



Unveiling Three Key Drivers of Employee Performance: The Self-Determination Theory Perspectives

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ABSTRACT: Understanding the factors influencing employee performance is crucial for enhancing organizational effectiveness and achieving business goals. This study aimed to analyze the significance of the influence of work motivation, job satisfaction, and work discipline on employee performance at F&B Cafe in Surabaya. The method used in this research is descriptive with a quantitative approach. From the research results, it can be concluded that work motivation significantly and positively affects employee performance at F&B Cafe in Surabaya. Using the self-determination theory, an employee's good performance can improve organizational performance in order to achieve company goals. Job satisfaction significantly affects employee performance at F&B Cafe in Surabaya. This shows that the higher the employee's job satisfaction, the higher the employee's performance. Work Discipline does not significantly affect employee performance at F&B Cafe in Surabaya. Without work discipline from employees, it will be difficult for companies to get optimal results because employee performance is not good. Good morale will emerge from discipline because it is this discipline that shapes the character of employees. These results underscore the importance of focusing on work motivation and job satisfaction to drive employee performance and ultimately support the company's overall success.

Keywords: employee performance, F&B Café, job satisfaction, work discipline, work motivation.

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INTRODUCTION

In the rapidly evolving landscape of the food and beverage industry, employee performance is a critical factor that influences organizational success. F&B Cafe's Surabaya, like many other fast-food chains, faces the challenge of maintaining high performance standards among its employees to ensure customer satisfaction and achieve its business objectives. Understanding the determinants of employee performance is therefore essential for developing effective management strategies. According to [Bisnis.com](#), the coffee and restaurant industry in East Java is projected to grow by 30 percent ([Widarti, 2022](#)). This optimistic forecast is attributed to the recovering economy and the increasing number of new investors in the culinary sector. The trend is particularly noticeable in Surabaya, where various segments such as cafes, restaurants, and food stalls are experiencing significant growth¹. The influence of Korean and Japanese culinary trends is also contributing to this expansion. Despite some fluctuations in sales due to seasonal factors and the lingering effects of the COVID-19 pandemic, the overall outlook remains positive ([Purwanti, 2022](#)).

In the ever-evolving landscape of organizational behavior and human resource management. Extensive research has been conducted to identify the factors that contribute to employee performance ([Dien & Duyen, 2021](#); [Noorazem et al., 2021](#); [López-Cabarcos et al. \(2022\)](#); [Memon et al., 2023](#); [Dullah et al., 2023](#)). Three critical factors often explored are work motivation, job satisfaction, and work discipline. Each of these factors has been studied independently and in various combinations across different industries and regions, providing a wealth of insights into their individual and collective impacts on employee performance.

Work motivation is a key driver of employee performance and is defined as the internal and external forces that stimulate employees to take actions that lead to achieving organizational goals. Theories such as Maslow's Hierarchy of Needs ([Ştefan et al., 2020](#)), Herzberg's Two-Factor Theory ([Thant & Chang, 2020](#)), and Vroom's Expectancy Theory ([Supatn & Puapradit, 2019](#)) provide foundational frameworks for understanding work motivation. Research has consistently shown that motivated employees tend to be more productive, committed, and willing to go the extra mile in their job roles ([Latham, 2023](#)). In the context of fast-food chains, motivating employees can involve various strategies, such as providing incentives, recognition, opportunities for growth, and creating a positive work environment.

Job satisfaction refers to the level of contentment employees feel about their work, which can affect their performance and overall well-being. Factors influencing job satisfaction include work conditions, salary, job security, work-life balance, and relationships with colleagues and supervisors. High levels of job satisfaction are linked to lower turnover rates, higher productivity, and improved customer service ([Sija, 2021](#)). In fast-food industries, ensuring job satisfaction can be challenging due to the often demanding and high-paced nature of the work. However, creating a supportive and engaging work environment can significantly enhance job satisfaction levels among employees.

