

## The Influence of Discipline, Incentives, and Work Motivation on the Performance of Generation Z Employees at Mina Store

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Article Information	Abstract
Submission date : January 3, 2025	<b>Research aim :</b> The purpose was to asses the effect of work discipline, incentives, and work motivation on the performance of generation Z employees at Toko Mina.
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	<b>Design/Method/Approach :</b> Study uses a quantitative approach. The people study were 30 Toko Mina employees with an age range of 17-25 old who fell into the people Z category at Toko Mina.
	<b>Research Finding :</b> The case are not fully operatonal discipline Variable has a notable effect on employee performance., but the incentive and work motivation variables have no significant effect on employee performance. Simultaneously, the variables of work discipline, incentives, and Work motivation substantially impacts the performance of generation Z employees at Toko Mina.
	<b>Theoretical contribution/Originality :</b> Not many studies have examined the performance of generation Z employees.
	<b>Practitionel/Policy implication :</b> Can be used for human resource development at Toko Mina
	<b>Research limitation :</b> This study delay in responses research respondents
	<b>Keywords :</b> Work Dicipline, incentives, work motivation, employee performance, generation Z

### 1. Introduction

The result of a person's hard work when fulfilling his obligations is called performance. The results obligations are called employee performance. Performance is another term for the completion of tasks and obligations by a team in an organization. The methodical process of monitoring and communicating employee performance predetermined known employee

conduct evaluation. Providing feedback to employees regarding their work, identifying areas for improvement, and making judgments about career development and advancement are the objectives of performance appraisals. A successful performance review can increase worker motivation, improve output, and help the company achieve its goals. The company's goal of profit will certainly increase along with productivity. Organizations must become more effective and efficient global competition. Leads to the business world increase its competitiveness the organization. People are brought together through organizations. People who are commonly referred to as human resources or employees to perform tasks related to the organization. Workers or employees are the most important factor in assessing whether something is moving forward or backward [1].

Significant changes have taken place as a result of the growing prominence digital natives in the job site . They are spearheading workplace culture with their inclination towards digital communication and intergenerational cooperation. Businesses must now utilize the latest technology, be more adaptable to change, and provide opportunities for their staff to develop as individuals. New trends in the workplace, such as a greater emphasis on employee well-being and more innovative workplaces, are also facilitated by Gen Z's dominance. The demographi Generation, or Centennials. Social media, the internet, and digital technology have all contributed to this generation's remarkable development. With their distinctive characteristics and dominance of technology, Generation Z is becoming more prevalent in the workplace. Businesses are faced with new difficulties in managing diverse work styles as digital natives increasingly enters the job. They are known be Well-versed in technology, Civic-minded, and tend to seek more fulfilling work opportunities. At Toko Mina Kediri, it is important to understand how enthusiasm, incentives, Restraint can sway the display of generation Z. Increased productivity and work happiness may result from the right managerial style, taking into account individual preferences and backgrounds.

One of the key elements that influence employee effectiveness is discipline. Work restraint is the deliberate, consistent personnel demeanor who willing to community standards and organizational rules. Workplace norms, processes and policies can be better adhered to by employees when they are taught work discipline. When discipline levels are high, workers are able to create more work. For Generation Z, discipline includes time management and task accountability as well as following rules. According to research, discipline can increase productivity and effectiveness at work, which will improve overall performance Discipline in

the workplace is very important, especially when it comes to inspiring staff members to have self-discipline in individual and collective tasks [2].

Providing incentives is closely related to work discipline. Disciplined employees are more likely to achieve goals, produce high-quality work, and be more productive. Therefore, they deserve to be incentivized more than others for their outstanding performance. Since they understand that their performance directly affects the amount of incentives they receive, employees will be more disciplined in an effective incentive structure. In other words, earning greater incentives requires a strong work ethic. By evaluating the number of hours worked or the results of a task, incentive systems establish a link between pay and output. Individuals, groups/divisions, or departments within a company can all be incentivized. Employee incentive payments are made when performance exceeds company standards. Rewards and incentives serve as a way for companies to recognize their workers as valuable assets who should be rewarded and made business partners, thus giving them a sense of belonging to the company. In addition, incentives are given to employees in the form of increases in base compensation, which is often based solely on individual performance. This further underscores the importance of offering incentives to employees to recognize their performance for the organization. Incentives offered by the organization will improve employee performance if given appropriately [3].

