

The Influence of Work Motivation, Work Discipline, and Work Environment on the Performance of Generation Z Employees at Coffee Shops in Kuningan City

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Keywords:

work motivation; work discipline; work environment; employee performance; generation Z; coffee shop

Abstract

This research aims to analyze the influence of work motivation, work discipline, and work environment on the performance of Generation Z employees in coffee shops in Kuningan City. This research uses a quantitative approach with associative design and multiple linear regression analysis. The research population was Generation Z employees who work in various coffee shops in Kuningan City. Data was collected through questionnaires using the Likert scale and analyzed using the SPSS program. The analysis included validity, reliability, classical assumption tests, and hypothesis testing through t-tests, F tests, and determination coefficients. The results show that work motivation, work discipline, and work environment have a positive and significant influence on employee performance. Work motivation was the most dominant variable with a regression coefficient of 0.367, followed by work environment of 0.351 and work discipline of 0.187. Simultaneously, these three variables contributed 72.9% to the variation in employee performance. The results of this study provide recommendations for coffee shop managers to increase employee work motivation through an appropriate reward system, create a conducive work environment, and strengthen the application of work discipline to improve the performance of Generation Z employees. This research contributes to the study of human resource management by highlighting the factors that affect the performance of Generation Z employees, especially in the coffee shop industry in Kuningan City which is still limited in research.

INTRODUCTION

The development of the coffee shop industry in Indonesia in recent years has shown very rapid growth, including in the Kuningan City area. Coffee shops no longer only function as a place to enjoy drinks, but also develop into social spaces, places for discussions, and alternative work locations for the community, especially the younger generation. The change in function encourages increased competition between coffee shop business actors, so that every manager is required to be able to provide consistent and competitive service quality (Fadhilah et al., 2024; McAdoo, 2020). In the service industry such as coffee shops, the quality of service is greatly influenced by the performance of employees who interact directly with customers (Lee & Kim, 2021; Son et al., 2021; Tran et al., 2020).

Employee performance is an important factor that determines the operational success of a business. Employees have a strategic role in creating customer experiences, maintaining service quality, and building a business image (Singh et al., 2023; Yingfei et al., 2022).

Therefore, human resource management is a very important aspect in supporting the sustainability of the coffee shop business. Optimal employee performance not only increases customer satisfaction, but also helps businesses survive and thrive in the midst of increasingly competitive competition (Aripin et al., 2024; Gupta, 2024).

In practice, the workforce in coffee shops is currently dominated by Generation Z. This generation is known to have characteristics that are adaptive to technology, prioritize work flexibility, and prefer a comfortable and not too rigid work environment. However, the dynamic work characteristics of Generation Z can also pose challenges in human resource management, such as fluctuating work consistency, unstable service discipline, and the potential for a high rate of employee turnover if the work environment does not suit their preferences.

Several previous studies have shown that employee performance is influenced by various internal and external factors. Kurnia and Damalita (2022) stated that work motivation (X1) and work discipline (X2) have a significant influence on employee performance, especially in the service industry sector such as coffee shops. The findings are in line with Hidayat and Kardiyati's research (2025) in the Kuningan City area which concluded that work motivation and work discipline together have a significant effect on employee performance.

In addition, work environment factors have also been proven to have an important role in improving employee performance. Squirrelly (2021) stating that a good work environment (X3) can increase employees' work motivation (X1) which ultimately has a positive impact on their performance. Research by Syahputra and Faruqi (2024) It also emphasized that work motivation and work environment are the main factors that can maximize employee performance. Furthermore, Wiyoto and Herminingsih (2025) found that work motivation, work discipline, and work environment simultaneously affect employee performance. Especially for Generation Z, Hendratmoko and Mutiarawati (2024) shows that a positive work environment has a strong influence on improving the performance of the generation.