Work discipline encompasses the adherence to organizational rules, regulations, and standards, and it is crucial for maintaining order and efficiency within the workplace. It includes aspects such as punctuality, attendance, following procedures, and maintaining professional behavior. Studies have highlighted that disciplined employees are more reliable and contribute to a stable and productive work environment ([Zacharias et al., 2021](#)). However, enforcing work discipline without negatively impacting employee morale is a delicate balance that managers need to maintain. In fast-food chains, where operations rely on teamwork and consistent performance, work discipline plays a critical role in ensuring smooth and efficient service delivery.

Self-determination theory (SDT) provides a framework for understanding the underlying drivers of work motivation and how they translate into enhanced employee performance ([Forner et al., 2020](#)). Organizations can foster intrinsic motivation by creating an environment that supports autonomy, competence, and relatedness, leading to higher engagement, job satisfaction, and overall performance ([McAnally & Hagger, 2024](#)). Autonomy means when employees feel they have control over their work and decision-making processes, their intrinsic motivation increases. Autonomy allows employees to feel that their actions are self-directed and aligned with their personal values, which enhances their commitment and motivation to perform well. Competence means employees need to feel capable and effective in their roles. When they believe they can successfully achieve their tasks, their motivation grows. Providing opportunities for skill development and recognizing achievements helps fulfil these needs, leading to higher motivation. Relatedness means employees feel connected and valued within the workplace, which is crucial. Positive interactions with colleagues and supervisors foster a sense of

belonging and support, which enhances intrinsic motivation. When employees feel they are part of a supportive community, they are more likely to be motivated and engaged

Extensive research has been conducted on work motivation, job satisfaction, and work discipline, there are still gaps in understanding how these factors interact specifically within the fast-food industry, particularly in Indonesia. Most studies have focused on other sectors or different geographical regions, leaving a gap in the literature regarding the unique challenges and dynamics faced by fast-food chains in Indonesia. Moreover, the combined influence of these factors on employee performance in this specific area remains underexplored. This study aims to bridge this gap by providing empirical evidence on the significance of work motivation, job satisfaction, and work discipline in influencing employee performance at F&B Cafe's Surabaya by incorporating Self-Determination Theory (SDT). The findings from this study are expected to offer valuable insights for managers and business owners in the fast-food sector, helping them to implement strategies that effectively enhance employee performance. By focusing on the key determinants of performance, organizations can improve their operational outcomes and achieve their business goals.

LITERATURE REVIEW

Employee Performance

Quality of service is synonymous with employees or human resources, that is where these Human Resources are one of the important devices in a company. Human Resources is the most important part of a organization or company, its existence an organization or company determined by human resources. Human resources do not only play a role as an individual who runs something work in organizational activities, but also as the main actor for achieve organizational success or company. So that's what is needed the current organization or company is help HR to be able to produce high performance and maintain employees and their performance. Employee those with high performance are the hope of every company, because of that will help the company in gain profits and achieve company goals (Lutfi, 2018). Performance productivity starts from customer needs and ends with customer complaints. This is achieved in employee-customer relationship, which includes timeliness, which refers to the speed at which requirements are met customer response, employee appearance in terms of hygiene and clothing, politeness and response to complaints related to internal assistance resolve customer problems.

Work Motivation

Based on research conducted by Cahya et al. (2021) and Asmawiyah et al. (2020), it has been found that motivation has a positive and significant impact on employee performance. According to Hasibuan (2022), motivation involves directing power and potential towards achieving determined targets. Similarly, Irviani & Fauzi (2018) describe motivation as a process involving intensity, direction, and the sustained effort of an individual towards achieving goals. These definitions underscore that work motivation is an internal state that propels an individual's desire to engage in specific activities or behaviors to reach certain objectives, ultimately leading to personal satisfaction and goal achievement. Further supporting this notion, Asmawiyah et al. (2020) found that work motivation and job satisfaction positively and significantly influence employee performance at PT Perkebunan Nusantara XIV Makassar.