Employee motivation at work is strongly influenced by incentives. Every employee may have felt bored with their daily tasks. Routines that are too repetitive will reduce motivation and morale, thus negatively affecting business success. When workers are treated well, they will generate excitement and support in the workplace, thus increasing output. The drive or passion that encourages a person to put in the effectively to fulfill business aims is called occupational motivation. Workplace motivation can be defined as the internal and external strength or energy of a group, starting with work-related effort, intensity, and perseverance [4].

Employees may be motivated to perform better through incentives, which can be both tangible and intangible benefits. Employees will be more driven to achieve their goals when they believe that their efforts are appreciated and rewarded with incentives. In addition, incentives have the potential to foster healthy competition among staff members, which will ultimately improve business results. However, that in deliver results, incentives must be provided in a way that is fair, open, and linked to performance. High work motivation tends to

make an employee more dedicated, creative and productive. They will be more driven to perform to the best of their abilities and achieve their goals. Conversely, less motivated workers are usually less engaged in work, less productive, and more likely to make mistakes.

### **1.1. Statement of Problem**

The setback that occurs the field, namely at Toko Mina which is located at Jl. Raya Kediri - Nganjuk No. 26, Sukosewu, Wonoasri, Grogol District, Kediri Regency, East Java, namely there are indications that Generation Z employees of Toko Mina have not shown their best performance. This shows that the work of Toko Mina employees has not reached the expected standards and levels. This shows that staff performance still has to be improved in a number of areas. On the other hand, the level of discipline varies, this shows that not all Generation Z Toko Mina employees have the same discipline. Some may be very disciplined in carrying out their work, while others may not. Incentives are also very influential on employee performance. At Toko Mina, some employees feel that the incentives given to employees are different, this of course results in a decrease in employee motivation, which will also affect employee performance, especially in generation Z employees.

### **1.2. Research Objectives**

As per the issue declaration that has been portrayed, following research objectives are obtained: (1) Knowing whether high work discipline will carry a decisive and supportive impact on Generation Z employees' performance at Toko Mina. (2) Knowing whether providing appropriate incentives will improve the performance and motivation of Toko Mina's generation Z workforce. (3) Knowing whether high work motivation will help Toko Mina's generation Z employees perform better. (4) To find out whether discipline, rewards, and motivation in the workplace can all be used to predict how well generation Z workers perform at Toko Mina.

## **2. Method**

This project leverages quantitative research this project incorporates quantitative to assess the discipline, incentives, work drive influencing the performance of people at Toko Mina Kediri. [5] The people denotes the whole research entity which includes people, test

results, or with established attributes. [6] Samples are selected parts of the population that are the subject of inquiry.

The group in this research included 30 staff members from Toko Mina featuring an age range of 19 to 25 who fall into generation Z category. Due to the limited population, in this study all parts of the population were sampled so that The type of sampling applied was a saturated. Collection using a questionnaire in the form of a Google Form link. Furthermore, the data collected was tabulated and processed using IBM SPSS Statistic 20.

### 3. Results and Discussion

The statistical prerequisite for studying multiple linear regression is the standard. This the standard used ensure legitimacy and accuracy of the regression equation. Several standard assumption evaluations must be carried out before conducting multiple regression analysis and hypothesis testing. Aim is to ascertain whether the regression model used meets the standards necessary to guarantee optimal regression quality and is free from assumptions. This standard assumption test was tested to ensure the regression equation. The results showed excellent consistency, no bias, and a high level of estimation accuracy [7].

SPSS version 20 was used to summarize and process the results of the questionnaire responses that produced the research findings, to obtain objective regression model results.

**Table 1. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters <sup>a,b</sup>	Mean	0E-7
	Std. Deviation	.64070106
Most Extreme Differences	Absolute	.167
	Positive	.133
	Negative	-.167
Kolmogorov-Smirnov Z		.912
Asymp. Sig. (2-tailed)		.376

Source: Processed Data, 2024 (SPSS Output)

The test if the leftover confounding features a regression model show a normal distribution. [8] Using Kolmogorov-Smirnov formula, a normality test is accomplished. Criteria state that considered normally distributed If the significance threshold is above 0.05, and not exhibits a normal distribution if the p-value is lower than 0.05. Table 1 the significance measure of 0.376 is greater than 0.05, hence, concluded that the data demonstrates a normal distribution.

