



Determinants of Employee Performance in the Coffee Shop Industry: The Roles of Communication, Work Discipline, and Work Environment

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ABSTRACT

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This study aims to investigate the effects of communication, work discipline, and work environment on employee performance in the coffee shop industry. The research was conducted to provide empirical evidence regarding organizational factors that contribute to improving employee effectiveness in service-based businesses. A quantitative research approach with a survey method was employed. Data were collected from 136 coffee shop employees selected using purposive sampling. The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software to evaluate the relationships among the proposed variables. The results indicate that communication has a positive and significant effect on employee performance ($\beta = 0.361$, $p = 0.001$). Work discipline also has a positive and significant effect ($\beta = 0.430$, $p < 0.001$) and represents the strongest predictor among the examined factors. Additionally, the work environment positively influences employee performance ($\beta = 0.140$, $p = 0.012$). The research model explains 64.0% of the variance in employee performance ($R^2 = 0.640$). These findings imply that coffee shop managers should prioritize effective communication systems, strengthen employee discipline, and maintain supportive workplace conditions to enhance performance and organizational competitiveness.

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INTRODUCTION

The rapid expansion of the food and beverage sector has transformed coffee shops into one of the most competitive service industries in modern society. Coffee shops are no longer merely places for consuming beverages but have become lifestyle destinations that support social interaction, remote working activities, and community engagement. This development creates

significant implications for employment and service quality because employees represent the primary actors who interact directly with customers (Nurhaida & Asdiqoh, 2026; Sartika et al., 2025; Soim et al., 2026). Therefore, maintaining optimal employee performance is increasingly important for ensuring customer satisfaction, operational effectiveness, and business sustainability. Employees with high performance levels contribute to better service delivery and organizational competitiveness, particularly in service-based industries where human interaction determines customer experiences. Previous studies emphasize that employee performance is strongly associated with organizational factors such as motivation, discipline, communication, and workplace conditions (Hana et al., 2023; Saputra et al., 2026).

Employee performance has become a critical concern for organizations because declining performance may directly affect productivity, service consistency, and long-term business survival. In the coffee shop industry, employees are required to manage multiple responsibilities, including customer service, operational procedures, teamwork, and adaptation to changing customer demands. These challenges highlight the importance of understanding factors that encourage employees to perform effectively (Musthofa et al., 2026; Rozi et al., 2025; Widat et al., 2026). A supportive organizational system consisting of clear communication, appropriate discipline mechanisms, and a conducive work environment can enhance employee effectiveness and reduce operational problems. Empirical evidence indicates that work discipline and work environment significantly contribute to employee performance by strengthening responsibility, work commitment, and productivity (Noviyanti & Asmalah, 2023; Sitorus et al., 2025; Al-Habsyi et al., 2026). Thus, investigating these determinants is essential to support sustainable human resource management practices in the growing coffee shop industry.

The relationship between communication, work discipline, work environment, and employee performance can be explained through organizational behavior theory, which emphasizes that employee outcomes are influenced by interactions between individual characteristics and organizational conditions. Communication represents an essential organizational process that enables information sharing, coordination, and collaboration among employees. Effective communication reduces misunderstandings and facilitates employees' ability to achieve organizational objectives (Utomo, 2025; Wicaksono et al., 2024). Meanwhile, work discipline reflects employees' behavioral consistency in complying with organizational rules, responsibilities, and performance standards. Employees with strong discipline tend to demonstrate higher commitment and reliability in completing their duties (Lestari et al., 2024;

Kopong et al., 2025). Furthermore, the work environment theory explains that physical and psychological workplace conditions influence employee motivation, satisfaction, and productivity (Armansyah, 2024; Andriyani et al., 2024).

Despite the importance of these factors, coffee shop businesses continue to experience various human resource challenges that may influence employee performance. The dynamic nature of coffee shop operations requires employees to work efficiently under time pressure while maintaining service quality and customer satisfaction. However, inconsistent communication between employees and managers, differences in work discipline levels, and inadequate workplace conditions may create operational difficulties (Bujangga et al., 2026; Jannat & Masahere, 2025; Wijaya et al., 2022). These problems are commonly found in service-based businesses where teamwork and employee coordination are essential. Previous studies have shown that ineffective communication, weak discipline, and unfavorable work environments may reduce employee productivity and negatively influence organizational outcomes (Guna et al., 2026; Ulumudin & Sari, 2023). Therefore, identifying the main factors affecting employee performance in coffee shops is necessary to develop appropriate managerial strategies.