These findings emphasize the critical role of motivation in enhancing job performance, suggesting that motivated and satisfied employees are more likely to contribute effectively to organizational success. However, it is worth noting that Cahya et al. (2021) observed different findings regarding the impact of work motivation on employee performance, adding a nuanced perspective to the existing literature. The relationship between work motivation and employee performance has emerged based on the Self-Determination Theory (SDT). SDT provides a framework for understanding the underlying drivers of work motivation and how they translate into enhanced employee performance. Organizations can foster intrinsic motivation by creating an environment that supports autonomy, competence, and relatedness, leading to higher engagement, job satisfaction, and overall performance (Forner et al., 2020; McAnally & Hagger, 2024). When employees feel they have control over their work and decision-making processes, their intrinsic motivation increases. Autonomy allows employees to feel that their actions are self-directed and aligned with their personal values, which enhances their commitment and motivation to perform well.

H1: Work motivation influences employee performance

Job Satisfaction

Another crucial factor influencing employee performance is job satisfaction. Job satisfaction is an individual's internal attitude towards their job. For employees, job satisfaction results in a pleasurable and fulfilling experience at work. From the perspective of companies, job satisfaction is advantageous as it can boost productivity and positively influence employee attitudes and behaviors. [Al-Dalahmeh et al. \(2018\)](#) established a positive and significant relationship between job satisfaction and employee performance. Similarly, research by [Asmawiyah et al. \(2020\)](#) confirmed a positive and significant correlation between job satisfaction and employee performance, indicating that higher job satisfaction leads to enhanced employee performance.

Conversely, [Basri & Rauf \(2021\)](#), in their study conducted on Mamasa Regency Food Security Service Office in Indonesia, found that job satisfaction does not have a significant impact on employee performance. This divergence in findings suggests that the effect of job satisfaction on employee performance may vary depending on the industry and organizational context, highlighting the need for further investigation to understand these dynamics fully. According to SDT, job satisfaction is closely related to the fulfillment of three basic psychological needs: autonomy, competence, and relatedness. These needs are essential for intrinsic motivation and well-being, which are crucial for optimal performance ([McAnally & Hagger, 2024](#)). Feeling connected and valued within the workplace is crucial. Positive interactions with colleagues and supervisors foster a sense of belonging and support, which enhances intrinsic motivation. When employees feel they are part of a supportive community, they are more likely to be motivated and engaged.

H2: Job satisfaction influences employee performance

Work Discipline

In achieving company goals, Companies are required to be able to manage human resources well and efficient. The company makes the rules strict, to improve employee productivity. The rules made to be obeyed and made guidelines for employees in carry out their work do. Companies need discipline and regularity in employee work, so the company can measure employee performance in completing his job. Employee discipline too reflect the individual character of employees, of that character will become visible how employees are held accountable for the work he led. One's good discipline reflects the magnitude of the taste someone's responsibility in complete the work ([Hertati et al., 2020](#)).

Without work discipline from employees, the company will find it difficult to get results optimal, because of employee performance not good. From discipline, it will a good work spirit appears, because discipline forms character employees ([Pramudena et al., 2021](#)). There are several studies that examine this the influence of work discipline on performance employees, namely the research carried out by [Prasetyo et al. \(2021\)](#), and [Pawirosumarto, et al \(2017\)](#), which states that discipline work has a positive and significant effect on employee performance. Self-Determination Theory (SDT) provides a useful framework for understanding the role of work discipline in employee performance by focusing on the satisfaction of three basic psychological needs: autonomy, competence, and relatedness ([McAnally & Hagger, 2024](#)). Employees need to feel capable and effective in their roles. When they believe they can successfully achieve their tasks, their motivation grows ([Marlapa & Mulyana, 2020](#)). Providing opportunities for skill development and recognizing achievements helps fulfill this need, leading to higher motivation.

H3: Work discipline influences employee performance

RESEARCH METHOD

Research Design

The method used in this research is descriptive with a quantitative approach. Study Quantitative is research that aims at testing how positive it is a hypothesis can be measured based on data to research a population or sample certain, and data obtained by utilizing previous research instruments or actual in the hope of getting it used as a more complex scientific study, quantitative/statistical data analysis, with the aim of testing the hypothesis which has been set. The population in this research is employees who work at a specific F&B Café in Surabaya. In this research, sampling was carried out using techniques of nonprobability sampling. Technique the nonprobability that I use is with a purposive sampling method, namely sample determination based on certain considerations. The characteristics

are an employee in this café and has been working for a year. Based on these criteria, 60 employees were given questionnaires for this study.

