Effect of Compensation, Training, and Work Motivation on Employee Performance in Coffee Shop

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Abstract

The phenomenon of the development of a more modern coffee culture has made coffee shops emerge in various regions, one of which is in Enggal District, Bandar Lampung, and the need for coffee shop employees is increasing. Coffee shop employees have a very important role in running operations in coffee shops so that compensation, training and work motivation are factors that can affect the performance of coffee shop employees. This study aims to determine the effect of compensation, training, and work motivation on the performance of coffee shop employees in Enggal District, Bandar Lampung. This study uses a quantitative approach with an explanatory research type. The sample in this study was 340 coffee shop employees in Enggal District, Bandar Lampung, which was carried out using a non-probability sampling technique with a saturated sampling technique. Data collection was carried out through a digital questionnaire (Google Forms) and measurements using a likert scale. Data analysis was carried out using SPSS 30 statistical software. The results of the study showed that partially compensation, training, and work motivation had a positive and significant effect on employee performance. Simultaneously, these three variables had a significant effect on the performance of coffee shop employees in Enggal District, Bandar Lampung. These findings provide insight for coffee shops in providing compensation, training and work motivation to be more in line with the contributions made by employees, so that employee performance improves.

Keywords: Compensation, Training, Work Motivation, Employee Performance

Introduction

Lampung Province is one of the largest coffee producing areas in Indonesia. According to the Central Statistics Agency of Indonesia 2023, reported from its official website, the amount of coffee production in Lampung Province is 124.5 thousand tons (Source:https://www.bps.go.id/id, accessed in September 2024 at 19.45). This area, located on the island of Sumatra, has quality coffee and a distinctive taste Agustin et al., (2020). This

makes coffee one of the most popular and sought after drinks. In the past, coffee was only considered a drink for adults or the elderly, and the habit of drinking coffee could only be done at home, but along with the times, coffee has increased rapidly in popularity among young people and the habit of drinking coffee that can only be done at home, now coffee can be enjoyed outside the home with a new atmosphere that can also be used for socializing, working, studying and relaxing like a coffee shop Arifin & Ahadiat (2023).

Based on data from Google Maps, (2023) in 20 Districts in Bandar Lampung City there are several coffee shops that are still operating from 2023 to the present, in Enggal District is one of the Districts in Bandar Lampung where the most coffee shops are found, namely there are 30 coffee shops. Based on the points on Google Maps, (2023) in Enggal District Bandar Lampung is an area located in the city center so its location is more strategic, because in Enggal District Bandar Lampung the location is close to schools, offices and hotels, so more coffee shops are found. Therefore, in Enggal District there is a more rapid growth of coffee shops compared to other Districts.

There are several positions of coffee shop employees such as baristas, cashiers, waiters, kitchen crews and managers. Coffee shop employees have a very important role such as running and developing operations in coffee shops so that they can optimize customer service. Employee performance is the output produced in terms of quantity and quality achieved by employees for the tasks and responsibilities given by the company to them within a certain time Sabarofek, (2020). There are measuring tools that can be used in measuring the performance of coffee shop employees such as reviews given to customers through Google reviews. There are several descriptions of reviews from customers in the performance assessment of coffee shop employees in Enggal District, Bandar Lampung in Figures 1.1 and 1.2 below.
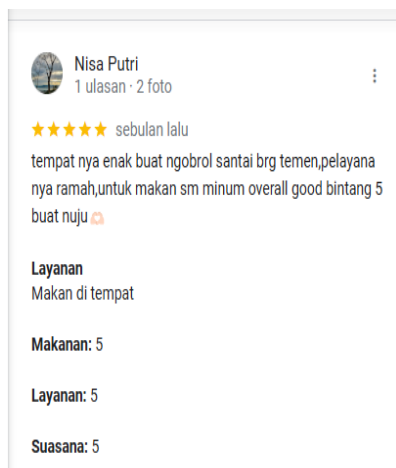

Figure 1.1 Nuju Coffee HQ Review	Figure 1. 2 Tomoro Coffee Review
Source: Google Maps (2023)	*Source: Google Maps (2023)*

Based on Google Maps review data, (2023) the average coffee shop in Enggal District, Bandar Lampung City achieved a review score of 4, which means that the average coffee shop in Enggal District, Bandar Lampung City received good reviews from customers.