Previous studies have investigated the relationship between communication, work discipline, work environment, and employee performance in various organizational contexts. Research by Wicaksono et al. (2024) found that communication and work discipline contribute significantly to improving employee performance, while Saputra et al. (2026) demonstrated the importance of organizational communication, motivation, and work environment in determining employee outcomes. Similarly, Noviyanti and Asmalah (2023) confirmed that work discipline and work environment influence employee performance. However, existing studies have mainly focused on government institutions, manufacturing organizations, and general business sectors rather than service-based small and medium enterprises (Desti & Anjaningrum, 2023; Setiawan, 2024; Ndruru, 2024). Consequently, limited attention has been given to coffee shop employees, whose working conditions involve unique characteristics such as intensive customer interaction, flexible working patterns, and rapid operational changes.

Furthermore, previous empirical findings remain inconsistent regarding which organizational factors provide the strongest contribution to employee performance. Some studies highlight work discipline as a dominant predictor, whereas others emphasize communication, leadership, or workplace conditions as more influential factors (Hana et al., 2023; Pratama et al., 2026; Sari et al., 2025). These differences indicate that contextual factors may determine how

organizational variables affect employee performance. Therefore, this study attempts to address the existing research gap by simultaneously examining communication, work discipline, and work environment within the coffee shop industry. The contribution of this research lies in extending the understanding of employee performance determinants in service-based SMEs and providing empirical evidence from the coffee shop sector, which has received relatively limited attention in previous human resource management research.

The novelty of this study is reflected in its focus on integrating three organizational determinants—communication, work discipline, and work environment—to explain employee performance in the coffee shop industry. Unlike previous research conducted in conventional organizational settings, this study examines a specific service sector characterized by high customer involvement, teamwork intensity, and operational flexibility. The application of the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach further provides a comprehensive analysis of the relationships among variables and offers stronger empirical insights into employee performance mechanisms. This research is important because the growth of coffee shop businesses requires effective human resource strategies that can maintain service quality and organizational competitiveness. Understanding these relationships can help managers design workplace practices that improve employee effectiveness and business sustainability.

Based on the identified research gaps and practical challenges, this study seeks to answer whether communication, work discipline, and work environment significantly influence employee performance among coffee shop employees in Solo Raya. The temporary argument proposed in this research is that effective communication, strong work discipline, and a supportive work environment will positively contribute to improved employee performance. By examining these relationships simultaneously, this study provides theoretical and practical contributions to human resource management literature and coffee shop business management. Theoretically, this research expands empirical evidence regarding performance determinants in service-based SMEs. Practically, the findings provide guidance for coffee shop managers in developing strategies related to communication systems, employee discipline, and workplace improvement to achieve higher levels of organizational performance.

RESEARCH METHODS

This study employed a quantitative research design using an explanatory survey approach to examine the relationships between communication, work discipline, work environment, and employee performance in the coffee shop

industry. The quantitative approach was selected because this research aims to test causal relationships among variables through statistical measurement and hypothesis testing. Previous studies have applied quantitative approaches to investigate the determinants of employee performance by analyzing organizational factors such as communication, discipline, and workplace conditions (Hana et al., 2023; Saputra et al., 2026). This design enables the researchers to obtain empirical evidence regarding how organizational factors influence employee performance within a service-based business context.

The research was conducted in 13 coffee shops located in the Solo Raya region, Indonesia. This location was selected because the coffee shop industry in Solo Raya has experienced significant growth and represents a competitive service sector requiring effective human resource management practices. Employees in coffee shops face dynamic working conditions involving customer interaction, teamwork, and operational responsibilities. Therefore, this setting provides a relevant context for examining performance determinants. Similar studies have investigated employee performance factors in coffee shop and hospitality environments, highlighting the importance of organizational conditions in service-based businesses (Mirza et al., 2025; Tsany & Witjaksono, 2025; Syahputra & Faruqi, 2024). The study population consisted of coffee shop employees working in the selected research area.