This study employs questionnaires to collect respondent perceptions for each variable. Table 1 shows the indicators used.

Table 1. Indicators for Variables

Variables	Indicators	Scale
Dependent		
Employee performance	<ul style="list-style-type: none"> • I have a good relationship with colleagues • I get a guarantee of work safety at F&B Café • Experience that I have really helped me in completing my work 	Likert Scale 1-5
Independent		
Work motivation	<ul style="list-style-type: none"> • F&B Cafe company is open to employee suggestions or ideas • the F&B Cafe Company meet the needs of employees 	Likert Scale 1-5
Job Satisfaction	<ul style="list-style-type: none"> • the company provides salaries on time • I have good coworkers 	Likert Scale 1-5
Work discipline	<ul style="list-style-type: none"> • I am enthusiastic about working at F&B Café • I always be nice to my colleagues • I have a high loyalty level of work in the F&B Cafe 	Likert Scale 1-5

The Likert scale was determined: 1 strongly disagrees with the indicators, and 5 strongly agrees. For hypothesis testing, SmartPLS was used to determine the relationship between variables. The criteria to accept the hypothesis is a significant value below 0.05. Before the hypothesis testing was conducted, all data were tested for validity and reliability. Validity measures accuracy, relevance, and interpretability. Validity ensures that the questionnaire accurately measures what it is intended to measure. For example, if a questionnaire is designed to assess job satisfaction, validity testing confirms that the questions capture the aspects of job satisfaction and not something else. Reliability ensures consistency, dependability, and reproducibility. Overall, testing for validity and reliability helps ensure that the data collected through the questionnaire is accurate and consistent, leading to trustworthy conclusions and actionable insights.

Inferential Analysis

In this research, data analysis used is the structural equation modelling (SEM) with the Warp application PLS 8.0. on model data analysis. The measurements carried out to evaluate the relationship between indicators and construct by assessing reliability and validity, while in the structural model, The results are used to see estimates of path coefficient and significance level useful in decision-making hypothesis test results. In current research using the Partial Least Square (PLS) statistical test tool based on SEM. The PLSSEM is a method for testing latent constructs in a linear relationship or non-linear on all indicators.

RESULT AND DISCUSSION

Results

Descriptive Statistics

Descriptive analysis (Table 2) is used to describe and explain the questionnaire's general data, which are respondents' answers about variables or existing indicators. In the current research, descriptive analysis describes work motivation, job satisfaction, work discipline, and employee performance.

Based on Table 2, the results of respondents' responses regarding work motivation variables, it can explain that the average value on Item 1 - F&B Cafe company is open to employee suggestions or ideas – is 4.5 which is in interval category $4.2 < x \leq 5$, and the assessment is strongly agreed. The lowest average in item 3 – the F&B Cafe Company meet the needs of employees - is 4.0, which is included in the category interval $3.4 < X \leq 4.2$ with the assessment agreed. Overall, the respondent's responses to the Work Motivation variable have an average value of 4.2, classified as in the interval category $3.4 < X \leq 4.2$, with the assessment strongly agreed. Based on the results of the data obtained,

it can be concluded that respondents agreed that employees' work motivation is very high at F&B Cafe Surabaya.

Table 2. Descriptive Statistics

Variables	Indicators	Category	Assessment
Dependent			
Employee performance	• I have a good relationship with colleagues	3.4 < X ≤ 4.2	Agree
	• I get a guarantee of work safety at F&B Café	3.4 < X ≤ 4.2	Agree
	• Experience that I have really helped me in completing my work	3.4 < X ≤ 4.2	Agree
Independent			
Work motivation	• F&B Cafe company is open to employee suggestions or ideas	4.2 < x ≤ 5	Strongly agree
	• the F&B Cafe Company meet the needs of employees	3.4 < X ≤ 4.2	Agree
Job Satisfaction	• the company provides salaries on time	3.4 < X ≤ 4.2	Agree
	• I have good coworkers	3.4 < X ≤ 4.2	Agree
Work discipline	• I am enthusiastic about working at F&B Café	3.4 < X ≤ 4.2	Agree
	• I always be nice to my colleagues	3.4 < X ≤ 4.2	Agree
	• I have a high loyalty level of work in the F&B Cafe	3.4 < X ≤ 4.2	Agree

