

Determinants of Employee Performance Mediated by Work Motivation in the Textile and Garment Industry in West Java

Didin Sjarifudin¹, Tri Widyastuti², Joseph MJ Renwarin³, Sugeng Suroso⁴

Abstract

This study aims to examine the influence of self-efficacy, work discipline, compensation, and work environment on employee performance, with work motivation as a mediating variable in the Textile and Garment Industry in West Java. Using a descriptive quantitative method, data were analyzed through Structural Equation Modeling (SEM) with SmartPLS. The study used both primary and secondary data, with secondary data supporting theoretical concepts and variable dimensions. Since the population size was unknown, the sample was determined using the Hair formula and selected through a simple random sampling technique. Tests conducted included validity, reliability, outer and inner model evaluations, and hypothesis testing. The findings show that self-efficacy and work environment significantly influence work motivation, while work discipline and compensation do not. Furthermore, self-efficacy, work discipline, compensation, work environment, and work motivation each have a positive and significant impact on employee performance. Mediation results indicate that work motivation significantly mediates the effects of self-efficacy and work environment on performance but does not mediate the effects of work discipline and compensation. Overall, self-efficacy and a supportive work environment are key drivers of both motivation and performance among employees in the textile and garment sector.

Keywords: *Employee Performance, Work Motivation, Self-Efficacy, Work Discipline, Compensation, Work Environment.*

Introduction

The textile and apparel industry is one of the strategic sectors in the Indonesian economy, especially in West Java Province. As the national center of the textile industry, West Java contributes approximately 82.78% of Indonesia's total textile and apparel production. The sector's contribution to West Java's regional domestic product (RDP) averaged 6.47% over the past decade (2013-2023), and accounted for 15.19% of the province's manufacturing industry [1].

However, the development of the textile and apparel industry in West Java faces various challenges that require serious attention, especially in terms of employee performance and the factors influencing it [2]. One of the main problems is the decline in production capacity. In December 2024, the production capacity of this industry declined to 67.12% from its peak of 84.93% in 2019. This decline reflects the weakening competitiveness of the national textile industry amid the rise of imported products, as well as the performance of employees in textile and garment companies [3].

The performance of employees is a crucial aspect that determines the success of textile and garment companies in the face of intense competition, both in the domestic and international markets [4]. High-performing employees help companies meet production targets, maintain product quality, and improve operational efficiency. Conversely, suboptimal performance can lead to decreased productivity, increased production costs, and ultimately a decline in the company's competitiveness [5]. Therefore, understanding the factors that influence employee performance is critical for management.

¹ Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, Email: didin.sjarifudin@dsn.ubharajaya.ac.id, (Corresponding Author)

² Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, Email: triewidhiastuti@yahoo.com

³ Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, Email: joseph.martinio@dsn.ubharajaya.ac.id

⁴ Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, Email: sugeng.suroso@ubharajaya.ac.id

One factor that is considered to have a significant impact on employee performance is work motivation [6]. Work motivation is an internal or external drive that influences the enthusiasm, commitment, and behavior of employees in the performance of their duties [7]. High levels of motivation are usually positively correlated with productivity and work quality. In the textile and apparel industry, with its fast pace and high production demands, job motivation is an important element in maintaining consistency and employee performance [8].

In addition to motivation, other factors that influence employee performance include self-efficacy, work discipline, compensation, and work environment [9]. High self-efficacy enables employees to believe in their abilities and to perform tasks effectively [10]. Work discipline ensures that employees follow rules and regulations, which supports operational efficiency. Adequate compensation can serve as an incentive for employees to be more productive, although it does not always have a direct, significant impact on motivation. A conducive work environment also helps create a comfortable atmosphere that encourages creativity and employee engagement [11].