There are several factors that can influence employee performance, including compensation, training and work motivation Havid & Sumardjo (2023). Based on these factors,

the statement is in accordance with previous research conducted by Purba & Subidjo (2020) that compensation has a significant influence on employee performance. In addition, previous research conducted by Alfiyah & Riyanto (2019) that shows that training has a positive and significant effect on employee performance. While previous research conducted by Wulandari et al., (2021) shows that work motivation influences employee performance with a positive regression coefficient value.

Literature Review

Human Resource Management

According to Fadli (2022), human resources or labor, laborers or employees are a person or group of people who work to provide energy, skills, services or work efforts to an agency or organization that has potential or effective capabilities. According to Mahmud & Fajar (2024), human resource management is the science and art of utilizing human resources effectively and efficiently to achieve the goals of the company, employees, and society. This utilization includes planning, organizing, directing, controlling the workforce, training and development, compensation, integration, motivation, maintenance, and termination.

Compensation

According to Mahmud and Fajar (2024), compensation refers to all forms of rewards given to employees by an organization as a replacement for their contribution and performance in achieving company goals. These rewards can be in the form of salaries, allowances, incentives, bonuses and various other forms of benefits given to employees as part of their compensation package. Compensation is a requirement that is obtained on time, fairly, and according to performance. Employees receive remuneration in the form of cash and non-financial awards for their efforts (leave rights, allowances or insurance) Sugianto & Iskandar, (2022).

Training

According to Ana et al., (2024), training is a short-term educational process using systematic and organized procedures so that operational employees learn technical knowledge and skills for specific purposes. Training is a very important thing that can be done by the organization so that the workforce has the knowledge, abilities and skills that can meet the needs of the organization now and in the future. Training is the process of teaching people how to do their existing jobs in a manner that meets industry standards Sugianto & Iskandar, (2022).

Work Motivation

Motivation as a drive and plays a role in moving employees to improve their performance so that they can realize and achieve the goals set by the company. The power of motivation that exists within humans can be caused by the drive that exists within humans themselves and their surroundings. Motivation is very important for employees because with this motivation employees can complete the tasks assigned and can carry out their

responsibilities Sibagariang & Wahyuningsih, (2023). Providing proper periodic motivation can make low quality employees perform well Marseilla, (2020).

Employee Performance

Employee performance is a person's success in carrying out a job that he/she does. Performance is what a person can do according to his/her duties and functions Hidayat & Agustina, (2020). Employee performance is the effort or work results of a person carried out in accordance with his/her work to achieve organizational goals Mukti & Adawiyah, (2019).

Research Method

The type of research used in this study is explanatory research using a quantitative approach. The population in this study were Coffee Shop employees in Enggal District, Bandar Lampung City, totaling 340 employees. This study used a nonprobability sampling technique using saturated sampling. According to Sugiyono (2020), nonprobability sampling is a sampling technique that does not provide equal opportunities or chances for each element or member of the population to be selected as a sample. A saturated sample is a sample that is already maximum, because no matter how much it is added, it will not change the representativeness of the population. In this study, the sample used was Coffee Shop employees in Enggal District, Bandar Lampung City, totaling 340 employees consisting of several job positions such as Barista totaling 77 employees, Cashier totaling 40 employees, Waiters totaling 82 employees, Crew Kitchen totaling 106 employees and Manager totaling 35 employees.

In this study, the indicators used for the compensation variable refer to Mahmud and Fajar (2024), which consist of salary, allowances, bonuses and incentives. The indicators for the training variable refer to Aulia & Ariyanto, (2021), consisting of objectives, trainers, materials, methods and participants. Indicators for work motivation variables refer to Maslow by Ummaningsih et al., (2019), which consist of physiological, security, social, appreciation and self-actualization. Indicators for employee performance variables refer to Anjani (2019), which consist of quality, quantity of work, attitude and reliability.

Data collection was carried out using a questionnaire distributed via Google Forms via social media such as Instagram and Whatsapp. Variables were measured using a likert scale and responses were assessed on a scale of 1 (strongly disagree) to a scale of 5 (strongly agree). Data analysis techniques were conducted by conducting validity and reliability tests, descriptive statistical analysis, classical assumption tests including normality tests, multicollinearity tests and heteroscedasticity tests, multiple linear regression analysis, hypothesis testing using partial tests (t-test) and simultaneous tests (F-test), and calculating the coefficient of determination (R^2).