Although various studies have examined the relationship between work motivation, work discipline, and work environment to employee performance, most of them are still focused on millennial employees or no generation specifics, and are limited to big cities such as Jakarta, Bandung, and Surabaya, while research in medium-sized cities such as Kuningan and in the context of Generation Z employees who now dominate the coffee shop industry is still very limited. This study offers novelty by simultaneously testing the three variables on the performance of Generation Z employees in Kuningan City coffee shops, providing contextual perspectives from medium-sized cities with different socio-economic characteristics, and identifying the most dominant variables to provide specific and targeted managerial implications according to the unique characteristics of Generation Z. Therefore, this study aims to find out the picture of work motivation, work discipline, and work environment in Generation Z employees in coffee shops in Kuningan City, analyze the influence of these three variables on employee performance both partially and simultaneously, and identify the most dominant variables that affect the performance of Generation Z employees. Human and provides practical benefits for coffee shop managers in formulating a more effective employee management strategy and in accordance with the characteristics of Generation Z.

RESEARCH METHOD

Research Design, Population, and Sample

This study used a quantitative approach with an associative design to analyze the influence of work motivation, work discipline, and work environment on employee performance using multiple linear regression. The research population is all Generation Z employees who work in coffee shops in Kuningan City. The sample was determined using purposive sampling techniques with the criteria of active employees who include Generation Z (born in 1995–2012). The minimum sample number refers to the rule of thumb Hair et al. (2010), which is at least 10 times the number of independent variables, so that with three independent variables, a minimum of 30 respondents are needed.

Data Types and Data Collection Techniques

This study uses primary and secondary data. Primary data was obtained through the distribution of questionnaires to Generation Z employees at coffee shops in Kuningan City, while secondary data was obtained from relevant scientific journals, books, and previous research. The research instrument used a questionnaire with a Likert scale of 1–5, from strongly disagree to strongly agree.

Data Analysis Techniques

Data analysis was carried out using the SPSS program. The instrument test included a validity test with Pearson correlation ($r_{\text{count}} > r_{\text{table}}$) and a reliability test using Cronbach's Alpha with a criterion of $\alpha \geq 0.70$ (Ghozali, 2018). Further analysis includes descriptive analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and hypothesis testing using multiple linear regression through t-test (partial), F test (simultaneous), and determination coefficient (R^2). The research was carried out at various coffee shops in Kuningan City in November 2025 by paying attention to the principles of research ethics and the confidentiality of respondent data.

RESULTS AND DISCUSSION

Statistics Descriptive

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
motivasi kerja (X1)	120	12,00	40,00	31,2917	5,33010
disiplin kerja (X2)	120	14,00	40,00	32,6500	4,97836
lingkungan kerja (X3)	120	10,00	38,00	31,9417	4,96085
kinerja karyawan (Y)	120	19,00	40,00	32,4083	5,00671
Valid N (listwise)	120				

Source: Data Processed by Research Using SPSS

Based on Table 1, the variables of work motivation and employee performance have a relatively high average value, which indicates that in general, Generation Z employees in Coffee Shops in Kuningan City have Work Motivation, Work Discipline and Work Environment in the Employee Performance Variables are in the medium category with greater

variation in perception between respondents.

Classic Assumption Test

Table 2. Normality Test

N		120	
Normal Parameters ^{a, b}	Mean	0.0000000	
	Std. Deviation	2.60588913	
Most Extreme Differences	Absolute	0.057	
	Positive	0.057	
	Negative	-0.051	
Test Statistic		0.057	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^d	Sig.	0.434	
	99% Confidence Interval	Lower Bound	0.422
		Upper Bound	0.447

Source: Data Processed by Research Using SPSS

The Normality Test was performed using Kolmogorov–Smirnov. The results of the initial test showed the value of Asymp. Sig. is 0.200 (0.05), which indicates that the residual data is normally distributed" (Ghozali, 2018). Thus, the assumption of normality is met.

Table 3. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	motivasi kerja (X1)	0.339	2.953
	disiplin kerja (X2)	0.339	2.954
	lingkungan kerja (X3)	0.318	3.148

Source: Data Processed by Research Using SPSS

All independent variables had a tolerance value of > 0.10 and a VIF value of < 10 , according to the results of the multicollinearity test. This proves that regression models cannot have multicollinearity among their independent variables.

