



Exploring the Relationship Between Work Motivation and Generation Z Employee Performance: A Study at Cafe Quest Cikarang Billiards

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Abstract

This study examines the effect of work motivation on the performance of Generation Z employees at Cafe Quest Cikarang Billiard. The study population was all Gen Z employees at the cafe, with a sample size of 23 people. Data were collected through an online questionnaire using Google Form . Data analysis was performed using Partial Least Square Structural Equation Modeling (PLS-SEM) through SmartPLS 3 software . The results showed that work motivation has a positive and significant effect on the performance of Generation Z employees. This finding emphasizes the importance of motivational strategies that are appropriate to the characteristics of the younger generation in improving performance in the entertainment service sector .

Keywords: Work Motivation , Gen Z Employees , Employee Performance, Human Resource Management, PLS-SEM

Introduction

Work motivation is an essential aspect that influences the level of employee performance in modern organizations, where the drive to work that directs individual behavior becomes a major factor in achieving organizational goals (Adinda et al ., 2023) . The term motivation comes from the Latin " movere " which means to move, describing a process that starts from physiological or psychological deficiencies that trigger behavior or drives directed at certain goals or incentives. In the realm of modern human resource management, a deep understanding of the relationship between work motivation and employee performance is becoming increasingly important given the dynamics of the ever-changing work environment and the diverse characteristics of the workforce (Yolinza & Marlius, 2023) .

Generation Z, a group of individuals born between the late 20th and early 21st centuries, has entered the workforce with distinct characteristics from previous generations. These characteristics include being highly technologically connected digital natives , a tendency to seek meaning and purpose in work, a preference for flexibility in work patterns, and superior digital collaboration and communication skills (Vanderson et al ., 2024) . This group tends to choose jobs that have a clear purpose and have a positive impact on society or the surrounding environment, which in turn influences how they participate and contribute to the workplace (Putri, 2024) . Understanding these characteristics is crucial for organizations in designing appropriate

motivational strategies, given that traditional approaches may be less effective in motivating Generation Z employees who have different work expectations and values.

Cafe and billiards industry, faces unique challenges in managing the performance of Generation Z employees, who are characterized by flexibility in their work styles and high expectations for work-life balance. According to (Bisnis et al ., 2025), employee performance, which reflects the abilities, skills, and work results demonstrated in carrying out tasks and responsibilities, is a key determinant of operational success. Although various studies have examined the influence of work motivation on employee performance in various sectors, studies specifically examining this phenomenon in Generation Z employees in the entertainment services industry are still limited.

This study aims to examine the influence of work motivation on the performance of Generation Z employees at Cafe Quest Cikarang Billiards using a quantitative approach that measures the level of relationship between the two variables. The results are expected to serve as a reference for human resource practitioners in improving the performance of Generation Z employees through motivational approaches that align with the characteristics and expectations of this generation.

Work motivation is a drive both from within an individual and from external factors that influence a person's behavior in carrying out tasks and responsibilities in the work environment (Sholeh et al ., 2024) . Conceptually, work motivation can be defined as a psychological process that directs, maintains, and increases the intensity of an individual's efforts to achieve organizational goals. Various motivation theories, including Maslow's theory of needs, Herzberg's two-factor theory , and Vroom's expectancy theory , emphasize the importance of fulfilling employee needs and expectations as a primary factor driving increased productivity and performance. Work motivation is influenced by intrinsic factors, such as rewards, recognition, and a sense of achievement, as well as extrinsic factors, such as compensation, working conditions, and interpersonal relationships (Rulianti & Nurpibadi, 2023) . In the realm of human resource management, a comprehensive understanding of work motivation is a crucial aspect in designing effective strategies to improve employee performance and simultaneously achieve organizational goals optimally.

Employee performance refers to the results achieved by individuals in carrying out their duties and responsibilities according to their roles and functions within an organization. Mangkunegara (2000) defines performance as work achievement, encompassing both the quality and quantity of output produced within a specific timeframe. Performance is not only measured by final results but also encompasses behaviors and actions that are directly observable and relevant to organizational goals. According to (Putra & Haryadi, 2022) in Mitchell (1978), the two main factors influencing performance are ability and work motivation. Ability encompasses the knowledge and skills possessed by employees in carrying out their work, while motivation is the drive that directs and maintains consistent work effort.