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Results

Descriptive Statistical Analysis

Coffee shop employees in Enggal District, Bandar Lampung are mostly male, totaling 199 employees (58.5%), most respondents are aged 18-25 years, totaling 179 employees (52.6%). Based on education, it is dominated by employees who have high school/vocational high school education or equivalent, totaling 225 employees (66.2%). Based on job position, most employees are as Kitchen Crew, totaling 106 employees (31.2%). Based on income, most employees' income is IDR 2,900,000 - IDR 4,400,000, totaling 107 employees (31.5%). The following is a table of interpretation of the respondent's answer scale:

Table 1. Categories *Mean*

Interval Class	Category
4.2 < mean value < 5	Strongly Agree/Very High
3.4 < mean value < 4.2	Agree/High
2.6 < mean value < 3.4	Neutral/Moderate
1.8 < mean value < 2.6	Disagree/Low
1.0 < mean value < 1.8	Strongly Disagree/Very Low

Source: Processed Data (2025)

In the compensation variable, there are 7 items with a mean value of 3.51. Based on the incentive indicatorwith item X106 having the highest average value of 3.93 with the statement "The incentives received are in accordance with the job position". This shows that providing incentives that are in accordance with the job position can motivate employees to achieve certain results. Meanwhile, on the salary indicator with item X101 having the lowest average value of 3.19 with the statement "The salary given is in accordance with the contribution made". This shows that some employees consider the salary given is not in accordance with the contribution made.

The training variable has 6 items with a mean value of 3.92. Based on the method indicator with item X205 having the highest average value of 4.07 with the statement "The training method provided can improve knowledge and skills". This shows that the delivery method is in accordance with the material presented, so that training participants can improve their knowledge and skills. Meanwhile, the objective indicator with item X202 has the lowest average value of 3.67 with the statement "The training provided can improve skills, knowledge, competence and abilities". This shows that some employees consider the socialized training to be less effective so that there are difficulties in implementing it.

In the work motivation variable, there are 6 items with a mean value of 3.82. Based on the award indicator with item X304 having the highest average value of 4.26 with the statement "I feel appreciated by my superiors". This shows that appreciation for work targets achieved can motivate employees to improve performance. Meanwhile, in the social indicator with item X303 having the lowest average value of 3.36 with the statement "My relationship with my coworkers is positive and supportive". This shows that some employees consider the relationship in the work environment less supportive.

In the employee performance variable, there are 6 items with a mean value of 3.92. Based on the attitude indicator with item Y05 having the highest average value of 4.08 with the statement "I am able to adapt to changes that occur in the workplace". This shows that employees who have the ability to adapt can improve their performance well. Meanwhile, in the quality indicator with item Y01 having the lowest average value of 3.70 with the statement "The quality of my work is consistent and meets standards". This shows that some employees consider that they have not been able to be consistent and meet work standards.

Normality Test

The following are the results of the normality test in this study:

Table 2. Normality Test Results

One-Sample Kolmogrov-Smirnov Test		
		Unstandardized Residual
N		340
Normal Parameters ab	Mean	.0000000
	Std. Deviation	1.16191526
Most Extreme Differences	Absolute	.331
	Positive	.331
	Negative	-.297
Test Statistics		.331
Asymp. Sig. (2-talled)		.335
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significances Correction.		

Source: Processed Data (2025)

Based on table 2 above, it shows that the tested variables are normally distributed. This is because the significant value obtained from this study is 0.335. Therefore, the significant value obtained is greater than 0.05 or > 0.05.

Multicollinearity Test

The following are the results of the multicollinearity test in this study:

Table 3. Multicollinearity Test Results

Coefficients a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Compensation	.622	1,608
	Training	.658	1,520
	Work motivation	.703	1,423
a. Dependent Variable: Employee Performance			

Source: Processed Data (2025)

Based on table 3 above, it shows that the VIF value of the compensation variable (X1) is $1.608 \leq 10$, the VIF value of the training variable (X2) is $1.520 \leq 10$, the VIF value of the

work motivation variable (X3) is 1.423 ≤ 10, the tolerance value of the compensation variable (X1) is 0.622 ≥ 0.1, the tolerance value of the training variable (X2) is 0.658 ≥ 0.1 and the tolerance value of the work motivation variable (X3) is 0.703 ≥ 0.1. Thus, the linear regression model does not have a high correlation between the independent variables, so that the independent variables in this study do not experience multicollinearity.