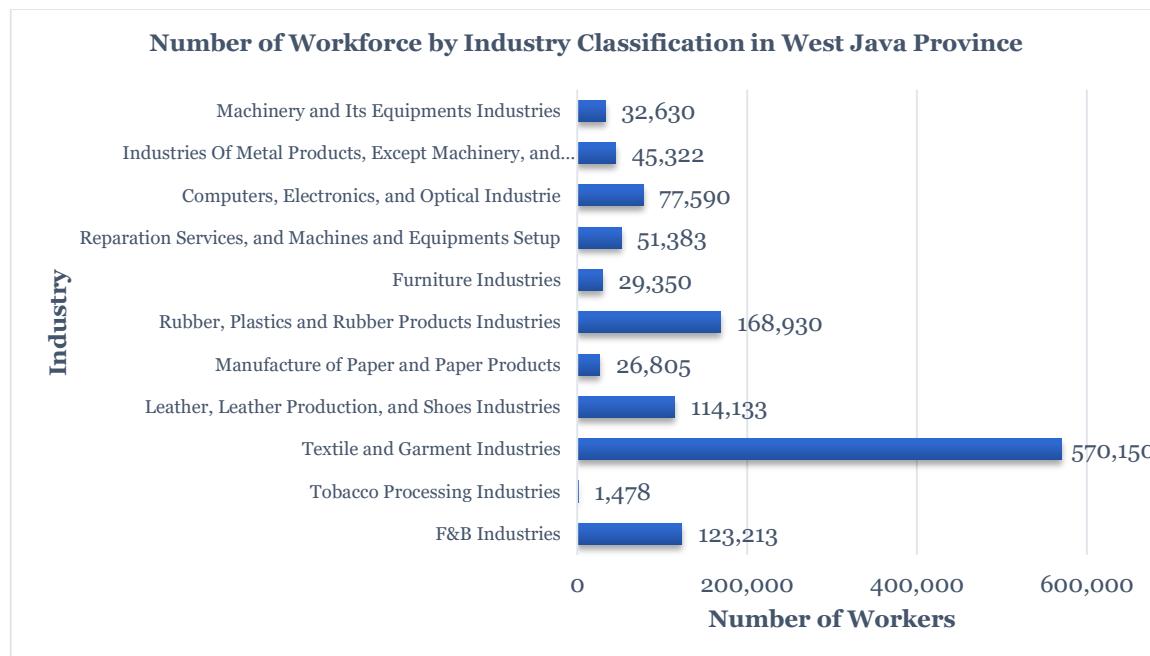


Figure 1.

Number of Workforce by Industry Classification in West Java Province

Source: BPS, 2025

The figure in Figure 1 shows the number of workers based on industry classification in West Java Province in 2025. This data shows that the textile and garment industry dominates with the highest number of workers, namely 570,150 people, reflecting the crucial role of this sector in the regional economy. In second place is the rubber, plastic and rubber products industry with 168,930 workers, followed by the food and beverage (F&B) industry with 123,213 people. The leather and footwear industry then absorbed 114,133 workers, indicating another labor-intensive sector. Meanwhile, technology sectors such as computers, electronics, and optics recorded 77,590 workers, and the machinery and equipment repair sector involved 51,383 workers. Other sectors such as fabricated metal products (45,322), machinery and equipment (32,630), furniture (29,350), and paper (26,805) have smaller contributions. The tobacco processing industry is the smallest, employing only 1,478 workers. These data indicate that the industrial structure in West Java remains heavily dependent on labor-intensive sectors such as textiles and garments, which require special attention in terms of human resource management and improving work motivation.

The textile and garment industry in Indonesia, particularly in West Java, is currently facing new challenges in the form of global competition, technological changes, and increasingly dynamic market demands [12]. Companies need to be able to improve employee performance in order to remain competitive. However, there is often a gap between management expectations and the reality of employee motivation and performance on the ground [13]. This may be due to poor management of the factors that influence performance. Therefore, research on the determinants of employee performance

through work motivation is highly relevant to provide a comprehensive overview and practical recommendations for companies in this sector.

Based on the above background, the following research questions were formulated: 1) Does self-efficacy affect work motivation?; 2) Does work discipline affect work motivation?; 3) Does compensation affect work motivation?; 4) Does the work environment affect work motivation?; 5) Does self-efficacy affect employee performance?; 6) Does work discipline affect employee performance?; 7) Does compensation influence employee performance?; 8) Does the work environment influence employee performance?; 9) Does work motivation influence employee performance?; 10) Does self-efficacy influence employee performance through work motivation?; 11) Does work discipline influence employee performance through work motivation?; 12) Does compensation influence employee performance through work motivation?; and 13) Does the work environment influence employee performance through work motivation?.