The sample consisted of 136 respondents selected using purposive sampling. The sampling criteria required respondents to be active employees who had worked in coffee shops located in Solo Raya and were directly involved in operational activities. Purposive sampling was applied because respondents needed to possess specific experiences relevant to the research variables. Previous studies examining employee performance in service organizations have also applied targeted sampling approaches to obtain respondents who adequately represent the research context (Pertamawati & Pasupati, 2024; Qinthara & Hartono, 2026). Primary data were collected through structured questionnaires distributed directly to respondents. All research variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4 software. SEM-PLS was selected because it is suitable for analyzing complex relationships among multiple latent variables and evaluating predictive models in management research. The measurement model (outer model) was assessed through convergent validity, discriminant validity, composite reliability, and Cronbach's alpha. Meanwhile, the structural model (inner model) was evaluated using coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and path coefficient

analysis. Hypothesis testing was conducted through bootstrapping procedures with a significance level of 5%. This analytical approach is consistent with previous studies examining employee performance determinants using organizational variables such as discipline, motivation, and work environment (Kopong et al., 2025; Pratama et al., 2026).

RESULTS AND DISCUSSION

Results

This section presents the empirical findings obtained from 136 coffee shop employees in the Solo Raya region. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through SmartPLS 4. The analysis was performed in several stages, including respondent profile analysis, measurement model evaluation, structural model assessment, and hypothesis testing. The results provide empirical evidence regarding the influence of communication, work discipline, and work environment on employee performance in the coffee shop industry.

Respondent Characteristics

Table 1 presents the demographic characteristics of the respondents involved in this study.

Table 1. Respondent Characteristics			
Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	74	54.4
	Female	62	45.6
Age	17–21 years	53	39.0
	21–25 years	61	44.9
	25–31 years	22	16.1
Educational Level	Senior High School/Vocational	96	70.6
	High School	40	29.4
	Bachelor's Degree	40	29.4
Length of Employment	< 1 year	46	33.8
	1–2 years	43	31.6
	2–3 years	27	19.9
	> 3 years	20	14.7

Source: Primary data processed using SmartPLS 4 (2026).

Table 1 indicates that the respondents were predominantly male (54.4%), while female respondents accounted for 45.6%. In terms of age distribution, employees aged 21–25 years represented the largest group (44.9%), followed by employees aged 17–21 years (39.0%). Regarding educational background, most respondents had completed senior high school or vocational high school

education (70.6%), whereas 29.4% held a bachelor's degree. Furthermore, work experience characteristics show that the majority of respondents had relatively short employment periods, with 33.8% working for less than one year and 31.6% working between one and two years. These findings indicate that coffee shop employees in Solo Raya are largely composed of young workers with limited organizational tenure, reflecting the typical characteristics of service-based employment.

Measurement Model Assessment

The measurement model was evaluated to ensure that all constructs met the requirements of validity and reliability before testing the structural relationships. The assessment consisted of convergent validity and construct reliability analysis. Convergent validity was evaluated based on Average Variance Extracted (AVE), while reliability was examined using Cronbach’s Alpha and Composite Reliability values.

Table 2. Convergent Validity and Reliability				
Construct	AVE	Cronbach's Alpha	Composite Reliability	Result
Communication	0.544	0.881	0.905	Valid & Reliable
Work Discipline	0.567	0.915	0.929	Valid & Reliable
Work Environment	0.640	0.920	0.934	Valid & Reliable
Employee Performance	0.580	0.896	0.917	Valid & Reliable

Source: Primary data processed using SmartPLS 4 (2026).

As presented in Table 2, all constructs achieved AVE values exceeding the minimum threshold of 0.50, indicating adequate convergent validity. The reliability assessment also demonstrates that all constructs obtained Cronbach’s Alpha and Composite Reliability values above 0.70. Specifically, work environment showed the highest reliability level (Composite Reliability = 0.934), followed by work discipline (0.929), employee performance (0.917), and communication (0.905). These results confirm that the measurement instruments used in this study possess sufficient internal consistency and are appropriate for further structural model analysis.

Discriminant Validity Assessment

Discriminant validity was assessed using the Fornell–Larcker criterion to determine whether each construct represented a distinct concept from other variables in the model.