Table 4. Heteroskedasticity Test

Model		Unstandardized Coefficients		Standardized	t	Say.
		B	Std. Error	Beta		
1	(Constant)	4,218	1,082		3,897	0,000
	Work Motivation (X1)	-0,059	0,050	-0,183	-1,174	0,243
	Work Discipline (X2)	-0,006	0,053	-0,017	-0,109	0,914

working environment (X3)	-0,007	0,055	-0,021	-0,132	0,895
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Source: Data Processed by Research Using SPSS

The results of the heteroscedasticity test conducted using the Glejser method indicate that the significance level > 0.05 for all independent variables. These results support the conclusion that the assumption of homoscedasticity is met, since the regression model shows no signs of heteroscedasticity.

Analysis using Multiple Linear Regression

Table 5. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	3,600	1,691		2,129	0,035
motivasi kerja (X1)	0,367	0,078	0,391	4,710	0,000
disiplin kerja (X2)	0,187	0,084	0,186	2,241	0,027
lingkungan kerja (X3)	0,351	0,087	0,347	4,052	0,000

Source: Data Processed by Research Using SPSS

Based on the output of the Coefficients table, the multiple linear regression equation formed is as follows:

$$Y = 3.600 + 0.367X1 + 0.187X2 + 0.351X3$$

The regression equation indicates that Work Motivation, Work Discipline, and Work Environment have a positive influence on Employee Performance.

Uji Hypothesis

Table 6. T Test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	3.600	1.691		2.129	0.035
Work Motivation (X1)	0.367	0.078	0.391	4.710	0.000
Work Discipline (X2)	0.187	0.084	0.186	2.241	0.027
working environment (X3)	0.351	0.087	0.347	4.052	0.000

Source: Data Processed by Research Using SPSS

The work discipline variable had a significance value of 0.027 (< 0.05), and the work

motivation variable had a significance value of 0.000 (<0.05), according to the T-test findings, which means that both variables significantly affect employee performance. In addition, with a significance value of 0.00 (<0.05), the Work Environment variable significantly and positively affects employee performance.

Table 7. F Test (Simultaneous)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2174,903	3	724,968	104,068	.000b
	Residual	808,088	116	6,966		
	Total	2982,992	119			

a. Dependent Variable: employee performance (Y)

b. Predictors: (Constant), work environment (X3), work discipline (X2), work motivation (X1)

Source: Data Processed by Research Using SPSS

The results of the F Test showed a significance value of 0.000(<0.05), which means that Work Motivation, Work Discipline, and Work Environment together have a meaningful influence on Employee Performance.

Coefficient Determination Test

Table 8. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854a	0.729	0.722	2.63937

a. Predictors: (Constant), work environment (X3), work discipline (X2), work motivation (X1)

b. Dependent Variable: employee performance (Y)

Source: Data Processed by Research Using SPSS

With an R-squared value of 0.729, it can be seen that "Work Motivation, Work Discipline, and Work Environment explain 72.9% variance in employee performance. Statistical tests resulted in an Adjusted R Squared value of 0.722. The results showed that changes in three independent variables explained 72.2% of the variance in employee performance, while other factors explained the remaining 27.8%." These three independent factors can be used to explain variances in employee performance. According to Ghozali (2018), "the value of R Square that is close to one means that independent variables provide almost all the information needed to predict the variation of dependent variables.

The Effect of Work Motivation (X1) on Employee Performance (Y)

The work motivation variable had a calculated t-value of 4.710 and a significance value of 0.000, according to the findings of the t-test. Work motivation has a significant positive impact on the performance of Generation Z employees, because H1 is accepted considering the significance value of < 0.05. The higher the motivation or work ethic of an employee, the better the performance, the more optimal the performance will be. For Generation Z in the coffee shop industry, motivation is often driven by a desire to contribute to innovation and the

opportunity to grow.

These findings are reinforced by the research of Laoli et al. (2024) which states that motivation can be understood as a strong internal drive that energizes and directs employee behavior to achieve organizational goals. Increased work motivation directly contributes greatly to the effectiveness of an individual's work. In addition, these results are in line with the research of Kurnia & Damalita (2022) and Sitopu et al. (2021) which confirms that motivation is a key factor that positively influences work outcomes in the service industry and other professional sectors. Syahputra & Faruqi (2024) also added that high motivation is able to maximize employee productivity and loyalty.

