

# The Influence of Motivation, Work Discipline, and Organizational Culture on Employee Performance at Wizzmie Restaurant, Malang City

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**Abstract**-This study aims to analyze the influence of work motivation, work discipline, and organizational culture on employee performance at Wizzmie Restaurant in Malang City. Human resources play a vital role in determining organizational success, particularly in the culinary service sector, which demands fast, responsive, and consistent service. Initial observations at Wizzmie indicate issues such as low motivation, uneven workload distribution, communication gaps between senior and junior employees, and suboptimal work discipline, all of which contribute to declining employee performance. Using a quantitative approach with a cross-sectional design, this study involved all 46 employees as respondents through a census sampling technique. Data were analyzed to examine the effects of the three independent variables on employee performance. The results show that work motivation and work discipline have a positive and significant influence on employee performance, whereas organizational culture does not significantly affect performance. These findings highlight that individual factors, particularly internal work drive and adherence to organizational rules, play a more dominant role in improving employee performance compared to collective cultural values. The study contributes theoretically by enriching the literature on performance management in the culinary industry and provides practical implications for Wizzmie Restaurant management. Strengthening motivation through fair reward systems, enforcing consistent discipline, and enhancing an adaptive organizational culture are recommended to support sustainable employee performance improvement.

**Keywords:** Human Resource Management; Work Motivation; Work Discipline; Organizational Culture; Employee Performance; Culinary Service Industry; Wizzmie Restaurant

## 1. INTRODUCTION

Indonesia's culinary industry has experienced remarkable growth, contributing 7.2% to the national GDP in 2025 according to the Central Bureau of Statistics. This expansion, however, is accompanied by significant human resource challenges, particularly concerning workforce retention and productivity. Data from the Ministry of Tourism and Creative Economy (2025) reveals an average annual employee turnover rate of 35% in the food and beverage sector, substantially exceeding the national average of 20% across all industries. This high turnover not only escalates recruitment and training costs but also adversely affects service consistency and customer satisfaction, with 78% of customers identifying staff attitude as their primary determinant for restaurant selection (World Restaurant Report, 2024). The situation is particularly acute in Malang City, a university town with over 1,200 registered food establishments (Dinas Pariwisata Malang, 2024), where intensified competition has placed greater emphasis on service quality and employee performance as critical differentiators in an industry where human elements of hospitality and personal interaction cannot be replicated by technology alone.

Employee performance in the culinary sector extends beyond basic task completion to encompass speed of service, emotional labor management, problem-solving during peak hours, and the ability to create memorable customer experiences. Research by Kim et al. (2023) demonstrates that a 10% improvement in employee performance metrics correlates with a 7% increase in customer satisfaction and a 5% rise in repeat patronage metrics that determine profitability in an industry characterized by high-pressure environments during peak hours, fluctuating customer volumes, and the emotional demands of constant interpersonal interaction. For small-to-medium culinary businesses like Wizzmie Restaurant in Malang City, these challenges are amplified due to flat organizational structures and predominantly young workforces, creating distinctive human resource management dynamics. Preliminary investigation reveals concerning trends at Wizzmie Restaurant: customer satisfaction scores have declined by 22% (from 85% to 63%) while employee turnover has reached 40% annually significantly higher than Malang City's culinary industry average of 25% (Dinas Pariwisata Malang, 2024). This performance decline has resulted in an 18% reduction in revenue and increased recruitment costs by approximately Rp 120 million annually, stemming from motivational deficiencies (65% of employees report feeling undervalued), disciplinary inconsistencies (afternoon shift employees handling 45% more customers than morning shift staff), and cultural fragmentation (70% of new hires reporting difficulty understanding organizational expectations).