Heteroscedasticity Test

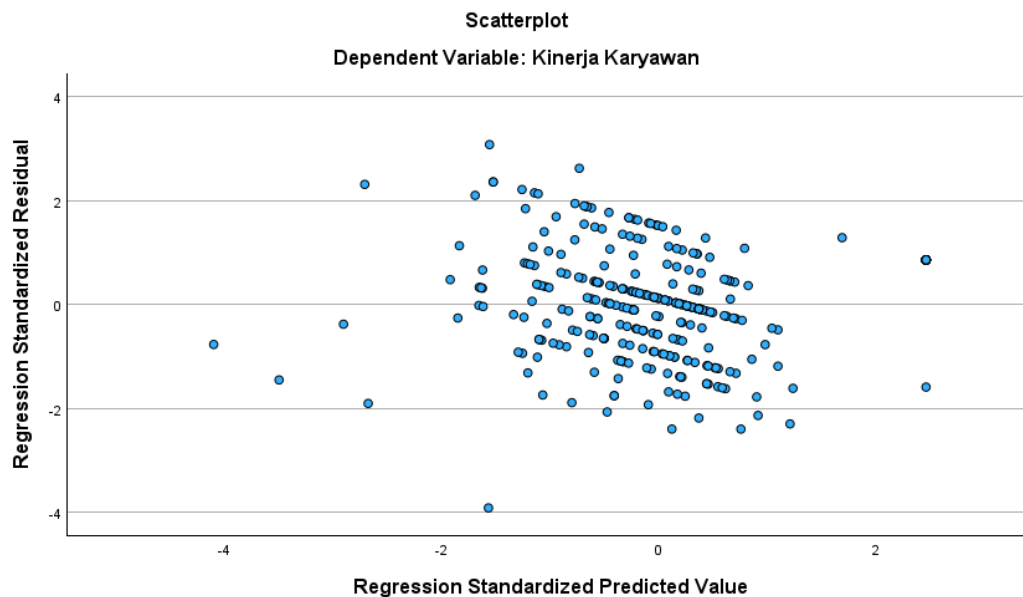The following are the results of the heteroscedasticity test in this study:

Figure 1. Results of Heteroscedasticity Test
Source: Processed Data (2025)

Based on Figure 1, the results of the heteroscedasticity test above show that the points are spread below and above the Y axis, and do not have a regular pattern. Thus, there is no relationship between predictions and residuals, so the variables studied in this study are the same. However, because this does not happen, it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Analysis

The following is a table of the results of the multiple linear regression analysis:

Table 4. Results of Multiple Linear Regression Analysis

Coefficients a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.490	1.177		7.131	<,001
Compensation	.141	.048	.177	2,942	<,003
Training	.173	.056	.179	3,066	<,002

Work motivation	.240	.055	.249	4.403	<,001
a. Dependent Variable: Employee Performance					

Source: Processed Data (2025)

Based on table 4 above, it shows that the results of the multiple linear regression calculation show that the constant value is 0.490, the compensation value (X1) is 0.141, the training value (X2) is 0.173 and the work motivation value (X3) is 0.240.then the regression equation can be formulated as follows:

$$Y = α + 1X1 + 2X2 + 3X3 + e$$

$$Y = 0.490 + 0.141X1 + 0.173X2 + 0.240X3 + e$$

From this equation, the regression coefficient value of the compensation variable is known to be positive at 0.141, meaning that every time the compensation variable increases by 1 unit, employee performance increases by 0.141 or vice versa, every time the compensation variable decreases by 1 unit, employee performance decreases by 0.141. The regression coefficient value of the training variable is known to be positive at 0.173, meaning that every time the training variable increases by 1 unit, employee performance increases by 0.173 or vice versa, every time the training variable decreases by 1 unit, employee performance decreases by 0.173. The regression coefficient value of the work motivation variable is known to be positive at 0.240, meaning that every time the work motivation variable increases by 1 unit, employee performance increases by 0.240 or vice versa, every time the work motivation variable decreases by 1 unit, employee performance decreases by 0.240.

