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The Effect of Reward Systems and Work Schedule Flexibility on Gen Z Employee Performance with Employee Happiness as an Intervening Variable in Coffee Shops in Bandar Lampung City

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Abstract

This study examines the influence of reward systems and work schedule flexibility on employee performance, with employee happiness as an intervening variable among Generation Z employees in coffee shops in Bandar Lampung. The research adopts a quantitative associative approach using primary data collected from 100 respondents through questionnaires. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results indicate that reward systems and work flexibility do not have a direct and significant effect on employee performance. However, both variables have a positive and significant influence on employee happiness, which in turn significantly affects employee performance. Furthermore, employee happiness is proven to mediate the relationship between reward systems, work flexibility, and employee performance. These findings highlight that psychological well-being plays a crucial role in improving employee performance, especially among Generation Z workers. Therefore, organizations should not only focus on external factors such as rewards and flexibility but also prioritize strategies that enhance employee happiness to achieve optimal performance outcomes.

Keywords: ***Reward System, Work Flexibility, Employee Happiness***

INTRODUCTION

The development of the coffee shop business in Bandar Lampung City has shown very rapid growth in recent years. This phenomenon is inseparable from changes in urban lifestyles, where coffee shops are not only places for consumption but also serve as social spaces for working, studying, and interacting (Rizki et al., 2021). In addition, coffee shops

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have evolved into part of the urban cultural ecosystem that offers comfort, aesthetics, and appealing consumption experiences for younger generations (Febrianingsih et al., 2023). This condition has driven an increase in the number of coffee shop businesses while simultaneously expanding employment opportunities, particularly for Generation Z.

Generation Z currently represents a dominant segment of the workforce in the service sector, including the coffee shop industry. The characteristics of this generation—being adaptive to technology, prioritizing flexibility, and having high expectations of the work environment—make them distinct from previous generations. Therefore, organizations need to understand the factors that influence their performance, such as reward systems, work flexibility, and employee happiness. Organizations of all sizes, whether small, medium, or large, inevitably face challenges related to the management of human resources (HR) involved within them (Febrianty et al., 2020). Previous studies indicate that reward systems and work flexibility have significant effects on motivation, job satisfaction, and employee retention (Lazuardi et al., 2025; Saputro et al., 2021). Furthermore, employee happiness has been proven to contribute to increased productivity and employee performance (Oswald et al., 2015).

However, most previous studies have primarily focused on consumer behavior or coffee shop marketing strategies, while research on human resource management—particularly concerning Generation Z employees—remains relatively limited (Ramadhan, 2025; Wulandari, 2023). In general, human resources are the primary asset of an organization. Human resource management is not only about technical aspects but also about developing employee potential (Febrianty et al., 2024). This research gap indicates that there are still limited studies integrating reward systems, work time flexibility, and employee happiness in explaining employee performance within the context of the coffee shop industry, especially in Bandar Lampung City.

Based on these conditions, this study is important to be conducted in order to fill the gap in the literature and provide a more comprehensive understanding of the factors influencing Generation Z employee performance. This study aims to analyze the effect of reward systems and work time flexibility on employee performance, with employee happiness as an intervening variable in coffee shops in Bandar Lampung City. Therefore, this study is expected to provide theoretical contributions to the development of human resource management knowledge as well as practical contributions for coffee shop business owners in managing their workforce more effectively.

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THEORETICAL REVIEW

Herzberg's Two-Factor Motivation Theory

Herzberg's Two-Factor Motivation Theory explains that job satisfaction and dissatisfaction are influenced by two different groups of factors, namely motivator factors and hygiene factors. Motivator (intrinsic) factors such as achievement, recognition, responsibility, and opportunities for personal growth play a role in increasing job satisfaction and motivating individuals to perform better. When these factors are fulfilled, employees tend to feel more motivated and demonstrate higher engagement in their work (Alshmemri et.al, 2017).