While numerous studies have examined factors influencing employee performance, significant gaps remain in understanding these dynamics within Indonesia's culinary sector, particularly for small-to-medium establishments serving university communities. Previous research (Lestari et al., 2019; Ivan & Suhermin, 2019) has predominantly focused on large restaurants in Jakarta and Surabaya with formal hierarchical structures, overlooking the unique context of Malang's culinary businesses featuring predominantly young, transient workforces operating in flat organizational structures. Moreover, existing literature presents inconsistent findings regarding organizational culture's impact on performance,

with some studies reporting strong positive effects (Ainanur & Tirtayasa, 2018) while others find minimal influence (Imelda & Tirtayasa, 2019), suggesting contextual factors may mediate these relationships. This study addresses these gaps through the integrated application of Expectancy Theory (Vroom, 1964) to explain motivation-performance relationships, Social Exchange Theory (Blau, 1964) to analyze discipline-performance dynamics, and Schein's Organizational Culture Model (2010) to understand cultural manifestations in young, transient workforces investigating their interplay within a small culinary business serving a university community characterized by high employee turnover, generational diversity, and fluctuating customer demand patterns.

This research specifically addresses three critical questions: how work motivation influences employee performance at Wizzmie Restaurant considering the predominantly young workforce composition; to what extent work discipline affects employee performance in the context of significant shift-based workload imbalances; and why organizational culture appears to have limited impact on performance despite theoretical expectations. Based on theoretical frameworks and preliminary observations, the study proposes that work motivation positively and significantly influences employee performance, with a stronger effect observed among employees under 25 years old who prioritize recognition and growth opportunities; that work discipline positively and significantly influences employee performance, particularly in maintaining service quality during high-pressure afternoon shifts; and that organizational culture does not significantly influence employee performance due to communication gaps between senior and junior employees and the transient nature of the workforce. This research gains particular relevance against the backdrop of post-pandemic industry transformation and evolving workforce expectations, as the culinary sector navigates heightened customer expectations for digital integration (87% of Malang diners now expect mobile ordering options), increased competition from food delivery platforms, and shifting work preferences among Generation Z employees who prioritize flexibility, purpose, and peer recognition over traditional hierarchical structures (World Restaurant Report, 2024).

For Wizzmie Restaurant specifically, understanding these dynamics is critical to survival as a small business operating in a competitive university town lacking the brand recognition and resources of larger chains, making employee performance its primary competitive advantage. Theoretically, this research contributes to performance management literature by testing established theories in a novel context and identifying boundary conditions for their application. Practically, it offers evidence-based recommendations for culinary businesses struggling with high turnover and performance inconsistency. For Wizzmie Restaurant, implementing the study's recommendations could potentially reduce turnover by 15-20%, increase customer satisfaction by 10-15%, and improve revenue stability all critical outcomes in an industry with notoriously thin profit margins. By addressing these questions through rigorous quantitative analysis of all 46 employees at Wizzmie Restaurant, this study provides valuable insights that bridge the gap between theoretical human resource management principles and the practical realities of Indonesia's dynamic culinary sector, ultimately contributing to both academic knowledge and practical business solutions in this vital economic domain.

## 2. RESEARCH METHODS

### 2.1 Basic Research Framework

This study employs a quantitative approach with a cross-sectional research design, which aims to observe the relationships among variables at a single point in time without any treatment or intervention applied to the research subjects. This approach was chosen because it is suitable for identifying the influence of work motivation, work discipline, and organizational culture on employee performance simultaneously. The research was conducted at Wizzmie Restaurant in Malang City, a culinary business with a relatively small number of employees but with varied job divisions and work schedules, making it relevant to be examined from a human resource management perspective. The study was carried out from November 29 to December 4, 2025.

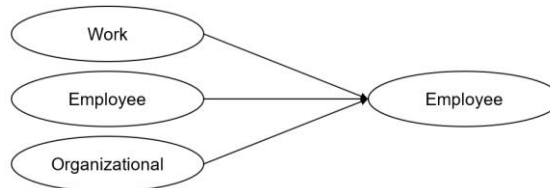
The population in this study consists of all employees of Wizzmie Restaurant in Malang City. Because the population size is relatively small, the researcher used a census or total sampling technique, in which all members of the population were included as research respondents. A total of 46 employees participated as respondents. The use of total sampling is considered appropriate because it allows the research findings to accurately reflect the actual conditions of all employees without bias resulting from sample selection. The data used in this study are primary data, obtained directly from respondents through the distribution of a closed-ended questionnaire using a Likert scale of 1–5, where a score of 1 indicates “strongly disagree” and a score of 5 indicates “strongly agree.”