Partial Test (t-Test)

The following are the results of the t-test in this study:

Table 5. t-Test Results

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.490	1.177		7.131	<,001
Compensation	.141	.048	.177	2,942	<,003
Training	.173	.056	.179	3,066	<,002
Work motivation	.240	.055	.249	4.403	<,001
a. Dependent Variable: Employee Performance					

Source: Processed data, (2025)

Based on table 5 above, the calculations that have been carried out, the t value is known table for df = (nk-1), t table: df = (340-4-1) = 335 = 1.967. Based on the results of the t-test, the

compensation variable (X1) shows that t count > t table namely 2,942 > 1,967 with a significant probability value of 0.003 < 0.05. So it is stated that Ha1 is accepted and Ho1 is rejected, namely compensation has a significant effect on the performance of coffee shop employees.

Based on the results of the t-test of the training variable (X2), it shows that t count > t table namely 3,066 > 1,967 with a significant probability value of 0.002 < 0.05. So it is stated that Ha2 is accepted and Ho2 is rejected, namely training has a significant effect on the performance of coffee shop employees. Based on the results of the t-test of the work motivation variable (X3), it shows that t count > t table which is 4.403 > 1.967 with a significant probability value of 0.001 < 0.05. So it is stated that Ha3 is accepted and Ho3 is rejected, namely work motivation has a significant effect on the performance of coffee shop employees.

Simultaneous Test (F Test)

The following are the results of the F test (simultaneous):

Table 6. F Test Results

Annova					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1407.406	3	469.135	36,279	<,001
Residual	4344.954	336	12,931		
Total	5752.360	339			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Work Motivation, Training, Compensation					

Source: Processed data, (2025)

Based on table 6 above, it shows that the results of the F test calculation can be seen that F count > F table, namely 36,279 > 3.02 and a significant level of 0.001 < 0.05. This shows that Ha4 is accepted and Ho4 is rejected, which means that there is a significant influence between the compensation variables (X1), training (X2), and work motivation (X3) on employee performance (Y) at coffee shops in Enggal District, Bandar Lampung.

Coefficient of Determination Test (R^2)

Followingis the result of the determination coefficient test (R^2) of this study:

Table 7. Results of the Determination Coefficient Test (R^2)

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.795	.598	.596	1,781
a. Predictors: (Constant), Work Motivation, Training, Compensation				
b. Dependent Variable: Employee Performance				

Source: Processed data, (2025)

Based on table 7 above, it shows that the results of the coefficient calculations determination (R^2) in this study the correlation of compensation, training, work motivation, and employee performance simultaneously obtained a value of 0.795 in the interpretation guidelines of this figure indicating that the correlation or relationship between coffee shop

employee performance and the three independent variables (compensation, training, and work motivation) is strong. Meanwhile, the determination coefficient (R^2) indicated by the Adjusted R Square is 0.596 or 59.6%. This can be interpreted that 59.6% of the coffee shop employee performance variable in Enggal District, Bandar Lampung is influenced by the three independent variables in this study, namely compensation, training, and work motivation and the remaining 40.4% can be influenced by other factors outside this study.

Discussion

The Effect of Compensation on Coffee Shop Employee Performance

Based on the characteristics of the respondents, seen from the income, it shows that most of the income of coffee shop employees in Enggal District, Bandar Lampung is IDR 2,900,000 - IDR 4,400,000 totaling 107 respondents. This shows that the salaries of coffee shop employees in Enggal District, Bandar Lampung, have mostly reached the Provincial Minimum Wage and Regency/City Minimum Wage in Lampung Province, according to the Indonesian Central Statistics Agency 2023 of 2.7 million.

Based on the results of multiple linear regression analysis, the multiple linear regression coefficient value of the compensation variable is known to be positive at 0.141, which means that there is a positive influence between compensation and the performance of coffee shop employees, and the compensation variable is proven to have a significant effect on the performance of coffee shop employees which is obtained from the results of the t-test that the calculated t value > t table, namely 2.942 > 1.967 with a significant probability value of 0.003 < 0.05. So it is stated that Ha1 is accepted and Ho1 is rejected, namely compensation has a significant effect on the performance of coffee shop employees. The results of the hypothesis test in this study are in accordance with previous research conducted by Purba and Subidjo, (2020) that compensation on employee performance is significant.

Based on the results of respondents' answers to the compensation variable, it has a mean value of 3.51. This shows that respondents have a high perception index regarding the compensation given according to the contribution made in the coffee shop and the results of the descriptive analysis on this compensation variable are also in line with previous research conducted by Purba and Subidjo, (2020) the results of the study showed that having a positive and significant influence on employee performance and providing appropriate compensation to employees can improve employee performance better. Therefore, compensation is an important factor that can influence improving the performance of coffee shop employees, because by providing appropriate compensation, coffee shop employees can consistently improve their performance and can contribute better in meeting the work targets that have been set in the coffee shop.

