

**PENGARUH DISIPLIN, GAYA KEPEMIMPINAN DAN LINGKUNGAN
KERJA TERHADAP KINERJA KARYAWAN MELALUI MOTIVASI PADA
KARYAWAN GENERASI Z DI INDUSTRI *F&B* YOGYAKARTA**

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INTISARI

Latar Belakang: Industri *Food and Beverage (F&B)* di Yogyakarta mengalami pertumbuhan signifikan, sehingga menuntut peningkatan kualitas sumber daya manusia, terutama karyawan dari Generasi Z yang memiliki karakter kerja unik dan berorientasi pada nilai-nilai pribadi serta teknologi.

Tujuan Penelitian: Mengetahui pengaruh disiplin kerja, gaya kepemimpinan, dan lingkungan kerja terhadap kinerja karyawan Generasi Z, baik secara langsung maupun tidak langsung melalui motivasi sebagai variabel mediasi.

Metode Penelitian: Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Teknik analisis data yang digunakan adalah Structural Equation Modeling (*SEM*) dengan bantuan *software* AMOS. Sampel terdiri dari 200 karyawan Generasi Z yang bekerja di sektor *F&B* Yogyakarta, dipilih melalui purposive sampling.

Hasil: (1) Disiplin kerja dan lingkungan kerja berpengaruh positif dan signifikan terhadap motivasi dan kinerja karyawan. (2) Gaya kepemimpinan berpengaruh positif terhadap motivasi, tetapi tidak signifikan terhadap kinerja. (3) Motivasi berpengaruh positif dan signifikan terhadap kinerja. (4) Motivasi terbukti memediasi hubungan antara disiplin, gaya kepemimpinan, dan lingkungan kerja terhadap kinerja..

Kesimpulan: Motivasi kerja menjadi faktor penting yang memperkuat pengaruh disiplin, gaya kepemimpinan, dan lingkungan kerja terhadap kinerja karyawan Generasi Z. Oleh karena itu, perusahaan *F&B* di Yogyakarta perlu mengelola aspek-aspek tersebut secara strategis guna meningkatkan kinerja SDM.

Kata Kunci: Disiplin Kerja, Gaya Kepemimpinan, Lingkungan Kerja, Motivasi, Kinerja Karyawan, Generasi Z, Industri *F&B*

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**THE EFFECT OF DISCIPLINE, LEADERSHIP STYLE AND WORK
ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH
MOTIVATION OF GENERATION Z EMPLOYEES IN THE F&B INDUSTRY
IN YOGYAKARTA**

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ABSTRACT

Background: *The Food and Beverage (F&B) industry in Yogyakarta has experienced significant growth, requiring improvements in human resource quality, particularly among Generation Z employees who possess unique work characteristics and values aligned with personal principles and technology.*

Research Objective: *To examine the influence of work discipline, leadership style, and work environment on the performance of Generation Z employees, both directly and indirectly through work motivation as a mediating variable.*

Research Method: *This study employed a quantitative approach using a survey method. Data were analyzed using Structural Equation Modeling (SEM) with the AMOS software. A total of 200 Generation Z employees working in the F&B sector in Yogyakarta were selected using purposive sampling.*

Results: *(1) Work discipline and work environment have a positive and significant effect on both motivation and employee performance. (2) Leadership style has a positive effect on motivation but no significant effect on performance. (3) Motivation has a positive and significant effect on performance. (4) Motivation is proven to mediate the relationship between discipline, leadership style, and work environment with performance.*

Conclusion: *Work motivation plays a crucial role in strengthening the effect of discipline, leadership style, and work environment on the performance of Generation Z employees. Therefore, F&B companies in Yogyakarta need to strategically manage these aspects to enhance human resource performance.*

Keywords: *Work Discipline, Leadership Style, Work Environment, Motivation, Employee Performance, Generation Z, F&B Industry*

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