The research instrument was developed based on relevant theories for each variable. The work motivation variable was measured using indicators developed by Robbins and Judge (2017), covering physiological needs, safety needs, social needs, and esteem and self-actualization needs. The work discipline variable was adapted from the concept of Ivan and Suhermin (2019), emphasizing adherence to rules, responsibility, and punctuality. The organizational culture variable was measured using Sedarmayanti's (2017) theory, which includes the system of values, norms, and work habits that apply within the organization. Meanwhile, employee performance was measured using indicators from Mangkunegara (2017), including work quality, work quantity, responsibility, and cooperation and initiative.

Before analysis, the instrument was tested using validity and reliability tests to ensure that each item accurately and consistently measures the intended variables. Validity testing was conducted by correlating each item score with the total variable score using the Pearson correlation test, while reliability was tested using Cronbach's Alpha, with values above 0.70 indicating good reliability. Data that were declared valid and reliable were then analyzed using multiple linear

regression with the assistance of SPSS version 25. This analysis was used to determine the extent to which the independent variables (work motivation, work discipline, and organizational culture) influence the dependent variable (employee performance). In addition, classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity, to ensure that the regression model met the required statistical criteria.

The results of the data analysis were interpreted based on regression coefficients, significance values (p-values), and the coefficient of determination ( $R^2$ ), which illustrates how much the independent variables contribute to changes in the dependent variable. Hypothesis testing was then carried out using the t-test to evaluate the partial effect of each independent variable on employee performance, and the F-test to assess the simultaneous effect of all three independent variables together. Through this method, the study is expected to provide empirical insights into the relationship between work motivation, work discipline, and organizational culture and the performance of employees at Wizzmie Restaurant in Malang City in an objective and measurable manner.



**Figure 1.** Conceptual Framework

Using this method, the study is expected to provide an empirical description of the relationship among variables within the context of a franchise, as well as serve as a foundation for more accurate managerial decision-making in human resource management within the food-service business sector.

H1: Work Motivation is Assumed to Influence Employee Performance

Work motivation is one of the psychological factors that plays an important role in encouraging employees to achieve optimal performance. According to Robbins and Judge (2017), motivation is defined as internal and external forces that stimulate enthusiasm, direction, and persistence in achieving organizational goals. Employees with high levels of motivation tend to demonstrate stronger commitment, persistence, and enthusiasm in completing their tasks. This is in line with Hasibuan (2019), who states that motivation is one of the factors determining organizational success because it promotes willingness and work spirit among employees to deliver their best performance. Conversely, employees with low motivation tend to display passive behavior, low productivity, and declining work quality.

A number of empirical studies show that work motivation has a positive and significant influence on employee performance across various sectors. Research conducted by Lestari, Djaelani, and Slamet (2019) on employees of Cafe Toaststory Malang found that work motivation has a positive and significant effect on employee performance, both partially and simultaneously along with other variables such as organizational commitment and work discipline. Similar findings were obtained by Ainanur and Tirtayasa (2018), who emphasized that motivation positively influences employee performance at PT Perkebunan Nusantara IV, where increased employee motivation was proven to enhance overall work effectiveness. Ivan and Suhermin (2019) also found consistent results, stating that motivation positively affects employee performance in the shipping division of PT Luas Line Surabaya, indicating that higher motivation leads to better performance.

Furthermore, research by Setyowati (2018) highlighted the relationship between training and motivation on employee performance, where motivation showed a positive, although not always significant, effect on work outcomes. Meanwhile, the study by Anriza, Syarief, and Affandi (2017) demonstrated that motivation significantly influences organizational and individual performance at the Ministry of Communication and Information Technology, showing that increased motivation improves performance both at the employee and institutional levels. The findings of Tucunan, Supartha, and Riana (2014) also support this conclusion, where work motivation was proven to have a positive and significant effect on employee performance at PT Pandawa and served as a mediating variable in the relationship between transformational leadership and employee performance.