Methods

This study uses a quantitative approach with the aim of examining the influence of work motivation on the performance of Generation Z employees at Cafe Quest Cikarang Billiard. The data collection technique was carried out through the distribution of online questionnaires using the Google Form platform, thus allowing respondents to provide answers efficiently. The population in this study was all Generation Z employees who work at Cafe Quest Cikarang Billiard, with a total of 23 respondents. Considering the relatively small population and possible to reach the whole.

The collected data was then analyzed using SmartPLS 3, a software tool based on Partial Least Squares Structural Equation Modeling (PLS-SEM). SmartPLS 3 was chosen because of its ability to simultaneously test relationships between latent variables and its ability to accommodate relatively small sample sizes.

The analysis process included testing the validity and reliability of the instrument, the structural model (inner model), and hypothesis testing to determine the magnitude and significance of the influence of work motivation on employee performance. With this method, it is hoped that the research results will provide an objective and comprehensive picture of the relationship between work motivation and the performance of Generation Z employees at Cafe Quest Cikarang Billiards.

Results and Discussion

Validity Test

Table 1. Validity Test

WORK MOTIVATION (X)	EMPLOYEE PERFORMANCE (Y)
MK 1 0.749	KK 1 0.879
MK 2 0.683	KK 2 0.805
MK 3 0.806	KK 3 0.825
MK 4 0.859	KK 4 0.838
MK 5 0.892	KK 5 0.691

The validity test results indicate that most indicators in the work motivation and employee performance variables have loading factor values above 0.7, indicating that these indicators are valid in measuring the intended constructs. Although there are several indicators with values below 0.7, these values are still within the tolerance limits for exploratory research and limited sample size, so the instrument can be generally considered appropriate and valid for use in this study.

Reliability Test

Table 2. Reliability Test

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Motivation (X)	0.870	0.896	0.905	0.652
Employee	0.861	0.892	0.899	0.642



Performance

(Y)

Based on the reliability test results, both the work motivation and employee performance variables demonstrated Cronbach's Alpha and Composite Reliability values above 0.8, indicating excellent internal consistency of the instrument. This indicates that all questionnaire items for each variable met reliability standards and can be relied upon to consistently measure the constructs studied.

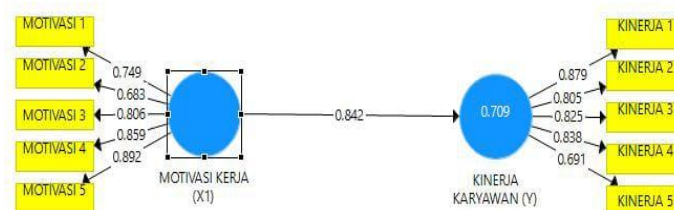


Figure 1. Inner Model

Hypothesis Testing

Table 3. Hypothesis Testing

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X-> Y	0.626	0.609	0.140	4,473	0.000

The hypothesis test produced a path coefficient of 0.626 with a p-value <0.001, indicating that work motivation has a positive and significant effect on the performance of Generation Z employees. This means that the higher the work motivation of employees, the higher the performance produced, and this relationship is statistically proven with a very high level of confidence.

Conclusion

Based on the results of research that has been conducted regarding the influence of work motivation on the performance of Generation Z employees at Cafe Quest Cikarang Billiard, it can be concluded that work motivation has a positive and significant influence on employee performance. This finding is proven through statistical analysis using Partial Least Square Structural Equation Modeling (PLS-SEM) with a path coefficient value of 0.626 and a significance level of $p < 0.001$. This indicates that the higher the level of work motivation possessed by Generation Z employees, the higher the performance that can be achieved.

This study also emphasizes the importance of understanding the specific characteristics of Generation Z in designing effective motivational strategies, considering that this generation has different work expectations and values compared to previous generations. Therefore, organizational management, especially in the

entertainment service sector such as cafes and billiards , is advised to develop a motivational approach that is adaptive and relevant to the needs and preferences of Generation Z employees to optimize work performance and productivity.

Thus, the results of this study are expected to be a reference for human resource practitioners in formulating employee management policies and strategies, as well as contributing to the development of academic studies in the field of human resource management, particularly regarding work motivation and employee performance in the younger generation in the modern work environment.

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