Material and Method

The research method used in this study is descriptive quantitative. The employee performance variable is the dependent variable, the work motivation variable is the intervening variable, and the self-efficacy, discipline, compensation, and work environment variables are the independent variables. The analysis tool used in this study is SEM SmartPLS. The research was conducted in the Textile and Garment Industry in West Java. The sampling technique used was simple random sampling. The data used in this study were primary and secondary data. The sampling technique used was *Simple Random Sampling*. The tests conducted in this study were Validity Test, Reliability Test, Inner Model, Outer Model, and Hypothesis Test, [14].

Data Analysis

Employee Performance

Employee performance is the result of work accomplished by an individual in carrying out the duties and responsibilities assigned by the organization in accordance with established standards or objectives. Performance reflects how effectively and efficiently an employee completes his or her work and contributes to the organization's goals [15].

Indicators or dimensions found in employee performance variables include: 1) Work Quality: Level of precision, accuracy, and perfection of work results in accordance with standards; 2) Work Quantity: Amount of output produced in a given period of time; 3) Timeliness: Ability to complete tasks according to deadlines or schedules [16].

Employee performance variables have been studied and are relevant to the research conducted by: [17], [18], [19].

Work Motivation

Work motivation is an internal or external force that influences a person's enthusiasm, energy, and desire to perform optimally. Motivation can come from personal needs, incentives, recognition, or the desire to develop and achieve certain goals in one's career [20].

Indicators or dimensions found in work motivation variables include: 1) Work Ethic: Enthusiasm and positive energy in performing tasks; 2) Commitment: Willingness to be dedicated and loyal to the job; and 3) Resilience: Ability to persevere and not give up easily when faced with difficulties [21].

Work motivation variables have been studied and are relevant to the research conducted by: [22], [23], [24].

Self-Efficacy

Self-efficacy is an individual's belief in his or her ability to organize and perform the actions necessary to achieve a goal or complete a specific task. The higher a person's self-efficacy, the more likely he or she is to believe that he or she can successfully meet work challenges [25].

Indicators or dimensions found in self-efficacy variables include: 1) Confidence in accomplishing tasks: Belief in one's ability to achieve goals despite obstacles; 2) Adaptability: An optimistic attitude when faced with change or new tasks; 3) Perseverance: Continuing to try despite temporary failure [26].

The variable of self-efficacy has been studied and is relevant to the research conducted by: [27], [28], [29].

Work Discipline

Work discipline is the attitude and behavior of employees that demonstrates compliance with the rules, standards, and procedures that apply in the workplace. Work discipline reflects responsibility, punctuality, and commitment to maintaining order and productivity in the organizational environment [30].

Indicators or dimensions found in work discipline variables include: 1) Compliance: Consistently following company procedures and policies; 2) Punctuality: Arriving on time, meeting deadlines; 3) Responsibility: Completing tasks without close supervision [31].

Work discipline variables have been studied and are relevant to the research conducted by: [32], [33], [34].

Compensation

Compensation is any form of reward that employees receive in return for their contributions to the organization. Compensation may be in the form of salary, allowances, bonuses, incentives, or other facilities designed to increase employee satisfaction and loyalty [35].

Indicators or dimensions found in compensation variables include: 1) Salary and Wages: Basic financial compensation commensurate with workload; 2) Bonuses and Incentives: Additional rewards based on performance; 3) Non-financial benefits: Such as health benefits, training, and vacation [36].

Compensation variables have been studied and are relevant to the research conducted by: [37], [38], [39].

Work Environment

Work environment is all the physical and non-physical aspects of the workplace that can affect employees' comfort, safety, and productivity. It includes factors such as facilities, cleanliness, employee relations, work atmosphere, and leadership within the organization [40].

Indicators or dimensions found in work environment variables include: 1) Physical: Workplace comfort, cleanliness, and safety; 2) Social: Harmonious relationships between employees and supervisors; 3) Psychological: Management support, reasonable workload, low stress [41].

Work environment variables have been studied and are relevant to the research conducted by: [42], [43], [44].