Research by Wandu (2022) on employees of BPBD Serang Regency showed that motivation significantly affects employee performance both partially and simultaneously along with communication variables. Similar results were obtained by Imelda and Tirtayasa (2019), which stated that although the influence of motivation on employee performance was not significant partially, motivation together with leadership and organizational culture had a positive simultaneous effect on employee performance. This indicates that motivation remains a key factor in improving performance, although its effectiveness may be influenced by other variables such as leadership style or work environment.

In addition, research by Sadat, Handayani, and Kurniawan (2020) confirmed that motivation positively and significantly influences employee performance at PT Perusahaan Gas Negara Palembang Branch, with an Adjusted  $R^2$  value of 0.780, indicating a substantial contribution of motivation to performance improvement. These findings are reinforced by Wahyudi (2019), who found that work motivation has a significant influence on employee performance at PT Bank BCA Syariah, with a contribution of 62.1%. These results affirm that work motivation is a major determinant of optimal performance across different types of organizations.

Based on the theories and empirical evidence above, it can be concluded that work motivation holds a strategic role in determining the success of individuals and organizations. Highly motivated employees tend to show better performance, higher responsibility, and greater creativity and initiative at work. Therefore, the first hypothesis of this study is: "It is assumed that work motivation influences employee performance at Wizzmie Restaurant, Malang City."

H2: Work Discipline is Assumed to Directly Influence Employee Performance

Work discipline is one of the crucial factors in determining employee performance because it reflects the extent to which individuals comply with rules, norms, and responsibilities within the organization. According to Mangkunegara (2017), good work discipline demonstrates an employee's willingness and sincerity to comply with work standards and company regulations to achieve organizational effectiveness. Employees with high discipline typically exhibit punctuality, responsibility, and the ability to maintain ethics in the workplace. Conversely, lack of discipline can lead to lateness, decreased productivity, irregularities in task execution, and ultimately a decline in both individual and organizational performance. This aligns with Hasibuan (2019), who states that discipline reflects loyalty and a high work spirit of employees toward their organization.

Empirical findings support this view and show that work discipline significantly influences employee performance across various industries. A study by Lestari, Djaelani, and Slamet (2019) at Cafe Toaststory Malang found that work discipline has a positive and significant effect on employee performance, both partially and simultaneously with motivation and organizational commitment. Research by Ivan and Suhermin (2019) further strengthened this finding, showing that work discipline significantly affects the performance of employees at PT Luas Line Surabaya. Employees who comply with work regulations tend to demonstrate better punctuality, work quality, and responsibility.

Moreover, research by Setyowati (2018) indicated that although training is a key factor that enhances performance, good work discipline still plays a role in maintaining consistent outcomes. Research conducted by Sadat, Handayani, and Kurniawan (2020) at PT Perusahaan Gas Negara Palembang Branch found that work discipline has a positive and significant effect on performance, with an Adjusted R<sup>2</sup> value of 0.780, meaning that 78% of performance variations are explained by discipline and motivation. Wahyudi (2019) also found that work discipline has a positive and significant effect on employee performance at PT Bank BCA Syariah, with a t-value of 6.389 > 2.009 and a coefficient of 0.498.

Other studies further support this evidence. For example, research by Tucunan, Supartha, and Riana (2014) showed that discipline instilled through transformational leadership can enhance work motivation and ultimately improve performance. Wandu (2022) also revealed that work discipline supported by effective communication significantly improves employee performance at BPBD Serang Regency. Additionally, research by Imelda and Tirtayasa (2019) found that although work discipline does not always influence employee performance significantly on its own, it still has a positive simultaneous influence along with leadership and organizational culture on employee performance in the Public Works and Spatial Planning Office of Aceh Tamiang Regency.

Another study by Ainanur and Tirtayasa (2018) revealed that organizational culture and competence become more effective in improving performance when accompanied by high discipline and work motivation. Research by Anriza, Syarif, and Affandi (2017) concluded that improving discipline and training strengthens motivation and enhances employee performance at the Ministry of Communication and Information Technology. Furthermore, studies by Lestari et al. (2019) and Wahyudi (2019) consistently emphasized that without work discipline, high motivation alone is not sufficient to produce optimal performance, as discipline functions as a behavioral control mechanism to ensure productivity and adherence to procedures.