Source: Data Questionnaire Processed (2023)

Based on Table 2, the results of respondents' responses to job satisfaction can be explained that the highest average value held by item 1 – the company provides salaries on time – is 4.1, which is classified in the interval category 3.4 < X ≤ 4.2 with an assessment of agreed. The lowest average value is found in item 3 – I have good coworkers – is 3.9, which is classified as in the interval category 3.4 < X ≤ 4.2 with an assessment of agreed. The overall response of respondents to the Job Satisfaction has an average score of 4.0, which is classified as in interval category 3.4 < X ≤ 4.2 with the assessment agreed. Based on the data results obtained, it can be concluded that respondents' job satisfaction is high at F&B Cafe Surabaya.

Based on Table 2, the results of respondents' responses to work discipline found that the highest average value held by item 2 – I always be nice to my colleagues – and 3 – I have a high loyalty level of work in the F&B Cafe – is 4.3 which is classified as in interval category 3.4 < X ≤ 4.2 with assessment of strongly agreed. The lowest average in item 1 – I am enthusiastic about working at F&B Café – is 4.1, which is in the interval category 3.4 < X ≤ 4.2 with an assessment of agreed. The overall response of respondents to work discipline has an average value of 4.2, which is included in the category interval 3.4 < X ≤ 4.2, with the assessment strongly agreed. Based on the data results obtained, it can be concluded that the work discipline of respondents is high at F&B Cafe Surabaya.

Based on Table 2, the results of respondents' responses to employee performance, the highest average value held by items 1 – I have a good relationship with colleagues, item 2 – I get a guarantee of work safety at F&B Cafe, item 3 - Experience that I have really helped me in completing work - is the highest average value of 4.2 which is classified as an interval category 3.4 < X ≤ 4.2 with an assessment of strongly agreed. The lowest found in item 1 – I have a good relationship with colleagues, item 2 – I get a guarantee of work safety at F&B Cafe, item 3 - Experience what I have really helps me in completing work - is the highest average value of 4.2 which is classified as an interval category 3.4 < X ≤ 4.2 with an assessment of strongly agreed. The overall response respondents on the employee's performance have an average score of 4.2, included in the interval category 3.4 < X ≤ 4.2 with an assessment of Strongly agreed. Based on the results of the data, respondents performed well.

Inferential Analysis

The outer model test was carried out to determine the relationship between latent variables and an indicator. Validity test carried out to test ability in research and measurement of the object under study. The reliability tests measure how far away the instrument is. This research is reliable. Validity and reliability tests are only carried out by a study using a Likert scale measurement. Based on Validity and Reliability Tests, it can be concluded that all variables meet the criteria for validity requirements and reliability. This can be proven by the loading factor value of each indicator, where each indicator has a value > 0.5. Besides that, it is proven from the Cronbach alpha value, which has a value > 0.6 and composite reliability > 0.7. To fulfill the requirements, the expected AVE value is >0.5 and greater than the AVE value of other constructs. Figure 1 is a model of the variables tested with WarpPLS 8.0.