Convergent Validity Test of Outer Loadings

According to Chin (1998; in Hock and Ringle, 2006: 195), convergent validity is examined based on outer loadings and Average Variance Extracted (AVE) values, where the cut-off values for each value are as follows: for outer loadings/loading factors, the required value is 0.7; however, for initial research, values between 0.5 and 0.7 are still considered to pass the convergent validity test (Ghozali and Latan, 2015, p. 74). Hair et al. (2011) state that Convergent Validity is considered met if the Average Variance Extracted (AVE) value is ≥ 0.5 . The results of the convergent validity test are as follows:

Table 1. Outer Loading Results

	Work Discipline	Self Efficacy	Employee Performance	Compensation	Work Environment	Work Motivation
X1.1		0.795				
X1.1 0		0.726				
X1.1 1		0.745				
X1.1 2		0.695				
X1.1 3		0.777				
X1.1 4		0.761				

X1.2		0.776				
X1.3		0.764				
X1.4		0.776				
X1.5		0.747				
X1.6		0.772				
X1.7		0.787				
X1.8		0.753				
X1.9		0.699				
X2.1	0.650					
X2.1 0	0.803					
X2.1 1	0.828					
X2.2	0.810					
X2.3	0.811					
X2.4	0.784					
X2.5	0.818					
X2.6	0.833					
X2.7	0.818					
X2.8	0.810					
X2.9	0.824					
X3.1			0.794			
X3.1 0			0.615			
X3.2			0.784			
X3.3			0.799			
X3.4			0.827			
X3.5			0.785			
X3.6			0.805			
X3.7			0.758			
X3.8			0.668			
X3.9			0.673			
X4.1				0.706		
X4.2				0.773		
X4.3				0.743		
X4.4				0.735		
X4.5				0.759		
X4.6				0.783		
X4.7				0.737		
X4.8				0.817		
X4.9				0.790		
Y.1		0.776				
Y.10		0.743				
Y.2		0.798				
Y.3		0.772				
Y.4		0.788				
Y.5		0.801				
Y.6		0.785				
Y.7		0.783				
Y.8		0.801				
Y.9		0.835				
Z.1					0.714	
Z.10					0.747	
Z.11					0.780	
Z.12					0.739	
Z.13					0.732	
Z.2					0.719	

Z.3						0.692
Z.4						0.777
Z.5						0.687
Z.6						0.709
Z.7						0.772
Z.8						0.793
Z.9						0.704

Based on Table 1 above, it can be seen that all *outer loading* values for all variables have values > 0.5. Thus, all variable items pass the *outer loading* test.

Testing the Average Variance Extracted (AVE)

Table 2. AVE Test Results

Variable	AVE	Critical Value	Description
Work Discipline	0.641	> 0,5	Valid
Self Efficacy	0.571	> 0,5	Valid
Employee Performance	0.622	> 0,5	Valid
Compensation	0.568	> 0,5	Valid
Work Environment	0.579	> 0,5	Valid
Work Motivation	0.543	> 0,5	Valid

Based on the Average Variance Extracted (AVE) results in Table 2, all variables have AVE values above the critical value of 0.50, indicating that each construct has met the validity criteria.

Validity Test HTMT

Table 3. HTMT

	Work Discipline	Self-Efficacy	Employee Performance	Compensation	Work Environment	Work Motivation
Work Discipline						
Self Efficacy	0.707					
Employee Performance	0.634	0.495				
Compensation	0.883	0.797	0.667			
Work Environment	0.705	0.780	0.526	0.897		
Work Motivation	0.438	0.632	0.781	0.498	0.525	

Based on the results of the Heterotrait-Monotrait Ratio of Correlations (HTMT) analysis in Table 3, all inter-construct coefficients are below the threshold of 0.90, indicating that there are no discriminant validity issues in the model.

Cronbach's Alpha Reliability Tests

Table 4. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Rule of Thumb	Results
Work Discipline	0.943	> 0.7	Reliable
Self-Efficacy	0.942	> 0.7	Reliable
Employee Performance	0.932	> 0.7	Reliable
Compensation	0.914	> 0.7	Reliable
Work Environment	0.909	> 0.7	Reliable
Work Motivation	0.929	> 0.7	Reliable

Based on the results of Cronbach's Alpha analysis in Table 4, all variables in this study showed values above 0.70, which means that each construct has a very good level of internal reliability. The highest value was found in the *Work Discipline* variable at 0.943, followed by *Self-Efficacy* at 0.942 and *Employee Performance* at 0.932.