Based on these findings, it can be concluded that work discipline has a strong and consistent relationship with employee performance. Good discipline creates an orderly, efficient, and professional work environment, increasing employee responsibility and commitment toward the organization. Therefore, this study proposes the second hypothesis: "It is assumed that work discipline influences employee performance at Wizzmie Restaurant, Malang City."

H3: Organizational Culture is Assumed to Directly Influence Employee Performance

Organizational culture is a system of values, beliefs, and norms that guides members of an organization in carrying out their work. According to Sedarmayanti (2017), organizational culture is formed through shared habits and values, which create organizational identity and influence how individuals interact and contribute. A strong organizational culture encourages employees to act in accordance with the company's vision and mission, fosters teamwork, and enhances loyalty to the organization. Conversely, a weak organizational culture may lead to internal conflict, poor communication, and decreased work morale, which negatively affect performance (Mangkunegara, 2017). In service-based organizations such as restaurants, organizational culture plays an important role because it shapes customer service behavior, teamwork, and quality consistency, all of which directly influence customer satisfaction.

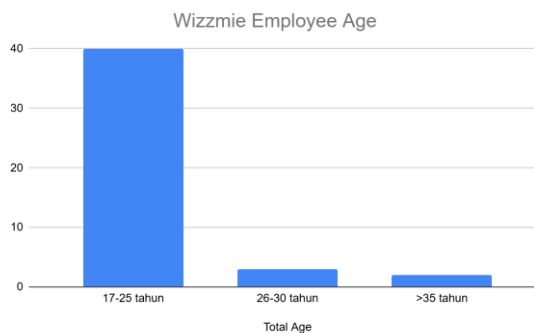
Empirical studies show that organizational culture has a positive influence on employee performance. Research by Ainanur and Tirtayasa (2018) at PT Perkebunan Nusantara IV found that organizational culture significantly affects performance, both partially and simultaneously with competence and work motivation. Imelda and Tirtayasa (2019) also showed that organizational culture has a positive influence on employee performance at the Public Works and Spatial Planning Office of Aceh Tamiang Regency, although the partial effect was not significant, but the simultaneous effect with other variables remained positive. Research by Lestari, Djaelani, and Slamet (2019) at Cafe Toaststory Malang showed that motivation and discipline significantly affect performance, while organizational culture, although not examined directly, was identified as a contextual factor strengthening relationships among variables in service-based work environments.

Furthermore, the study by Tucunan, Supartha, and Riana (2014) at PT Pandawa found that transformational leadership strengthens organizational culture and enhances motivation, which ultimately improves employee performance. This confirms that organizational culture that supports open communication and values achievement can increase motivation and productivity. Research by Anriza, Syarief, and Affandi (2017) also found an indirect relationship between organizational culture and performance through increased employee motivation at the Ministry of Communication and Information Technology, demonstrating that strong culture serves as a psychological foundation for improved work performance.

Another study by Wandí (2022) highlighted that organizational culture such as communication patterns and shared values has a strong correlation with motivation and employee performance. Meanwhile, research by Sadat, Handayani, and Kurniawan (2020) found that organizational culture strengthens the influence of discipline and motivation on performance at PT Perusahaan Gas Negara Palembang Branch. Ivan and Suhermin (2019) also stressed the importance of a disciplined and result-oriented organizational culture in improving performance in the shipping division of PT Luas Line Surabaya. In Setyowati’s (2018) research, organizational culture was reflected through consistent training and motivation systems, which improved work ethics and individual performance.

