providing support to employees can become a catalyst for success. Opinion the strengthened Sutanjar & Saryono (2019), who stated Leadership is a method of someone leading in direct, encouraging, and arranging all over elements _ _ in the group, or his organization. To achieve something objective organization which is cool so that produces maximum employee performance. Opinion the supported results of study Delti (2015) stated leadership influences employee performance. Meanwhile, Rahmayanti & Afandi (2014) stated the results of the study that leadership does not influence employee performance.

Work Motivation becomes a critical factor in achieving optimal employee performance. In the context of self-service, where direct interaction with customers and varied work demands can become a stress factor, how? management can design effective motivation strategies To maintain and improve employee motivation. Good motivation _ must be owned by all employees, so that the organization can achieve the goal effectively and efficiently.

The different results study above, supported exists gab or findings, based on results of interviews with 10 Luwes employees which states: leadership phenomenon not enough give clear and attentive directions _ every employee in carry out task so that when the leader leaves his job, then part employee No carry out his task in a maximum way. Besides that Still exists employees Who are not motivated enough To finish less work_ at the appropriate time, visible from employees who are outside room that are on for hours. Impact on the performance of employees who are not by which expected.

Based on no consistency between *research gaps* and gap phenomenon as it has been outlined above, then need to do analysis more deeply into the phenomenon. This study tries to create a pattern of thinking based on that assumption Exploring The Dynamic Nexus Of Skills, Leadership, And Motivation In Enhancing Performance Among Luwes Purwodadi Supermarket Employees is one of their efforts in increasing and optimizing retail excellence.

Ability and leadership influence employee performance with Motivation as an intervening variable. The problem in this study: "How? Influence Ability and Leadership Towards Performance Through Work Motivation As Intervening Variables?."

METHOD.

The population of this research is all employees of the Luwes Purwodadi Supermarket, a private company operating in the retail sector, totaling 150 people. The research sample consisted of 109 employees. The first observation was carried out by distributing questionnaires to employees. The sample calculation from the population is determined based on the Slovin formula calculation. The sampling technique is carried out using probability sampling, namely a sampling technique that gives each element of the population an equal opportunity to be selected as a sample.

The types and methods of data collection used in this research are primary data and secondary data. The variable measurement scale uses a Likert scale, with a scale of 1 (Strongly Disagree/STS) a scale of 5 (Strongly Agree/ Ssitian (Fattah, 2017)). The employee performance measure that comes from the panel is measured (Fattah, 2017); Ability, obtained from research (Raharjo et.al. 2016); Leadership (Thoha, 2016); and Work Motivation as measured by research according to (Hasibuan, 2014). The data analysis techniques used are descriptive and inferential analysis, both using qualitative and quantitative analysis. Hypothesis testing uses SmartPLS version 3 analysis with the Structural Equation Modeling (SEM) method.

RESULTS AND DISCUSSION

The results of data processing with the SmartPLS version 3 analysis tool with the Structural Equation Modeling (SEM) method obtained a regression equation: :

$$Y = 0,137 + 0,152X_1 + 0,330X_2 + 0,041X_3$$

$$\text{Sig} = 0,041 \quad 0,045 \quad 0,000$$

This means that all variables used in the study are positive and significant. These results are supported Hypothesis test results show that individual ability, leadership, and work motivation in a significant way influence employee performance. Findings This marking importance factors This in achieving superiority performance in the competitive retail industry. this context, understanding deeply about How individual abilities and effective leadership can increase work motivation, which in turn influences performance, is essential. Focused training strategy, culture supportive leadership, and holistic motivation policy become key in achieving success.

Influence Ability on Employee Performance.

Based on the results of the analysis, it is found that hypothesis one is accepted, meaning that ability has a significant effect on employee performance. This can be seen from the calculated t value which is greater than the t table, and the significance value is smaller than 0.05. This means that if every employee has the ability marked by skills in carrying out his duties and responsibilities as an employee of Luwes Supermarket, his performance will increase. Based on the results it can be concluded that hypothesis one (H1) which states ability has a positive influence on employee performance is accepted. The results obtained in accordance with the study (Suhartini, 2015) ability is an inherent quality or studied to help someone complete the task. (Jatiningrum, 2016), (Syafitri, 2016), and (Wardani, 2017), show the ability to influence positively and significantly to employee performance.