On the other hand, hygiene (extrinsic) factors such as salary, working conditions, relationships with supervisors, and company policies do not directly increase motivation, but function to prevent dissatisfaction. If hygiene factors are not met, employees will feel dissatisfied; however, if they are fulfilled, they only create a neutral working condition rather than significantly enhancing motivation. Therefore, organizations need to balance both types of factors to create a productive and motivating work environment.

Definition of Reward System

A reward system is a mechanism designed by an organization to provide appreciation to employees for their contributions, performance, or specific achievements. These rewards can be financial, such as salaries, bonuses, and incentives, or non-financial, such as recognition, promotions, or opportunities for career development. The purpose of a reward system is to enhance work motivation, encourage productivity, and retain high-performing employees. In addition, a reward system serves as a management tool to align individual goals with organizational objectives. When rewards are given fairly and transparently, employees feel valued, which increases job satisfaction and loyalty. Conversely, an ineffective reward system can reduce work motivation and lead to dissatisfaction within the workplace (Herlani & Priscilla, 2025).

Definition of Work Time Flexibility

Work time flexibility is a policy that allows employees the freedom to manage their working hours, including start time, end time, and even work location. This concept enables employees to adjust their schedules according to personal needs without neglecting job responsibilities. Forms of flexibility may include flexitime, remote working, or results-based work systems. The implementation of flexible working hours can improve work-life balance. This positively impacts employee satisfaction and well-being, making them more productive

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and motivated (Desideria,2024). However, if not properly managed, flexibility may lead to decreased discipline or challenges in team coordination.

Definition of Employee Performance

Employee performance refers to the work outcomes achieved by an individual in carrying out their duties and responsibilities in accordance with organizational standards. Performance includes aspects such as quantity, quality, timeliness, and effectiveness in completing tasks. Performance evaluation is typically used as a basis for decisions related to promotions, compensation, and employee development (Ramadhan&Rahmawati,2024). Employee performance is influenced by various internal and external factors, such as motivation, ability, work environment, and management systems. High-performing employees generally demonstrate dedication, responsibility, and the ability to work effectively and efficiently. Therefore, organizations need to create supportive conditions to continuously improve employee performance.

METHOD

Research Design

This study adopts a quantitative descriptive research design to analyze and describe the influence of reward systems and work time flexibility on the performance of Generation Z employees. The quantitative approach is prioritized as it allows numerical measurement of relationships between variables through questionnaire data, where selected variables are operationalized using specific measurement instruments to test causal relationships, namely the extent to which independent variables influence the dependent variable. The descriptive method is applied to systematically present findings, facts, and interrelationships among variables, so that the actual conditions and research problems can be accurately depicted in accordance with field realities (Syahrizal & Jailani, 2023).

Population and sample

Population

Population is defined as the entire set of elements, both objects and subjects, that serve as the basis for generalization in a study, possessing specific characteristics aligned with the research objectives (Anwar, 2019). In this study, the population consists of Generation Z employees working in coffee shops in the Bandar Lampung area, with a total population of 130 individuals.

Sample

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The sample is selected as a subset of the population that represents its overall characteristics, allowing valid inferences to be drawn about the main population. This study employs a purposive sampling technique and uses the Slovin formula to determine the required sample size based on a specified margin of error. In this study, the sample consists of Generation Z employees working in coffee shops in Bandar Lampung. The Slovin formula is applied as follows:

$$\frac{130}{1 + 130\ (0.05)^2}$$
$$n\frac{130}{1 + 130\ (0.0025)^2}$$
$$n\frac{130}{1 + 0.325}$$
$$n\frac{130}{1.325}$$
$$n = 98.11$$
$$n = 99$$

Based on the calculation, the sample size obtained is 98.11 respondents. To facilitate the research process and enhance data representativeness, the sample size is rounded up to 100 respondents.