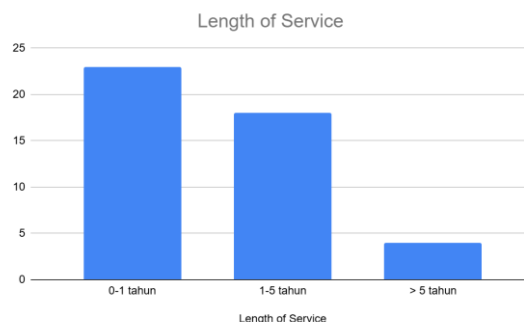
Moreover, findings from Lestari et al. (2019) and Wahyudi (2019) both emphasized the importance of a positive work culture in enhancing employee discipline and motivation, which ultimately improves performance. Similarly, Ainanur and Tirtayasa (2018) stated that organizations with strong and consistently implemented cultures can create proactive and responsible employee behavior. Thus, it can be concluded that organizational culture forms the foundation of work behavior and serves as a key factor shaping sustainable performance characteristics.

Based on these theories and empirical findings, a strong organizational culture can strengthen employee engagement, enhance teamwork, and create a conducive work environment that supports productivity. Therefore, this study proposes the third hypothesis: “It is assumed that organizational culture influences employee performance at Wizzmie Restaurant, Malang City.”



**Figure 2.** Employee Age

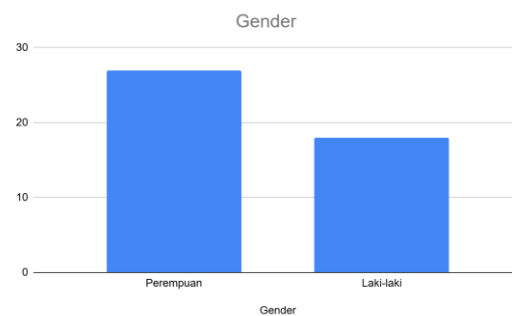
Based on Figure 2 regarding the age distribution of Wizzmie employees, it can be seen that the majority of employees are in the 17–25 age range, totaling around 45 individuals. Meanwhile, employees aged 26–30 years and those over 35 years are very few. This indicates that most of the workforce at Wizzmie consists of young individuals in their early productive age. This condition can be an advantage for the company, as young employees generally have high work enthusiasm, rapid adaptability, and a greater openness to new innovations and technologies. However, the dominance of young employees also highlights the need for proper guidance and supervision to ensure that their potential can be developed optimally in accordance with the company’s work standards.



**Figure 3.** Length of Service

Based on Figure 3, which presents the distribution of employee tenure at Wizzmie, it is shown that most employees have a working period of 0–1 year, totaling approximately 23 individuals. Meanwhile, employees with a tenure of 1–5 years account for around 18 individuals, and only a few employees have worked for more than 5 years. This data indicates that the employee tenure at Wizzmie is relatively short, suggesting a high turnover rate. The dominance of employees

with brief work experience may be related to the dynamic nature of the business, which often involves younger workers. Although this reflects a fast regeneration process, the company should consider implementing stronger employee retention strategies to maintain experienced personnel for a longer period, ensuring operational stability and consistent service quality.



**Figure 4.** Gender

Based on Figure 4 regarding the gender distribution of employees at Wizzmie, it can be seen that female employees outnumber male employees. There are approximately 27 female employees and 18 male employees working at Wizzmie. This indicates that the workforce is predominantly female. This condition may reflect that the job characteristics at Wizzmie are more aligned with skills commonly associated with female workers, such as accuracy, hospitality in serving customers, and good communication abilities. Nevertheless, the presence of male employees remains essential to maintain task balance, particularly for activities that require greater physical strength. Overall, this composition illustrates that Wizzmie has a diverse and gender-inclusive work environment

### 3. RESULTS AND DISCUSSION

The results of this study indicate that work motivation and work discipline have a positive and significant effect on employee performance at Wizzmie Restaurant in Malang City. Employees with higher levels of motivation and discipline tend to demonstrate better responsibility, productivity, and service quality. In contrast, organizational culture shows no significant effect on employee performance. This suggests that the existing cultural values at Wizzmie have not been fully internalized by employees, partly due to communication gaps and differences between senior and junior staff. Overall, the findings highlight that individual factors—particularly motivation and discipline—play a more dominant role in shaping employee performance than organizational culture within the culinary service environment.