Composite Reliability Results

Table 5. Composite Reliability

Variable	Composite Reliability	Rule of Thumb	Results
Work Discipline	0.951	> 0.70	Reliable
Self-Efficacy	0.949	> 0.70	Reliable
Employee Performance	0.943	> 0.70	Reliable
Compensation	0.929	> 0.70	Reliable
Work Environment	0.925	> 0.70	Reliable
Work Motivation	0.939	> 0.70	Reliable

Based on the results of the *Composite Reliability* shown in Table 5, all variables show values above the threshold of 0.70, indicating that all constructs in the model have excellent composite reliability. The highest value is found in the Work Discipline variable at 0.951, followed by Self-Efficacy at 0.949 and Employee Performance at 0.943.

Goodness of Fit (GoF) Tests

Goodness of Fit (GoF) aims to determine the level of suitability and feasibility of a research model. In GoF values, there are three criteria for drawing conclusions, namely: a value of 0.10 indicates a low level of suitability (*GoF small*), a value of 0.25 indicates a moderate level of suitability (*GoF medium*), and finally, a value of 0.36 indicates a high level of suitability (*GoF large*). The GoF values obtained in this study are as follows:

Table 6. AVE Average Score and Average Score R²

Variable	Average Variance Extracted Value (AVE)	R ²
Work Discipline	0.641	0.712 0.363
Self-Efficacy	0.571	
Employee Performance	0.622	
Compensation	0.568	
Work Environment	0.579	
Work Motivation	0.543	
Average	0.587	0,537

$$GOF = \sqrt{AVE \times R^2} = \sqrt{0.587 \times 0.537} = 0.5614$$

The results above show that the GoF value produced by this research model is 0.5614, which means that the overall performance of the prediction model reviewed in terms of the level of conformity between the inner model and the outer model is highly feasible because it produces a GoF value above 0.36.

Coefficient Determination Results

The data analysis will first present the results of the structural model (inner model) test on the coefficient of determination (R²). In determining the coefficient of determination / R-square (R²) value, the value ranges from 0 to 1 and is divided into three assessment criteria, the first for the R-square (R²) value (1 – 0.75) is substantial / strong, the second for R-square (R²) (0.74–0.5) is considered moderate, and the third for R-square (R²) (0.49–0.25) is considered weak. The coefficient of determination values obtained from this study are as follows:

Table 7. R-Square Value Results

Variable	R Square
Employee Performance	0.712
Work Motivation	0.363

Based on the results of the coefficient of determination (r square) produced by the research construct as follows:

1. The contribution of the variables Self-Efficacy, Work Discipline, Compensation, and Work Environment to the Work Motivation variable is 0.363 or 36.3%. The remaining 63.7% (100-36.3) is influenced by variables outside the scope of this study.
2. The contribution of the variables Self-Efficacy, Work Discipline, Compensation, Work Environment, and Work Motivation to the Employee Performance variable is 0.712 or 71.2%. The remaining 28.8% (100-71.2) is influenced by variables outside the scope of this study.

Predictive Relevance Value

In determining the predictive relevance value (Q^2), the value ranges from 0 to 1. If the Q^2 value is > 0 , it indicates that the model used in the study has predictive relevance, and if the Q^2 value is ≤ 0 , it indicates that the model used in the study has little predictive relevance. The closer the predictive relevance value is to 1, the higher the predictive model of the study.

Table 8. Predictive Relevance Value (Q^2)

Dependent Variable	Q^2
Employee Performance	0.436
Work Motivation	0.193

Based on the results of the predictive relevance value (Q^2) produced by the research construct, the value is 0.436 for the Employee Performance variable and 0.193 for the Work Motivation variable. Since the value is greater than 0, the distributive justice towards Y has predictive relevance.

Hypothesis Tests

The criteria in this significance test include:

- a. If the probability value is > 0.05 , then there is no effect between the independent variable and the dependent variable, or H_0 is accepted and H_a is rejected.
- b. If the probability value is < 0.05 , then there is an effect between the independent variable and the dependent variable, or H_0 is rejected and H_a is accepted.