Table 3. Discriminant Validity Assessment Using the Fornell–Larcker Criterion

Construct	Communication	Work Discipline	Work Environment	Employee Performance
Communication	0.738	0.658	0.523	0.717
Work Discipline	0.658	0.753	0.405	0.724
Work Environment	0.523	0.405	0.800	0.503
Employee Performance	0.717	0.724	0.503	0.762

Source: Primary data processed using SmartPLS 4 (2026).

Table 3 shows that the square root values of AVE for each construct (diagonal values) are higher than their correlations with other constructs. Communication obtained a value of 0.738, work discipline 0.753, work environment 0.800, and employee performance 0.762. These results indicate that each construct demonstrates adequate discriminant validity, confirming that the variables in this study measure different theoretical concepts.

Structural Model Assessment

After confirming the validity and reliability of the measurement model, the structural model was evaluated to examine the explanatory capability and predictive relevance of the proposed research model. The evaluation included the coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2).

Table 4. Structural Model Evaluation

Construct	R^2	Adjusted R^2	Q^2 Predict
Employee Performance	0.640	0.632	0.603

Source: Primary data processed using SmartPLS 4 (2026).

Table 4 demonstrates that communication, work discipline, and work environment collectively explain 64.0% of the variance in employee performance ($R^2 = 0.640$). This indicates that the proposed model has substantial explanatory capability in predicting employee performance among coffee shop employees. Meanwhile, the remaining 36.0% is influenced by other factors outside the research model. The Q^2 Predict value of 0.603 indicates strong predictive relevance, suggesting that the proposed model provides meaningful prediction capability for employee performance.

Effect Size Analysis

Table 5. Effect Size (f^2)

Predictor	f^2	Interpretation
Communication	0.177	Medium
Work Discipline	0.288	Medium
Work Environment	0.039	Small

Source: Primary data processed using SmartPLS 4 (2026).

Table 5 presents the effect size of each predictor variable on employee performance. Work discipline generated the largest effect size ($f^2 = 0.288$), indicating that it provides the strongest contribution among the examined variables. Communication also demonstrated a moderate effect ($f^2 = 0.177$), showing that effective information exchange and coordination play an important role in improving employee outcomes. Meanwhile, work environment showed a relatively small effect ($f^2 = 0.039$), suggesting that although workplace conditions contribute to performance improvement, their direct contribution is weaker compared with discipline and communication.

Hypothesis Testing

The significance of the proposed relationships was examined using the bootstrapping procedure in SEM-PLS.

Table 6. Hypothesis Testing

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	Communication → Employee Performance	0.361	3.241	0.001	Supported
H2	Work Discipline → Employee Performance	0.430	4.043	<0.001	Supported
H3	Work Environment → Employee Performance	0.140	2.507	0.012	Supported

Source: Primary data processed using SmartPLS 4 (2026).

Table 6 presents the results of hypothesis testing. The findings indicate that communication has a positive and significant effect on employee performance ($\beta = 0.361$; $p = 0.001$), supporting H1. This finding suggests that effective communication mechanisms contribute to improved employee coordination and task completion. Work discipline demonstrates the strongest positive influence on employee performance ($\beta = 0.430$; $p < 0.001$), confirming H2 and indicating that employee compliance, responsibility, and consistency are important drivers of performance. Furthermore, work environment also shows a positive and significant effect on employee performance ($\beta = 0.140$; $p = 0.012$), supporting H3. Overall, all proposed hypotheses are supported, demonstrating that communication, work discipline, and work environment are significant determinants of employee performance in the coffee shop industry.

Discussion

The findings of this study demonstrate that communication, work discipline, and work environment significantly influence employee performance among coffee shop employees in Solo Raya. These results confirm that

organizational factors remain important determinants of performance in service-based businesses where employees are directly involved in customer interaction and operational activities. The findings support previous research emphasizing that employee performance is shaped by effective organizational communication, employee discipline, and supportive workplace conditions (Saputra et al., 2026; Sitorus et al., 2025). However, this study extends previous evidence by examining these three determinants simultaneously within the coffee shop industry, a context that has received relatively limited attention compared with manufacturing and public sector organizations.