Data Analysis

Data analysis in this study is conducted through several main stages. The first stage is descriptive statistical analysis, which aims to describe respondent characteristics and the tendency of responses toward the research variables, namely reward systems, work time flexibility, employee happiness, and Generation Z employee performance. Through this analysis, the researcher obtains an overview of Generation Z employees' perceptions regarding reward policies, flexible working hours, their level of work happiness, and their performance in coffee shops in Bandar Lampung.

The next stage is the evaluation of the measurement model (*outer model*), which aims to ensure that the research indicators accurately and reliably measure the latent constructs. The measurement model explains the relationship between latent variables and their indicators, where all variables in this study are reflective constructs, meaning that changes in the latent variables are reflected in their indicators. The variables tested include Reward System (X1), Work Time Flexibility (X2), Employee Happiness (Z), and Generation Z Employee Performance (Y). The outer model evaluation in the PLS-SEM approach is conducted

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through convergent validity testing, discriminant validity testing, and construct reliability testing.

RESULTS

Validity And Reliability Testing

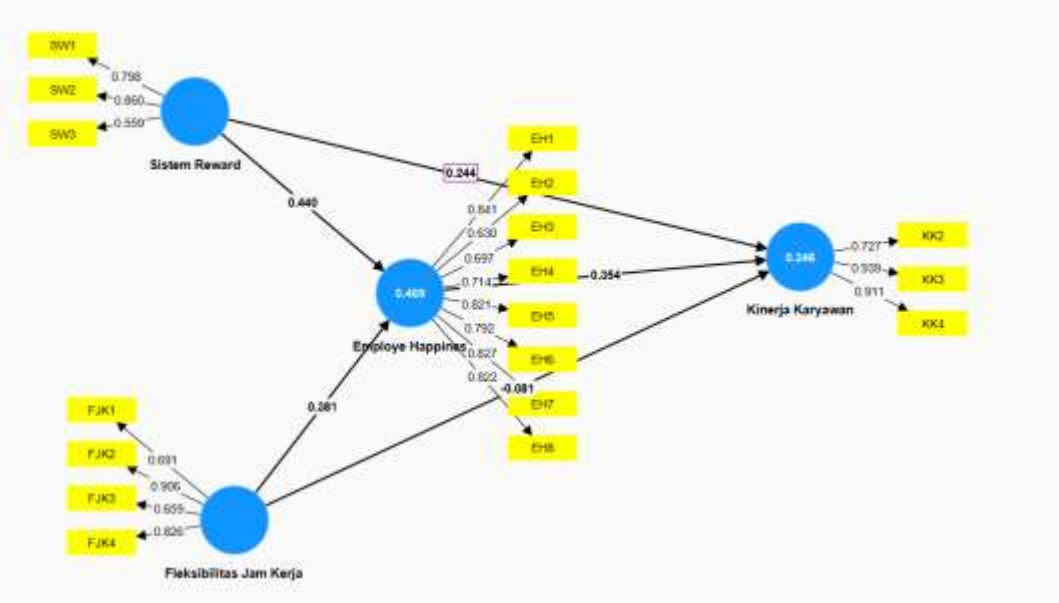


Figure 1. Hipotesis

Based on the results of the measurement model (outer model) testing using SmartPLS, all indicators in this study have met the criteria for validity and reliability. This is indicated by outer loading values that are mostly ≥ 0.70, as well as several indicators with values ranging from 0.50 to 0.70, which are still considered acceptable since the Average Variance Extracted (AVE) values for each construct exceed the minimum threshold of ≥ 0.50. Therefore, all indicators are declared valid and reliable and are suitable for further analysis.