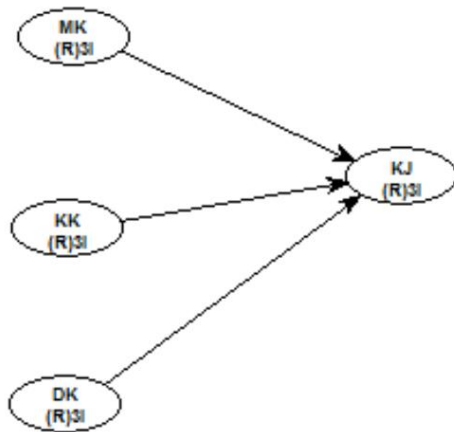


Figure 1. Research Model
 Source: Data processed (2023)

Hypothesis Testing

Figure 2 shows the results testing the hypothesis using the program SEM-based WarpPLS 8.0. Based on Figure 3, shows that the R-Squared value is at variable of 0.20. This means that 20% of employee performance is influenced by variables such as Work Motivation, Work Discipline, and Job Satisfaction, The remaining 80% is influenced by other outside variables, researchers estimate. Hypothesis testing is carried out by looking at the path coefficient and the significance of the P-value to find out the influence between variables based on specified hypotheses.

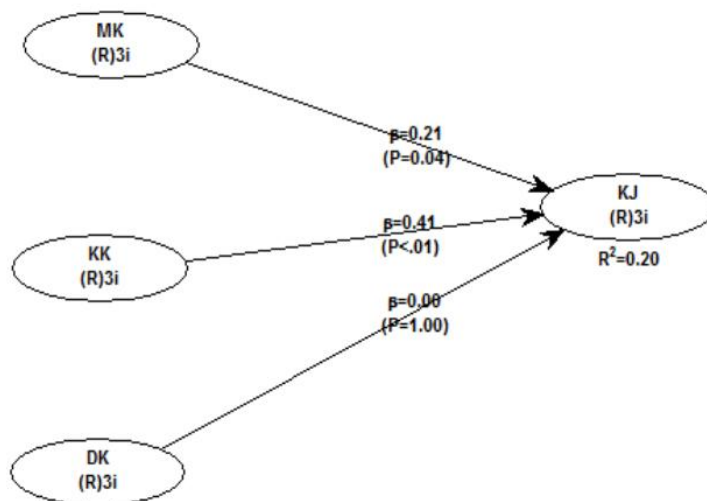


Figure 2. Model Estimation Result
 Source: Data processed (2023)

Table 3. Path Coefficient

Path	B Coefficient	P-value	Description
Work Motivation → Employee Performance	0.211	0.048	H1 Accepted
Job Satisfaction → Employee Performance	0.414	0.001	H2 Accepted
Work Discipline → Employee Performance	0.151	0.111	H3 Rejected

Source: Data processed (2023)

Based on Table 3, the result from hypothesis test 1 (H1) shows that the coefficient value (β) on the work motivation variable towards employee performance is worth 0.211 with p-values of $0.048 < 0.05$, so H1 is accepted. This shows that the work motivation variable has a significant positive effect on employee performance. Results from hypothesis test 2 (H2) show that the coefficient value (β) on the Job Satisfaction variable towards employee performance is worth 0.414 with p-values are $0.001 < 0.05$, so H2 is accepted. This result shows that job satisfaction has a significant positive effect on employee

performance. The results of hypothesis test 3 (H3) show that the coefficient value (β) on the variable work discipline on employee performance value is 0.151 with p-values of $0.0111 < 0.05$, so H3 is rejected. This shows that the work discipline has no significant effect on employee performance.

Discussion

The Effect of Work Motivation on Employee Performance

The finding in Table 3 aligns with research conducted by Cahya et al. (2021) and Asmawiyah et al. (2020), which also identified a positive and significant direct influence of work motivation on employee performance. The current research further confirms that work motivation significantly affects the performance of employees at the F&B Cafe Surabaya. This indicates that enhancing work motivation at this branch positively impacts employee performance. Supporting this, Kuswati (2021) have documented that work motivation significantly improves employee performance by strengthening commitment and boosting performance levels. Latham (2023) posits that good motivation can enhance employee commitment, leading to improved performance. Moreover, good performance can, in turn, enhance organizational performance, helping to achieve company goals. Forner et al. (2020) and Kuswati (2020) suggest that motivated employees contribute more effectively to achieving organizational objectives. This comprehensive evidence highlights the critical role of work motivation in driving not only individual employee performance but also the organisation's overall performance (Ekhsan, 2019).