Table 9. Bootstrapping Calculation Results

Code	Hypothesis	Original Sample	T stats	P values	Conclusion
H1	Self Efficacy -> Work Motivation	0.523	6.419 > 1,96	0.000 < 0,05	There is a significant positive influence between variables
H2	Work Discipline -> Work Motivation	0.023	0.439 < 1,96	0.661 > 0,05	There is no influence between variables
H3	Compensation -> Work Motivation	-0.065	0.886 < 1,96	0.376 > 0,05	There is no influence between variables
H4	Work Environment -> Work Motivation	0.146	2.146 > 1,96	0.032 < 0,05	There is a significant positive influence between variables
H5	Self Efficacy -> Employee Performance	-0.371	4.327 > 1,96	0.000 < 0,05	There is a significant positive influence between variables
H6	Work Discipline -> Employee Performance	0.253	2.569 > 1,96	0.011 < 0,05	There is a significant positive influence between variables
H7	Compensation -> Employee Performance	0.472	4.471 > 1,96	0.000 < 0,05	There is a significant positive influence between variables
H8	Work Environment -> Employee Performance	-0.128	2.195 > 1,96	0.029 < 0,05	There is a significant positive influence between variables
H9	Work Motivation -> Employee Performance	0.691	7.477 > 1,96	0.000 < 0,05	There is a significant positive influence between variables

H10	Self Efficacy -> Work Motivation -> Employee Performance	0.362	5.118 > 1,96	0.000 < 0,05	There is a significant positive influence between variables
H11	Work Discipline -> Work Motivation -> Employee Performance	0.016	0.427 < 1,96	0.670 > 0,05	There is no influence between variables
H12	Compensation -> Work Motivation -> Employee Performance	-0.045	0.846 < 1,96	0.398 > 0,05	There is no influence between variables
H13	Work Environment -> Work Motivation -> Employee Performance	0.101	1.969 > 1,96	0.049 < 0,05	There is a significant positive influence between variables

Discussion

After conducting a comprehensive analysis of various identified issues, based on the conceptual framework that has been thoroughly elaborated, the following can be explained:

The Influence of Self-Efficacy on Work Motivation

The results of the first hypothesis test indicate the influence of self-efficacy on work motivation, as shown in Table 9. The results of the hypothesis test analysis obtained a value (O) where the path coefficient was 0.523 with a T-statistic value of 6.419 and a P-value of 0.000. This value is greater (>) than the t-table value (1.960) and the P-value is less (<) than 0.05, indicating a significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that self-efficacy has a positive and significant effect on work motivation in the Textile and Garment Industry in West Java (H1 Accepted).

To enhance work motivation through self-efficacy, the following actions should be taken by management of textile and garment companies in West Java toward their employees: 1) Confidence in completing tasks: Management should create a supportive work environment where employees feel confident in their ability to perform their tasks; 2) Adaptability: Management can enhance this ability by providing relevant training and fostering a flexible organizational culture; and 3) Perseverance: Management should encourage employees to develop perseverance by providing the necessary support and resources to overcome obstacles.

If textile and garment companies in West Java can implement the three measures above for their employees, it will have a positive impact on work motivation, including: 1) Work ethic: Employees with high self-efficacy tend to have a good work ethic; 2) Commitment: Employees who feel confident and competent in their work tend to be more committed to the organization. They feel connected to the organization's goals and are more motivated to contribute to the realization of the organization's vision and mission; and 3) Resilience: Employees with high self-confidence are also more resilient to stress and work pressure. They are better able to overcome challenges and do not easily give up, which ultimately increases productivity and overall performance.

The results of this study are in line with research conducted by [45], which states that self-efficacy has a positive and significant effect on work motivation

The Influence of Work Discipline on Work Motivation

The results of the second hypothesis test indicate the effect of work discipline on work motivation, as shown in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.023 with a T-statistic value of 0.439 and a P-value of 0.661. This value is smaller (<) than the t-table value (1.960) and the P-value is greater (>) than 0.05, meaning there is no positive and significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that work discipline does not have a positive and significant effect on work motivation in the Textile and Garment Industry in West Java (H2 Rejected).

To enhance work motivation through work discipline, management in the textile and garment industry in West Java should not implement: 1) Compliance: Management should not overly emphasize rigid compliance. Instead, they can create a more flexible and innovative environment where employees feel free to contribute in more creative ways; 2) Timeliness: Management can consider focusing more on work outcomes rather than mere attendance; and 3) Responsibility: Management needs to evaluate how they define and measure responsibility. Instead of emphasizing responsibility as an obligation that must be fulfilled, companies can encourage employees to take responsibility voluntarily and proactively.