The Effect of Training on Coffee Shop Employee Performance

Based on the characteristics of respondents seen from education, it shows that coffee shop employees in Enggal District, Bandar Lampung are dominated by employees who have high school/vocational high school education or equivalent, totaling 225 respondents. This

shows that working in a coffee shop emphasizes more on practical skills such as making coffee, serving customers or working with a team that can be trained directly in the coffee shop, so that high school/vocational high school graduates can work directly without having to go to college first, such as vocational high schools have culinary or hospitality majors so that they can have skills that are in accordance with the needs of the coffee shop.

Based on the results of multiple linear regression analysis, the value of the multiple linear regression coefficient of the training variable is known to be positive at 0.173, which means that there is a positive influence between training and the performance of Coffee Shop employees, and the training variable in this study has been proven to have a significant effect on the performance of coffee shop employees obtained from the results of the t test that the calculated t value > t table, namely 3.066 > 1.967 with a significant probability value of 0.002 < 0.05. So it is stated that Ha2 is accepted and Ho2 is rejected, namely training has a significant effect on the performance of coffee shop employees. In addition, the results of the hypothesis test in this study are in accordance with previous research conducted by Alfiyah & Riyanto, (2019) that shows that training has a positive and significant influence on employee performance.

Based on the results of respondents' answers to the training variable, the mean value is 3.92. This shows that respondents have a high perception index regarding the training provided can help employees in efforts to improve knowledge, abilities, competencies and skills and the results of descriptive analysis on this training variable are also in line with previous research conducted by Alfiyah & Riyanto, (2019) the results of the study showed that training has a positive and significant effect on employee performance, with adequate training employees can be helped in efforts to improve their performance. Therefore, training is an important factor in improving the performance of coffee shop employees, by holding direct training from the coffee shop can help coffee shop employees in improving knowledge, skills, abilities and competencies, so that coffee shop employees can directly implement the results of the training that has been carried out in order to achieve work targets according to the standards that have been determined from the coffee shop.

The Effect of Work Motivation on Coffee Shop Employee Performance

Based on the results of multiple linear regression analysis, the value of the multiple linear regression coefficient of the work motivation variable is known to be positive at 0.240, which means that there is a positive influence between work motivation and the performance of coffee shop employees, the work motivation variable in this study has been proven to have a significant effect on the performance of coffee shop employees which is obtained from the results of the t test that the t count value > t table, namely 4.403 > 1.967 with a significant probability value of 0.001 < 0.05. So it is stated that Ha3 is accepted and Ho3 is rejected, namely work motivation has a significant effect on the performance of coffee shop employees. While the results of the hypothesis test in this study are in accordance with previous research conducted by Wulandari et al., (2021) shows that work motivation has a significant influence on employee performance with a positive regression coefficient value.

Based on the results of respondents' answers to the work motivation variable, the mean value is 3.82. This shows that respondents have a high perception index regarding the motivation given because they feel appreciated for the performance achieved so that they can be motivated to improve their performance and the results of the descriptive analysis on this work motivation variable are also in line with previous research conducted by Wulandari et al., (2021) that by appreciating the performance achieved by employees, employees can continue to improve their performance better. Therefore, work motivation is an important factor that can influence the performance of coffee shop employees, the motivation given to coffee shop employees can increase work enthusiasm, responsibility and discipline for their duties, so that a good atmosphere and relationship are created in the work environment, and coffee shop employees can be motivated to improve their achievements and better achievements.

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Based on the characteristics of respondents seen from gender, it shows that coffee shop employees in Enggal District, Bandar Lampung are mostly male, totaling 199 respondents, while female employees number 141 respondents. Female workers get tired more easily than male workers Humairoh & Putra, (2020). This shows that physically, men are more suitable to work in coffee shops, because in coffee shops there are more heavy jobs that rely on men such as lifting stock, cleaning coffee machines and lifting tables or chairs.

Based on the characteristics of respondents seen from age, it shows that coffee shop employees in Enggal District, Bandar Lampung, are mostly aged 18-25 years, totaling 179 respondents. At a young age, it reflects a strong physique so that they can work quickly and the output produced can also increase well Febianti et al., (2023). This shows that age is a standard provision as a preference for coffee shops in determining these employees so that they can work quickly in serving customers.