Cross Loading

Table 1. Cross Loading

Item	Sistem *Reward*	Work Time Flexibility	Employee Performance	*Employee Happiness*
EH1	0.5195	0.5456	0.3871	**0.8406**
EH2	0.2231	0.4521	0.2249	**0.6301**
EH3	0.3699	0.5577	0.3451	**0.6971**

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EH4	0.4585	0.3007	0.3796	**0.7142**
EH5	0.5150	0.4347	0.3321	**0.8206**
EH6	0.4331	0.3967	0.3226	**0.7922**
EH7	0.5855	0.3912	0.3486	**0.8273**
EH8	0.4533	0.3206	0.4317	**0.8223**
FJK1	0.2455	**0.6910**	0.1845	0.2337
FJK2	0.4386	**0.9063**	0.2058	0.5942
FJK3	0.1865	**0.6587**	0.0305	0.2201
FJK4	0.2537	**0.8265**	0.1765	0.4829
KK2	0.1886	0.2236	**0.7268**	0.3708
KK3	0.4454	0.1942	**0.9395**	0.4268
KK4	0.4129	0.1426	**0.9113**	0.3827
SW1	**0.7981**	0.4291	0.2651	0.6043
SW2	**0.8603**	0.1881	0.3538	0.4314
SW3	**0.5595**	0.2248	0.3672	0.2101

Based on the cross loading test results, each indicator has the highest loading value on its respective construct compared to other constructs. This indicates that each indicator is able to adequately distinguish its corresponding variable. Therefore, the measurement model in this study has met the criteria for discriminant validity.

Realibility Testing

Table 2 Realibility Testing

Variabel	**Cronbach's Alpha**	**Composite Reliability (ρa)**	**Description**
Reward System	**0.751**	**0.750**	**Reliable**
Work Time Flexibility	**0.797**	**0.898**	**Reliable**
Employee Happiness	**0.901**	**0.909**	**Highly Reliable**
Employee Performance	**0.827**	**0.873**	**Reliable**

Based on the reliability test results, all variables have Cronbach's Alpha and Composite Reliability values above the minimum threshold, indicating that they are reliable. The Employee Happiness variable shows the highest level of reliability, while the other variables also demonstrate good internal consistency. Therefore, all constructs are suitable for further analysis

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Hypothesis Testing

Table 3. Hypothesis Testing

Hypothesis	Path	t-statistic	p-value	Decision
H1	Reward System → Employee Performance	1.928	0.054	Rejected
H2	Work Time Flexibility → Employee Performance	0.436	0.663	Rejected
H3	Reward System → Employee Happiness	5.088	0.000	Accepted
H4	Work Time Flexibility → Employee Happiness	4.366	0.000	Accepted
H5	Employee Happiness → Employee Performance	2.572	0.010	Accepted
H6	Reward System → Employee Happiness → Employee Performance	2.235	0.025	Accepted
H7	Work Time Flexibility → Employee Happiness → Employee Performance	2.182	0.029	Accepted

Based on the hypothesis testing results, reward systems and work time flexibility do not have a significant effect on employee performance; therefore, H1 and H2 are rejected. However, reward systems and work time flexibility have a significant effect on employee happiness (H3 and H4 are accepted), and employee happiness has a significant effect on employee performance (H5 is accepted).

Furthermore, the testing of the intervening variable indicates that employee happiness is able to mediate the effect of reward systems and work time flexibility on employee performance, leading to the acceptance of H6 and H7. This finding suggests that employee happiness plays an important role as a mediating variable in enhancing employee performance

DISCUSSION

The Effect of Reward Systems on the Performance of Generation Z Employees

Based on the results of hypothesis testing, the reward system in this study does not have a significant effect on the performance of Generation Z employees at coffee shops in Bandar Lampung. Although the reward system is considered fairly good, it has not been able to directly improve performance, indicating that employee performance is more influenced by psychological and intrinsic factors. Financial reward indicators, such as bonuses, are the strongest factor in shaping positive employee perceptions; however, they are not sufficient to drive sustained performance. On the other hand, non-financial rewards, such as work

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recognition, show a lower contribution, suggesting that Generation Z employees require more than just symbolic appreciation.