**Table 2. Multicollinearity Test Results**

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics
	B	Std. Error	Beta				Tolerance VIF
1 (Constant)	-4.254	1.922			-2.213	.036	
X1	.933	.101	.889	9.254	.000	.625	1.599
X2	-.173	.153	-.135	-1.134	.267	.406	2.463
X3	.207	.122	.194	1.705	.100	.446	2.243

a. Dependent Variable: Y

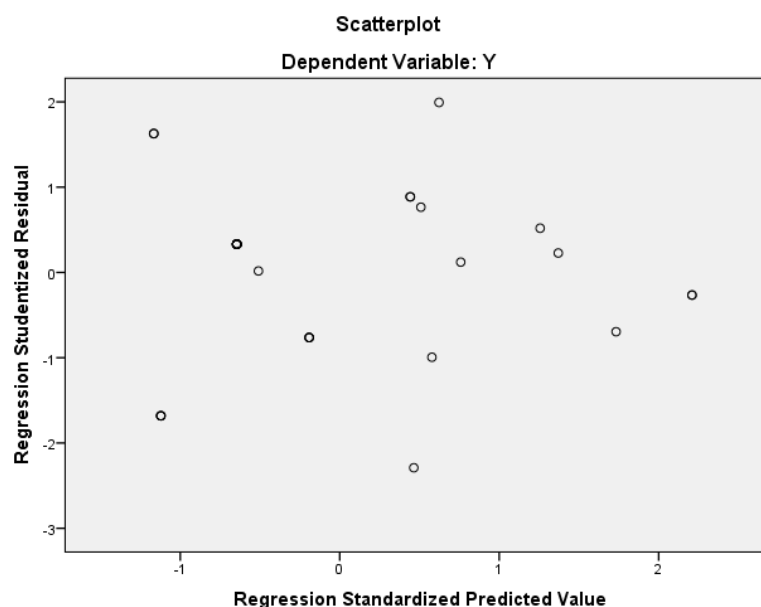
Source: Processed Data, 2024 (SPSS Output)

Intention ensure that contain a strong or perfect with each other.[9] The independent variables analyzed should not share characteristics, indicators, or dimensions. This is because the resulting regression coefficients will be skewed and useless if the independent variables have the same characteristics or indicators. The regression model will be said to have multicollinear symptoms if the independent variables show a strong or perfect correlation with the model being tested. If there is no relationship between With the inclusion of the variables, the regression model is deemed to be quite good.

Multicollinearity does not occur multicollinearity is not present if the VIF value is less than 10 and the tolerance value is greater than 0.1. However, multicollinearity arises when the VIF value exceeds 10 or the tolerance value falls below 0.1.. Table 2 shows that the VIF value is <10, meaning that there is no. On the three variables proposed, incentives and work motivation show:

1. Work discipline of 0.625, which is greater than 0.1, and a VIF value of 1.599, which is less than 10.. Indicates Indicators of the price variable are independent and not correlated.
2. Incentive of 0.406 greater than 0.1 and a VIF value of 2.463 lower than 10 The indicators of the price variable are independent and not correlated.
3. Work motivation variable has a tolerance value of 0.446 greater than 0.1 and a VIF value of 2.243 lower than 10. The indicators of the price variable are independent and not correlated.

**Figure 1. Scatterplot Graph**



The absence of heteroscedasticity symptoms is one of the conditions that should be fulfilled by [10] If residuals each observation in the regression model have uneven variance, this is called heteroscedasticity. One of the many approaches that can be used is to test the scatterplot. This is not the case if the points spread erratically. The Scatterplot graph of the heteroscedasticity test. The graph shows dots with no visible pattern. Therefore, it can be concluded that no heteroscedasticity occurs.

From the display of the standard assumption test has been fulfilled, regression analysis is conducted, yielding the following results.:

**Table 3. Multiple Linear Regression Analysis Test Results**

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	-4.254	1.922		-2.213	.036		
X1	.933	.101	.889	9.254	.000	.625	1.599
X2	-.173	.153	-.135	-1.134	.267	.406	2.463
X3	.207	.122	.194	1.705	.100	.446	2.243

a. Dependent Variable: Y

Source: Processed Data, 2024 (SPSS Output)

Linear regression is a method used to model the relationship between one dependent variable and one or more independent variables. When the model includes only one independent variable, it is referred to as simple linear regression; however, when multiple independent variables are included, it is known as multiple linear regression.

$$Y = -4.254 + 0.933X1 + -0.173X2 + 0.207X3$$

Explanation of equation is:

1. The steady value of -4,354 the situation when the Mina Store employee performance variable has not been influenced by the work discipline, incentives, and work motivation variables or when the independent variable is 0, the constant performance of Mina Store employees is -4,354.
2. The X1 work discipline regression coefficient of 0.933 indicates X1 variable enhances Y, each work discipline the performance of generation Z employees at Toko Mina by 0.933.
3. The X2 incentive regression coefficient of -0.173, X2 variable has a negative effect on Y, which means that each incentive does not influence the performance of generation Z employees at Mina Stores.
4. The X3 work motivation regression coefficient of 0.207 indicates X3 variable has a positive effect on variable Y, which means that every one unit increase in the work motivation the performance of generation Z employees at Toko Mina by 0.207.