Based on the characteristics of the respondents, seen from their job positions, it shows that most of the coffee shop employees in Enggal District, Bandar Lampung, have jobs as Crew Kitchen, totaling 106 respondents. Employees who work according to their expertise will be able to increase their productivity and performance well Febianti et al., (2023). This shows that the Crew Kitchen position focuses more on handling food orders, such as preparing ingredients, cooking or plating, so it requires a lot of employees because the Crew Kitchen position requires a long time in preparation and production.

Based on the results of the hypothesis test conducted simultaneously in this study, it shows that the variables of compensation, training, and work motivation have an effect on the performance of coffee shop employees in Enggal District, Bandar Lampung. The results of the simultaneous test calculation (F) on the variables of compensation, training, and work motivation show that F count > F table, namely 36,279 > 3.02 and a significant level of 0.001 < 0.05. The results of the coefficient calculation determination (R^2) in this study the correlation of compensation, training, work motivation, and employee performance simultaneously obtained a value of 0.795 in the interpretation guidelines of this figure indicating that the correlation or relationship between coffee shop employee performance and the three

independent variables (compensation, training, and work motivation) is strong. Meanwhile, the determination coefficient (R^2) indicated by the Adjusted R Square is 0.596 or 59.6%. This can be interpreted that 59.6% of the coffee shop employee performance variable in Enggal District, Bandar Lampung is influenced by the three independent variables in this study, namely compensation, training, and work motivation and the remaining 40.4% can be influenced by other factors outside this study.

Based on the results of respondents' answers to the employee performance variable, the mean value is 3.92. This shows that respondents have a high perception index regarding the performance achieved in accordance with the work targets set in the coffee shop and the results of the descriptive analysis of this employee performance variable are in accordance with previous research conducted by Sabarofek, (2020) that the performance produced must be in accordance with the work targets produced by employees well. Therefore, to achieve work targets in accordance with the provisions in the coffee shop, coffee shop employees must have good performance, so that the output produced can achieve the goals determined by the coffee shop. Based on the results of the description, it can be concluded that the correlation or relationship between the three independent variables (compensation, training, and work motivation) is strong, so that the higher the compensation, training, and work motivation, the higher the performance of coffee shop employees in Enggal District, Bandar Lampung, so Ha4 is accepted in this study.

Conclusion

Based on the results of the study and discussion on the influence of compensation, training, and work motivation on the performance of coffee shop employees in Enggal District, Bandar Lampung, it can be concluded. First, the compensation variable has a positive and significant effect on the performance of coffee shop employees in Enggal District, Bandar Lampung. By providing appropriate compensation from the coffee shop, coffee shop employees can further improve their performance in running operations in the coffee shop. Second, the training variable has a positive and significant effect on the performance of coffee shop employees in Enggal District, Bandar Lampung. With the training held directly from the coffee shop, coffee shop employees can implement their knowledge and skills, so that they can improve their performance better. Third, the work motivation variable has a positive and significant effect on the performance of coffee shop employees in Enggal District, Bandar Lampung. The higher the level of motivation possessed by coffee shop employees, the higher the level of performance given, so that it can benefit coffee shop operations. Fourth, the compensation, training, and work motivation variables simultaneously have a positive and significant effect on the performance of coffee shop employees in Enggal District, Bandar Lampung. By providing appropriate compensation and proper training, coffee shop employees in Enggal District, Bandar Lampung are increasingly motivated to improve their performance better.

Based on the results of the analysis in this study, coffee shops in Enggal District, Bandar Lampung should pay attention to compensation such as salaries so that they are given more in

accordance with the contributions made by coffee shop employees, then pay more attention to training such as the purpose of the training so that it can be socialized more effectively so that training participants can understand the purpose of the training, then pay more attention to work motivation such as in social relations so that it can create a more supportive work environment for coffee shop employees. With this, the performance of coffee shop employees can be better and consistent in accordance with the work targets set in the coffee shop. In this study, the variables have an influence of 59.6% and the remaining 40.4% are other variables that can affect the performance of coffee shop employees such as leadership, work environment and organizational culture. In addition, further researchers can examine the performance of coffee shop employees in areas other than Enggal District, Bandar Lampung.

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