These findings are consistent with Kuvaas et al. and Van den Broeck et al., who state that rewards do not always have a direct impact on performance but rather influence it through psychological factors such as job satisfaction and well-being. This is also supported by Tahupiah et al., who found that rewards have a stronger effect through employee happiness. Therefore, reward systems play a more significant role in enhancing employee happiness, which subsequently contributes to improved employee performance. Essentially, rewards aim to motivate individuals to continuously improve or enhance their achievements (Sihombing et al. 2024). In the workplace context, rewards become one of the variables that encourage employees to work more diligently.

The Effect of Reward Systems on Generation Z Employee Performance

Based on the results of hypothesis testing, the reward system in this study does not have a significant effect on the performance of Generation Z employees working in coffee shops in Bandar Lampung City. Although the reward system is perceived as relatively good, its presence has not been able to directly improve employee performance, indicating that employee performance is more influenced by psychological and intrinsic factors. Financial reward indicators, such as bonuses, emerge as the strongest factor in shaping positive employee perceptions; however, they are still insufficient to drive sustainable performance. In contrast, non-financial rewards, such as work recognition, show a lower contribution, suggesting that Generation Z employees require more than just symbolic appreciation.

These findings are consistent with studies by Kuvaas et al. (2017) and Van den Broeck et al. (2019), which state that rewards do not always have a direct impact on performance but rather operate through psychological factors such as job satisfaction and well-being. This is further supported by Tahupiah et al. (2019), who found that rewards have a stronger influence through employee happiness. Thus, reward systems play a more significant role in enhancing employee happiness, which in turn contributes to improved employee performance. Fundamentally, rewards are intended to motivate individuals to strive for better performance and continuously improve their achievements (Sihombing et al., 2024). In the workplace context, rewards serve as one of the key variables that encourage employees to work more diligently.

The Effect of Work Time Flexibility on Generation Z Employee Performance

Based on the results of hypothesis testing, work time flexibility in this study does not show a significant effect on the performance of Generation Z employees working in coffee

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shops in Bandar Lampung City. Although work flexibility is perceived as relatively good by employees, it has not been able to directly improve their performance. The most dominant indicator is *timing flexibility*, indicating that employees value the freedom to manage their working hours. However, the nature of coffee shop jobs—which require physical presence, high discipline, and a shift-based work system—limits the extent to which time flexibility can optimally enhance performance. In this context, employee performance can be understood as the work outcomes achieved based on the tasks and responsibilities assigned by the organization (Hadiwijaya & Febrianty, 2019).

In contrast, the *place flexibility* indicator is the weakest, due to job constraints that do not allow employees to work outside the workplace. This suggests that flexibility functions more as a supporting factor for work comfort rather than as a primary determinant of performance. These findings are consistent with Saputro et al. (2021) and Siskayanti and Sanica (2022), which state that work flexibility does not always have a direct impact on performance, particularly in service-based jobs. Therefore, work time flexibility is more effective when associated with other factors, such as employee happiness, in improving employee performance.

The Effect of Work Time Flexibility on Employee Happiness among Generation Z Employees in Coffee Shops in Bandar Lampung City

Based on the results of hypothesis testing, work time flexibility has a positive and significant effect on employee happiness among Generation Z employees working in coffee shops in Bandar Lampung City. This indicates that work flexibility is an important factor in enhancing employee happiness, particularly for Generation Z, who prioritize work–life balance. The strongest indicator is the ease of choosing flexible working hours, which provides a sense of control, reduces work pressure, and improves employees' psychological comfort.

In contrast, the indicator of working hour duration arrangement is the weakest, due to operational constraints in coffee shops that require fixed schedules and the implementation of a shift system. This suggests that flexibility is perceived more as an adjustment of time rather than complete freedom in determining working hours. These findings are consistent with studies by Sumual et al. (2025) and De Menezes and Kelliher (2017), which state that work flexibility influences employee well-being and happiness. Therefore, work time flexibility remains an important factor in enhancing employee happiness among Generation Z employees. However, the effectiveness of work time flexibility may vary depending on the national context and the type of organization in which the policy is implemented (Febrianty et al., 2025).