This result supports the Self-Determination Theory (SDT), which is deeply connected to work motivation and employee performance through its focus on satisfying three basic psychological needs: autonomy, competence, and relatedness. When employees feel they have control over their work and decision-making processes, their intrinsic motivation increases. Autonomy allows employees to feel that their actions are self-directed and aligned with their personal values, which enhances their commitment and motivation to perform well. Employees need to feel capable and effective in their roles. When they believe they can successfully achieve their tasks, their motivation grows. Providing opportunities for skill development and recognizing achievements helps fulfil these needs, leading to higher motivation (Kuswati, 2021). When the needs for autonomy, competence, and relatedness are met, employees are more likely to be engaged in their work. This engagement translates into better focus, effort, and persistence, ultimately improving performance. Satisfying these psychological needs contributes to higher job satisfaction, closely linked to performance (Latham, 2023). Satisfied employees are more productive, efficient, and likely to produce high-quality work. Employees who feel their psychological needs are met are more committed to their organization. This commitment reduces turnover rates and ensures that employees are motivated to perform at their best to contribute to organizational success. Autonomy and competence encourage employees to take initiative and be proactive. They are more likely to identify opportunities for improvement and take steps to enhance their performance and that of the organization. By focusing on these aspects, organizations can create a motivated and high-performing workforce and ultimately achieve better organizational outcomes.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction refers to an individual's inner attitude toward their work, creating a sense of pleasure and fulfillment. For employees, job satisfaction fosters a positive feeling at work, while for companies, it enhances productivity, employee attitudes, and behaviors (Sija, 2021). The current research results validate that job satisfaction significantly influences the performance of employees at F&B Cafe in Surabaya. This highlights that higher job satisfaction leads to improved employee performance, which benefits the company's overall development. Al-Dalahmeh et al. (2018) and Asmawiyah et al. (2020) also found a positive and significant relationship between job satisfaction and employee performance, indicating that higher job satisfaction consistently correlates with enhanced employee performance. Agung et al. (2018) mentioned that job satisfaction role as a catalyst between compensation and work environment to employee performance. Thus, it leads to employee performance by managing employee's psychological needs.

This result supports the SDT (Forner et al., 2020; McAnally & Hagger, 2024). When employees feel they have a sense of control over their work and decision-making processes, they experience higher job satisfaction. Autonomy allows employees to feel that their actions are self-directed and aligned with their personal values, enhancing their intrinsic motivation and commitment to perform well. At F&B Cafe Surabaya, giving employees more autonomy can lead to greater job satisfaction and, consequently, better performance. Employees need to feel adequate and capable in their roles. Providing opportunities for skill development, constructive feedback, and achievable challenges helps

fulfil these needs. Employees who feel competent are more likely to be motivated and perform at their best. The current research supports that job satisfaction, driven by a sense of competence, significantly boosts employee performance. Feeling connected to colleagues and the organization fosters a sense of belonging (Sija, 2021). A supportive and collaborative work environment satisfies the need for relatedness, enhancing job satisfaction. At F&B Cafe Surabaya, fostering a positive workplace culture where employees feel valued and connected can lead to higher job satisfaction and improved performance. These findings highlight that job satisfaction, through the lens of SDT, is a critical factor in enhancing employee performance. Organizations can create a motivating environment that promotes job satisfaction and drives superior performance by addressing employees' needs for autonomy, competence, and relatedness.

The Effect of Work Discipline on Employee Performance

Based on Table 3, this study found that work discipline does not influence employee performance. This indicates that work discipline does not have a significant effect on employee performance. Good discipline reflects a person's sense of responsibility in completing their work (Hertati et al., 2020). Without employee discipline, the company will struggle to achieve optimal results due to poor performance. Discipline fosters a good work spirit as it shapes the character of employees as recorded by Pramudena et al. (2021). The current research confirms that work discipline does not significantly impact the performance of employees at the F&B Cafe Surabaya. This contrasts with previous studies by Prasetyo et al. (2021) and Pawirosumarto et al. (2017), which found that work discipline positively and significantly affects employee performance.