If textile and garment companies in West Java do not implement the three points above for their employees, it will not have an impact on work motivation, which includes: 1) Work ethic: Without an emphasis on strict compliance, employees may feel more free to explore more efficient and creative ways of working. This can improve their work ethic because they feel more involved and committed to the desired results; 2) Commitment: Employees who do not feel pressured by strict disciplinary rules tend to be more committed to the organization. They feel more valued and recognized as individuals, which can increase their loyalty to the company; and 3) Resilience: In a more flexible environment, employees may be better able to cope with stress and challenges. Without excessive disciplinary pressure, they can focus more on completing tasks and developing themselves, which will increase their resilience in facing challenges at work.

The results of this study are in line with research conducted by [46], which states that work discipline has a positive and significant effect on work motivation.

The Influence of Compensation on Work Motivation

The results of the third hypothesis test show the effect of compensation on work motivation, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was -0.065 with a T-statistic value of 0.886 and a P-value of 0.376. This value is smaller (<) than the t-table value (1.960) and the P-value is larger (>) than 0.05, meaning there is no positive effect and it is not significant.

Based on the results of the hypothesis test and data analysis conducted, it indicates that compensation has a positive and significant effect on work motivation in the Textile and Garment Industry in West Java (H3 Rejected).

To enhance work motivation through compensation, management of textile and garment companies in West Java should not implement: 1) Wages and salaries: Management does not need to focus too much on increasing salaries as the only way to motivate employees; 2) Bonuses and incentives: Management needs to evaluate the effectiveness of the existing incentive system; and 3) Non-financial benefits: Management does not need to focus too much on providing these benefits; companies can place more emphasis on creating a positive work culture where employees feel involved and have the opportunity to contribute actively.

If textile and garment companies in West Java do not implement the three points above for their employees, it will not have an impact on work motivation, which includes: 1) Work ethic: Without an emphasis on salary, bonuses, and non-financial benefits, employees may feel more free to explore more efficient and creative ways of working; 2) Commitment: Employees who are not pressured by high compensation expectations tend to be more committed to the organization; and 3) Resilience: In a more flexible environment that is not overly focused on financial compensation, employees may be better able to cope with stress and challenges.

The findings of this study align with research conducted by [47], which states that compensation does not have a positive or significant impact on work motivation.

The Influence of Work Environment on Work Motivation

The results of the fourth hypothesis test indicate the influence of the work environment on work motivation, as shown in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.146 with a T-statistic value of 2.146 and a P-value of 0.032. This value is greater (>) than the t-table value (1.960) and the P-value is less (<) than 0.05, indicating a significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that the work environment has a positive and significant effect on work motivation in the Textile and Garment Industry in West Java (H4 Accepted).

To improve work motivation through the work environment, the following actions should be taken by the management of textile and garment companies in West Java: 1) Physical: Management must ensure that the work environment is comfortable and safe for employees; 2) Social: Management must create a positive work culture where employees feel valued and supported. This can be achieved through team activities, open communication, and recognition of individual contributions; and 3) Psychological: Management needs to create an atmosphere where employees feel safe to share ideas, express opinions, and take risks without fear of negative consequences.

If textile and garment companies in West Java can implement the three points above for their employees, it will have an impact on work motivation, including: 1) Work ethics: A good work environment can improve employee work ethic. When employees feel comfortable and supported, they tend to be more disciplined and responsible in completing tasks; 2) Commitment: A good social environment can increase employees' sense of belonging and loyalty to the organization, so they are more motivated to contribute to achieving organizational goals; and 3) Resilience: A supportive work environment can enhance employees' resilience in facing stress and challenges. This resilience contributes to better performance and higher productivity.

The findings of this study align with research conducted by [48], which states that the work environment has a positive and significant impact on work motivation.

The Influence of Self-Efficacy on Employee Performance

The results of the fifth hypothesis test show the effect of self-efficacy on employee performance, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was -0.371 with a T-statistic value of 4.327 and a P-value of 0.000. This value is greater (>) than the t-table value (1.960) and the P-value is less (<) than 0.05, indicating a significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that self-efficacy has a positive and significant effect on employee performance in the Textile and Garment Industry in West Java (H5 Accepted).