#### 3.1 Discussion

The results of the study indicate that work motivation and work discipline have a positive and significant effect on employee performance, while organizational culture does not have a significant effect. These findings are consistent with Robbins and Judge (2017), who state that motivation is an internal drive that fosters an individual's enthusiasm to work toward achieving organizational goals. Employees with high levels of motivation tend to demonstrate greater enthusiasm and responsibility toward their tasks. This is in line with the study by Lestari, Djaelani, and Slamet (2019), which found that work motivation significantly influences employee performance in the culinary service sector. Thus, it can be concluded that motivation is a key factor driving improved employee performance at Wizzmie Restaurant in Malang City.

Work discipline is also proven to have a positive and significant effect on employee performance. This finding supports the results of studies by Ivan and Suhermin (2019) and Wahyudi (2019), which show that discipline reflects responsibility and adherence to organizational rules. Disciplined employees are able to complete tasks on time, maintain work quality, and contribute to improved team productivity. In the context of Wizzmie, these results indicate that consistent supervision and implementation of work regulations play an important role in maintaining stable performance, particularly because most employees are young and have relatively short tenure. Meanwhile, the organizational culture variable shows a negative and insignificant effect on performance. Although organizational culture theoretically shapes work behavior (Sedarmayanti, 2017), this study suggests that the implementation of cultural values at Wizzmie has not been optimal. This condition aligns with field observations that identified communication gaps between senior and junior employees. This phenomenon is also supported by the findings of Imelda and Tirtayasa (2019), who conclude that organizational culture does not always significantly affect performance when organizational values have not been fully internalized in employee behavior. Therefore, the organizational culture at Wizzmie still requires strengthening through shared work value development, team training, and activities that enhance togetherness.

Simultaneously, the three variables work motivation, work discipline, and organizational culture have a significant effect on employee performance, with an  $R^2$  value of 0.623. This means that 62.3% of the variation in employee performance can be explained by these three variables, while the remaining portion is influenced by other factors such as leadership style, reward systems, or the work environment. These results reinforce Mangkunegara's (2017) perspective

that performance results from a complex interaction between individual factors and the work environment. Overall, this study emphasizes the importance of human resource management that focuses on strengthening work motivation and discipline to improve performance. For Wizzmie Restaurant, recommended strategies include implementing performance-based rewards, clarifying work standards, and establishing two-way communication between management and employees. Additionally, the development of organizational culture should be directed toward building collaborative and adaptive work values to create a conducive work environment for the predominantly young workforce within the company.

#### 4. CONCLUSION

Based on the analysis and discussion conducted, it can be concluded that this study successfully demonstrates a significant influence of work motivation and work discipline on the performance of employees at Wizzmie Restaurant in Malang City, while organizational culture does not show a significant effect. These results indicate that improvements in employee performance are largely determined by individual factors related to internal work drive and adherence to organizational rules, rather than collective cultural factors. Work motivation is proven to play an important role in encouraging employees to work more optimally. Employees with high levels of motivation tend to demonstrate greater responsibility, enthusiasm, and initiative in completing their tasks. Work discipline also plays a significant role in maintaining order and work efficiency. Employees who comply with regulations, arrive on time, and consistently carry out their responsibilities contribute substantially to increased productivity and service quality. In contrast, organizational culture does not significantly affect employee performance. This suggests that the existing values, norms, and work systems at Wizzmie Restaurant have not been fully internalized into employees' work behavior. This condition may be influenced by generational differences, the dominance of a young workforce, and limited cross-team coaching and communication. Therefore, management needs to strengthen the implementation of an adaptive and inclusive work culture so that all members of the organization share the same level of understanding and commitment to the company's vision and values. Overall, this study emphasizes that human resource management in the culinary service sector requires an approach that focuses on enhancing individual motivation and discipline, supported by the development of a strong work culture. Management of Wizzmie Restaurant is advised to implement strategies that improve motivation through fair reward systems, create a supportive work climate, and clarify work standards and rules to reinforce employee discipline. Additionally, strengthening organizational culture should be directed toward fostering teamwork and collaboration to ensure sustainable improvements in employee performance.

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