Influence Leadership on Employee Performance

Based on the results analysis obtained hypothesis two is accepted, meaning that leadership has a significant influence on employee performance. That matter can be seen from the calculated t value is bigger than t table, as well as mark significance smaller than 0.05. Leader gives equal rights and opportunities to all his employees (Susanto, 2019). Performance is something results provided by employees Good in a way quality or quantity (Mangkunegara, 2017). At study carried out (Syamsudin, 2016) states that there is a significant influence between leadership and employee performance; Suryana & Murni (2018) stated that there is stated influence that there is influence positive and significant to employee performance; Bahrum & Sinaga (2015) Which state that there is influence Which positive and significant leadership to employee performance; (Rego, 2017) which states that there is a positive influence and significant to employee performance.

Influence ability to Motivation Work

Based on results analysis obtained that hypothesis three accepted, that is that ability has a significant influence on work motivation. That matter can be seen from the calculated t value is bigger than t table, as well as mark significance smaller than 0.05. ability also influences Spirit employees , increasingly competent someone , increasingly Good more and more enthusiastic increase possible performance _ achieved (Rakata, 2022). The study carried out by Syafitri (2016) shows that ability has a significant and positive influence on work motivation.

Influence Leadership to Motivation Work

Based on the results analysis obtained that hypothesis four is accepted, that is leadership has a significant influence on work motivation. That matter can be seen from the calculated t

value is bigger than t table, as well as mark significance smaller than 0.05. Robin & Judge (2017) leadership is someone leader's method For influencing children the fruit for achieve the vision and mission that has been determined by the company. Motivation is an encouraging thing _ somebody so encouraged to achieve a desired thing (Hartatik, 2014). Research conducted by (Susanto, 2016) stated that there is a positive and significant influence for leadership to motivation work; (Fadly, 2017). Which states that there is influence Which is positive and significant leadership to work motivation.

Influence Motivation Work on Employee Performance

Based on results analysis obtained that hypothesis five is accepted, meaning that work motivation has a significant influence on employee performance. That matter can be seen from the calculated t value is bigger than t table , as well as mark significance smaller than 0.05. Deep Hasibuan (2014) motivation is the desire that spurred him to do activities. Factors affecting performance include knowledge, ability, motivation, and commitment, which exist in each employee (Samsuddin, 2018). Research conducted by Saputri & Andayani (2018) states that there is a positive and significant influence on work motivation on employee performance; Firdaus (2018) states that there is a significant influence work motivation to employee performance; Setiawan (2015) states that influences which significant motivation Work to employee performance.

The results show that individual skills, effective leadership and work motivation play a crucial role in improving employee performance. In the context of individual skills, research findings show that improving employees' skills significantly has a positive impact on their performance. This refers to the concept of "Human Capital Theory," which emphasizes investment in individual skill development as intellectual capital that enhances organizational competitiveness (Becker, 1964).

The importance of leadership in creating a supportive work environment was also revealed in this study. Transformational leadership theory, as proposed by Bass & Riggio (2006) can be used to discuss how effective leaders can provide clear direction, motivate employees, and create a positive work culture.

Furthermore, work motivation is proven to be an important determinant in improving employee performance. From a motivation theory perspective, McClelland's need theory and Vroom's expectancy theory (1974) can be used to explain how individual needs and positive outcome expectations can drive employees to achieve higher levels of performance. So it is important to develop strong individual capabilities and leadership has become very important in achieving superior performance. Work motivation is key to creating an environment that

stimulates productivity. The findings provide valuable insights for retail companies in understanding and managing factors to improve competitiveness and long-term success.

CONCLUSION

Findings study shows that enhancing individual abilities in a significant way contributes to the results of more work good. Therefore that, is recommended that companies to develop more training programs focused for increasing the ability of employees at various levels.

Effective leadership has a positive impact on employee performance, showing the importance of the leader's role in creating a work environment that supports and provides support to employees.

Practical implications from study results this is a necessity for more attention to developing competency leadership to achieve superior performance in the retail industry. Work motivation is also proven as a critical factor influencing employee self-service performance, with studies showing that increasing motivation can contribute positively to work results. Management needs to focus efforts on motivational strategies, including recognition, career development, and awards, to create an environment encouraging work _ motivation sustainable.

Implications from this research are _ management Supermarket Flexible Purwodadi and retail industry can adopt recommendations with develop customized and strengthening training programs-culture supportive leadership, and design policy Holistic motivation, including system confession of various performance and incentives, can give additional encouragement to employees .

Study This own limitations Because only focuses on one supermarket in Purwodadi, so recommended study more carry on with more samples _ representative. Use questionnaire as tool Data collection can also be done resulting in respondent bias, therefore, further research can consider using qualitative study methods to get a deeper outlook about employee experience and perception. By understanding and overcoming these limitations, future research _ is expected to give a bigger contribution to literature management source Power people and development organization in the context of the retail industry.

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