**Table 4. Determination Coefficient Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 <sup>a</sup>	.850	.833	.677
a. Predictors: (Constant), X3, X1, X2				
b. Dependent Variable: Y				

Source: Processed Data, 2024 (SPSS Output)

Table 4 reveals 0.833. Indicates that the independent variable accounts for 83.3% of the variation in the dependent variable, while 16.7% is attributed to other variables not included in this research.

**Table 5. Partial Test Results (t Test)**

Model	t-count	t-table	Sig
Constant	-2.213	3.172	.036
X1	9.254	3.172	.000
X2	-1.134	3.172	.267
X3	1.705	3.172	.100

Source: Processed Data, 2024 (SPSS Output)

Based on individual test or t test to determine the role of each work discipline variable (X1), incentives (X2) and work motivation (X3) on employee performance (Y), it look:

1. The t-test result of work discipline value is 0.000, the value is  $< 0.05$  and the t-count value =  $9.254 > t\text{-table} = 3.172$ , so partially work discipline affects employee performance.
2. The t-test result of the incentive value is 0.267, the value is  $> 0.05$  and the t-count value =  $-1.134 < t\text{-table} = 3.172$ , incentives do not affect employee performance.
3. The t-test result is a value of 0.100, the value is  $> 0.05$  and the t-count value =  $1.705 < t\text{-table} = 3.172$ , work motivation does not affect employee performance.

From these results, the conclusion is that work incentives and motivation do not affect the performance of generation Z at Toko Mina. The work discipline variable has a strong effect on the performance of generation Z at Mina Stores.

**Table 4. Simultaneous Test Results (F Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.462	3	22.487	49.114	.000 <sup>b</sup>
	Residual	11.904	26	.458		
	Total	79.367	29			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						
Source: Processed Data, 2024 (SPSS Output)						

According the significance value is  $0.000 < 0.05$ , it shows that each independent variable jointly affects Y. This proves that work discipline, incentives, and work motivation simultaneously or jointly affect the performance of generation Z employees at Toko Mina.

According to the results of the t test, also referred to as the partial test, the significance value is 0.000. The significance level is  $0.000 < 0.05$  and the t-count value =  $9.254 > t\text{-table} = 3.172$ . Work discipline performance of generation Z employees. The results of this study are in line with research that work discipline has a significant and positive effect on the performance of generation Z employees.

The results of the t-test, also referred to partial, indicate a significance value of 0.267. Since the significance level is 0.267, which is less than 0.05, and the t-count value of -1.134 is lower than the t-table value of 3.172, it demonstrates that incentives do not significantly impact the performance of Generation Z employees.

According the results of the t-test or partial test, a significance value of 0.100 was obtained. The significance level is  $0.100 > 0.05$  and the t-count value =  $1.705 < t\text{-table} = 3.172$ . Work motivation does not have a significant influence on the performance of generation Z employees.

The findings from the F test, also known as the simultaneous test, show a significance value of 0.000, which is less than 0.05. This indicates that all independent variables collectively influence Y. Consequently. These align with previous suggesting that work discipline, incentives, and work motivation collectively impact of Generation Z employees at Mina Store.

#### 4. Conclusion

Partially, the variable of work discipline significantly impacts performance. generation Z employees at Mina Store. However, the variables of incentives work motivation lacked digital people Mina Store. Shows that the quality of performance of digital people employees is not affected by the incentives given by the company and the work motivation of the employees themselves.

Together, the variables related to work discipline, incentives employee Work motivation notably affects the performance of generation Z employees at Mina Store. This means that the level of employee work discipline, incentives provided by the company, and work motivation affect at Mina Store.

According the current findings, recommendations related to the findings of the research include providing suggestions to Toko Mina to continue to improve the quality people. Employee performance Toko Mina can then be improved with this research.

The next researcher should be able to build this research by expanding object and adding other elements that have the potential to people. Considering that this research found other determinants affecting employee performance, this information is used to guide future research to improve better results.

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