The positive relationship between communication and employee performance indicates that effective information exchange and coordination enhance employees' ability to complete their responsibilities. This finding is consistent with previous studies showing that organizational communication improves employee performance by reducing misunderstandings and strengthening coordination among employees (Utomo, 2025; Wicaksono et al., 2024). In contrast to studies conducted in formal organizational settings, this research highlights that communication is equally important in coffee shops, where employees must coordinate quickly during high-demand operational periods. Therefore, this study contributes by demonstrating that communication functions as a strategic performance mechanism in dynamic service environments characterized by intensive teamwork and customer interaction.

The influence of communication identified in this study also provides practical implications for coffee shop management. Although communication is often considered an informal activity in small businesses, the findings indicate that structured communication practices can improve operational consistency. This result supports previous evidence that organizational communication contributes to employee effectiveness through improved coordination and work understanding (Guna et al., 2026; Wijaya et al., 2022). The contribution of this study lies in emphasizing the importance of communication systems in small and medium-sized service enterprises, where limited organizational structures may otherwise create communication barriers. Thus, coffee shop managers should develop clear communication channels between supervisors and employees to maintain service quality.

Work discipline was found to have the strongest influence on employee performance among the examined variables. This finding indicates that employee compliance with work procedures, punctuality, and responsibility represents a crucial factor in achieving optimal performance. The result is consistent with previous studies confirming that work discipline significantly improves employee performance by encouraging consistency and accountability in completing tasks (Kopong et al., 2025; Lestari et al., 2024). However, this study

provides additional insight by showing that discipline becomes particularly important in coffee shop operations, where service delays or procedural errors can directly affect customer satisfaction. Therefore, strengthening discipline should become a priority in managing coffee shop employees.

The strong contribution of work discipline also highlights the importance of establishing a consistent organizational culture within service-based SMEs. Previous research has demonstrated that discipline, motivation, and workplace practices collectively influence employee performance (Hana et al., 2023; Sangapan et al., 2025). The present study extends these findings by identifying work discipline as the strongest predictor among communication and work environment variables. This finding suggests that coffee shop businesses require not only employee engagement but also clear operational standards and supervision mechanisms. Theoretically, this research contributes by confirming the relevance of organizational behavior perspectives in explaining employee performance within emerging service sectors.

The findings further reveal that the work environment has a positive and significant effect on employee performance, although its effect size is lower compared with communication and work discipline. This result is consistent with previous studies indicating that supportive physical and psychological workplace conditions contribute to improved employee outcomes (Andriyani et al., 2024; Armansyah, 2024). However, the smaller effect observed in this study suggests that environmental conditions may function as supporting rather than dominant performance drivers in coffee shops. Unlike industries requiring highly specialized workplace facilities, coffee shop employees may rely more heavily on coordination and discipline. This finding provides a contextual contribution by showing that the importance of work environment varies depending on organizational characteristics.

Overall, this study contributes to the human resource management literature by integrating communication, work discipline, and work environment as simultaneous predictors of employee performance in the coffee shop industry. Previous studies have mostly examined these variables separately or within broader organizational contexts, whereas this research focuses on a specific service-based SME environment. The findings indicate that improving employee performance requires a balanced approach involving effective communication systems, disciplined work practices, and supportive workplace conditions. The novelty of this study lies in providing empirical evidence from coffee shops in Solo Raya, expanding understanding of performance determinants in rapidly growing service businesses, and offering practical guidance for managers seeking sustainable human resource strategies.

CONCLUSION

This study provides important insights into the determinants of employee performance in the coffee shop industry by demonstrating that communication, work discipline, and work environment significantly contribute to improving employee outcomes. The most important finding is that work discipline represents the strongest determinant of employee performance, indicating that employee consistency, responsibility, and compliance with organizational standards are essential elements for achieving operational effectiveness in service-based businesses. This study contributes to human resource management literature by extending empirical evidence on performance determinants within the coffee shop sector, which has received limited attention in previous research. Practically, the findings highlight that managers should strengthen disciplinary systems while simultaneously developing effective communication practices and supportive workplace conditions. However, this study is limited by its cross-sectional design, geographic focus on coffee shops in Solo Raya, and the limited number of variables examined. Future research should consider broader samples, longitudinal approaches, and additional factors such as leadership style, work motivation, compensation, employee engagement, organizational culture, and job satisfaction to provide a more comprehensive understanding of employee performance.

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