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The Effect of Employee Happiness on Generation Z Employee Performance in Coffee Shops in Bandar Lampung City

Based on the results of hypothesis testing, employee happiness has a positive and significant effect on the performance of Generation Z employees working in coffee shops in Bandar Lampung City. This finding indicates that employee happiness plays an important role in improving work quality, effectiveness, and employees' work attitudes. The strongest indicator is psychological satisfaction, suggesting that employees who feel happy and satisfied tend to work more enthusiastically, remain focused, and demonstrate greater responsibility, thereby achieving optimal performance.

In contrast, the work environment comfort indicator is the weakest, indicating that not all employees perceive the work environment as the primary factor influencing their happiness. This is influenced by the nature of coffee shop jobs, which are dynamic and involve high work pressure at certain times. These findings are consistent with studies by Oswald et al. (2015) and Sarani (2023), which state that employee happiness contributes to increased productivity and performance through positive emotions and work engagement. Therefore, employee happiness is a crucial factor in enhancing the performance of Generation Z employees.

The Role of Employee Happiness as an Intervening Variable in the Relationship between Reward Systems and Generation Z Employee Performance in Coffee Shops in Bandar Lampung City

Based on the results of hypothesis testing, employee happiness is proven to act as a significant intervening variable in the relationship between reward systems and the performance of Generation Z employees in coffee shops in Bandar Lampung City. This indicates that reward systems do not directly improve performance but first influence employees' psychological conditions. The strongest indicator in this role is psychological satisfaction, where employees who feel happy and satisfied tend to have higher work enthusiasm, engagement, and more positive work attitudes, thereby improving performance.

In contrast, the work environment comfort indicator has a weaker role, as not all aspects of the work environment are directly influenced by reward systems. The dynamic nature of coffee shop jobs, combined with high work pressure at certain times, means that environmental comfort is not always experienced uniformly. These findings are consistent with Kuvaas et al. (2017) and Bakker and Oerlemans (2019), which state that rewards influence performance through psychological factors such as happiness and well-being.

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Therefore, employee happiness serves as an important mediating variable in linking reward systems to employee performance.

The Role of Employee Happiness as an Intervening Variable in the Relationship between Work Time Flexibility and Generation Z Employee Performance in Coffee Shops in Bandar Lampung City

Based on the results of hypothesis testing, employee happiness is also proven to act as a significant intervening variable in the relationship between work time flexibility and the performance of Generation Z employees in coffee shops in Bandar Lampung City. This indicates that work time flexibility does not directly enhance performance but first affects employees' psychological conditions. The strongest indicator in this role is psychological satisfaction, where work flexibility helps employees maintain a balance between work and personal life, thereby increasing comfort, engagement, and work enthusiasm, which ultimately leads to improved performance.

In contrast, the work environment comfort indicator plays a weaker role, as not all aspects of the work environment can be influenced by time flexibility. The nature of coffee shop jobs, which require physical presence and involve a high-paced work rhythm, means that environmental comfort is not always experienced evenly. These findings are consistent with De Menezes and Kelliher (2017) and Ramadhan and Rahmawati (2024), which suggest that work flexibility affects performance through psychological well-being. Therefore, employee happiness acts as an important mediating variable in bridging the effect of work time flexibility on employee performance.

CONCLUSION

This study concludes that reward system and work flexibility do not have a direct effect on employee performance of Generation Z in coffee shops in Bandar Lampung. However, both variables have a positive and significant effect on employee happiness, which in turn significantly influences employee performance. This indicates that employee happiness plays a crucial mediating role in linking managerial practices with performance outcomes. Therefore, improving employee performance requires not only focusing on external factors such as rewards and flexibility but also enhancing employees' psychological well-being. Future research is suggested to explore additional variables, such as work environment, leadership, or job satisfaction, to provide a more comprehensive understanding of factors influencing employee performance.

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