The study's finding that work discipline does not significantly influence employee performance can be attributed to several reasons, especially when viewed through the lens of Self-Determination Theory (Forner et al., 2020; McAnally & Hagger, 2024). Some potential explanations for the results, first, excessive focus on discipline can be perceived as an extrinsic control mechanism. When employees feel that their actions are being controlled externally through strict rules and regulations, it can undermine their intrinsic motivation, leading to decreased performance. Second, work discipline alone may not address the intrinsic psychological needs of employees. Factors such as autonomy, competence, and relatedness, which are crucial for intrinsic motivation, might be overlooked in a highly disciplined environment. An overly disciplined work environment can become rigid, limiting employees' ability to be creative and flexible. This rigidity can stifle innovation and reduce job satisfaction, ultimately impacting performance. High levels of discipline might lead to increased stress and burnout among employees. When employees are constantly pressured to adhere to strict rules without sufficient support or understanding of their needs, their performance can suffer. SDT's emphasis on the importance of fulfilling basic psychological needs to enhance intrinsic motivation and performance. While discipline is important for maintaining order and consistency, it should be balanced with practices that support autonomy, competence, and relatedness to motivate employees and improve performance effectively (Zacharias et al., 2021).

CONCLUSION

This study aimed to analyze the significance of work motivation, job satisfaction, and work discipline on employee performance at F&B Cafe Surabaya. This research aimed to provide a comprehensive understanding of how these factors contribute to the overall performance of employees in the fast-food industry. The study revealed three key findings. First, the hypothesis test showed a significant positive effect of work motivation on employee performance, indicating that higher motivation levels lead to better performance outcomes. Second, similarly, job satisfaction was found to have a significant positive impact on employee performance, suggesting that satisfied employees are more productive and effective. Third, contrarily, the results indicated that work discipline did not significantly affect employee performance, highlighting the need for a balanced approach that includes support for psychological needs.

This study has several limitations. The use of questionnaires may lead to subjective responses, affecting the accuracy of the results. Respondents may have personal biases that influence their answers. These biases can stem from their individual experiences, perceptions, and attitudes towards the topic being surveyed. For example, suppose an employee had a recent negative experience at work. In that case, their responses about job satisfaction might be more negative than those of their

peers, even if the overall workplace environment is positive. The emotional state or mood of respondents at the time of completing the questionnaire can impact their answers. For instance, someone who is feeling particularly stressed or unhappy on the day they complete the survey might provide more negative responses than they would on a different day.

Based on the findings, organizations should focus on enhancing work motivation and job satisfaction through supportive management practices, opportunities for professional development, and fostering a positive work environment (Bagaskara & Rahardja, 2018). Balancing discipline with autonomy and relatedness is crucial for improving performance. Policymakers should consider developing guidelines that support the psychological needs of employees, promoting intrinsic motivation and job satisfaction as key drivers of performance. Researchers should explore additional independent variables and employ a combination of data collection methods, such as interviews, to validate and extend the findings. Studies should also be expanded to include other geographic locations and sectors.

This study contributes to the theoretical understanding of motivation theories, particularly Self-Determination Theory (SDT), by providing empirical evidence on the importance of autonomy, competence, and relatedness in enhancing employee performance. The research underscores the need for organizations to adopt management strategies that support employees' psychological needs. Implementing practices that balance discipline with autonomy and promote a supportive work environment can lead to improved performance. From a policy perspective, the study's findings can inform the development of workplace policies that promote employee well-being and motivation. Policies that encourage continuous professional development, recognize and reward achievements, and ensure a positive work environment can help sustain high motivation and performance levels. In conclusion, the study highlights the critical role of work motivation and job satisfaction in driving employee performance and underscores the limitations of relying solely on work discipline. Organizations can create a motivated and high-performing workforce by adopting a holistic approach that addresses employees' psychological needs.

Abbreviations

Food & Beverages (F&B), Self-Determination Theory (SDT).

Authors' information

Wiwik Novarina (WN) has a bachelor's degree from the Management Study Program, Faculty of Economics and Business, Universitas Budi Luhur, Jakarta.

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Availability of data and materials

The data and materials might be requested via email to the author.

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