The Effect of Work Discipline (X2) on Employee Performance (Y)

The t-value for the work discipline variable is 2.241, and the p-value is 0.027, according to statistical tests. Work discipline significantly and positively affects employee performance (H2 accepted) because the significance value is less than 0.05. Consistent high-quality service in the coffee shop is maintained by discipline, which is demonstrated by following standard operating procedures (SOPs).

This is supported by the theory in Laoli et al. (2024) which "explains that work discipline is an attitude of obedience to applicable rules based on self-awareness, which ensures the maintenance of order and smooth tasks in the organization. The study found that any improvement in discipline will be followed by a noticeable improvement in performance due to the creation of a regular work atmosphere". These findings are also in line with Hidayat & Kardiyati (2025) which emphasizes the importance of work discipline for employees in the Kuningan area to achieve maximum work effectiveness.

Influence of Work Environment (X3) on Employee Performance (Y)

A t-value of 4.052 and a significance level of 0.000 indicate that the work environment variable is important. The results of the study showed that H3 was accepted, which indicates that the work environment significantly and positively affects employee performance, due to the significance value < 0.05 . Comfortable working conditions, both physical and non-physical (co-worker relationships), are crucial for Generation Z who prioritize work-life balance and collaboration.

Laoli et al. (2024) explain "that a conducive work environment, including qualified facilities and good emotional relationships between colleagues, provides a sense of security and allows employees to work optimally". In addition, Hendratmoko & Mutiarawati (2024) found that Generation Z's performance is highly dependent on a supportive and non-monotonous work environment. This is also reinforced by Silitonga (2021) and Judijanto et al. (2025) which "states that the collaborative work environment in the F&B industry in Indonesia is able to increase morale which ultimately has a positive impact on employee performance"

Simultaneous Influences and Dominant Factors

On the other hand, the F test yields an F value of 104.068 and a significance level of 0.000. With an R-squared value of 72.9%, this shows that the combination of motivation, discipline, and work environment significantly affects employee performance. The findings regarding this simultaneous influence are in accordance with the research of Wiyoto &

Herminingsih (2025) and Salsafila et al. (2023) which indicates that "the integration of motivational factors, discipline, and work environment objectively determines the success of individual performance in the organization". Further analysis indicates that Work Motivation (X1) can be understood as the most powerful factor affecting employee performance compared to other variables, because it has the highest Standardized Coefficients (Beta) value of 0.391. This indicates that coffee shop management in Kuningan City must prioritize increasing motivation to enable the best performance of their Generation Z employees.

CONCLUSION

Based on the results of the research analysis on the influence of work motivation, work discipline, and work environment on the performance of Generation Z employees in coffee shops in Kuningan City, it can be concluded that these three variables have a positive and significant influence on employee performance. Work motivation showed a significant influence with a significance value of 0.000 (<0.05), which indicates that the higher the work motivation and rewards that employees receive, the better the performance produced. Work discipline also had a significant effect with a significance value of 0.027 (<0.05), which shows that compliance with work operational rules and standards plays an important role in maintaining the consistency of employee performance. In addition, the work environment was also shown to have a significant effect with a significance value of 0.000 (<0.05), which shows that conducive working conditions and adequate facilities can increase the productivity of Generation Z employees. Among the three variables, work motivation was the most dominant factor influencing employee performance with the highest regression coefficient value of 0.367. Based on these findings, coffee shop managers are advised to increase employee work motivation through giving awards that are in accordance with the character of Generation Z, such as a transparent reward system, appreciation for performance, and employee involvement in the development of creative ideas. In addition, management needs to create a conducive work environment with adequate work facilities and open communication between superiors and employees, as well as strengthen the application of work discipline through the socialization of clear but still flexible rules. For the next researcher, it is recommended to add other variables that are relevant to the characteristics of Generation Z, such as transformational leadership style, job satisfaction, or work-life balance, as well as expand the scope of the research area and the number of samples so that the research results are more representative of the culinary industry, especially coffee shops in a wider area.

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