To improve employee performance through self-efficacy, the following actions should be taken by management in the textile and garment industry in West Java: 1) Confidence in completing tasks: Management must ensure that the work environment is comfortable and safe for employees; 2) Adaptability: Management should foster a positive work culture where employees feel valued and supported. This can be achieved through team activities, open communication, and recognition of individual contributions; and 3) Perseverance: Management needs to create an atmosphere where employees feel safe to share ideas, express opinions, and take risks without fear of negative consequences.

If textile and garment companies in West Java can implement the three points above for their employees, it will have an impact on employee performance, including: 1) Work quality: A good work environment can improve employee work ethic. When employees feel comfortable and supported, they tend to be more disciplined and responsible in completing tasks; 2) Work quantity: A good social environment can increase employee ownership and loyalty to the organization, making them more motivated to contribute to achieving organizational goals; and 3) Timeliness: A supportive work environment can enhance employees' resilience in facing stress and challenges. This resilience contributes to better performance and higher productivity.

The findings of this study align with research conducted by [49], which states that self-efficacy has a positive and significant impact on employee performance.

The Influence of Work Discipline on Employee Performance

The results of the sixth hypothesis test show the effect of work discipline on employee performance, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.253 with a T-statistic value of 2.569 and a P-value of 0.011. This value is greater (>) than the table t-value (1.960) and the P-value is less than (<) 0.05, indicating a significant effect.

Based on the results of the hypothesis test and data analysis conducted, it shows that work discipline has a positive and significant effect on employee performance in the Textile and Garment Industry in West Java (H6 Accepted).

To improve employee performance through work discipline, the following actions should be taken by the management of textile and garment companies in West Java: 1) Compliance: Management should create a supportive work environment where employees feel confident in their ability to perform their tasks; 2) Timeliness: Management can enhance this capability by providing relevant training and fostering a flexible organizational culture; and 3) Responsibility: Management should encourage employees to develop perseverance by providing the necessary support and resources to overcome obstacles.

If textile and garment companies in West Java can implement the three points above for their employees, it will have an impact on employee performance, including: 1) Work quality: Employees with high self-confidence tend to produce high-quality work. They are more confident in their ability to complete tasks well, so they are more focused on details and expected standards; 2) Work quantity: Employees who feel confident and competent tend to be more productive. They will be more motivated to complete more tasks within the specified time; and 3) Timeliness: Employees with high self-confidence tend to be more disciplined in managing their time and completing tasks according to the specified deadlines.

The results of this study are in line with research conducted by [50], which states that work discipline has a positive and significant effect on employee performance.

The Influence of Compensation on Employee Performance

The results of the seventh hypothesis test show the effect of compensation on employee performance, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.472 with a T-statistic value of 4.471 and a P-value of 0.000. This value is greater (>) than the t-table value (1.960) and the P-value is less than (<) 0.05, indicating a significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that compensation has a positive and significant effect on employee performance in the Textile and Garment Industry in West Java (H7 Accepted).

To improve employee performance through compensation, the following actions should be taken by management of textile and garment companies in West Java: 1) Wages and salaries: Wages that are commensurate with workloads and industry standards enhance morale and reduce employees' desire to leave the company; 2) Bonuses and incentives: Bonuses and incentives boost productivity by rewarding specific performance achievements; and 3) Non-financial benefits: These benefits foster a sense of appreciation and strengthen employees' emotional ties to the company.

If textile and garment companies in West Java can implement the three measures above for their employees, it will have a positive impact on employee performance, including: 1) Work quality: Employees who feel valued, both materially and non-materially, tend to work more carefully and responsibly and focus on the quality of their work; 2) Work quantity: Providing goal-based incentives encourages employees to increase the quantity of output or services provided within a specific timeframe; and 3) Timeliness: Fair compensation fosters discipline and commitment to completing tasks on time, as employees feel bound by a beneficial employment contract.

The findings of this study align with research conducted by [51], which states that compensation has a positive and significant impact on employee performance.

The Influence of Work Environment on Employee Performance

The results of the eighth hypothesis test indicate the influence of the work environment on employee performance, as shown in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was -0.128 with a T-statistic value of 2.195 and a P-value of 0.029. This value is greater (>) than the t-table value (1.960) and the P-value is less than (<) 0.05, indicating a significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that the work environment has a positive and significant effect on employee performance in the Textile and Garment Industry in West Java (H8 Accepted).

To improve employee performance through the work environment, the following actions should be taken by the management of textile and garment companies in West Java: 1) Physical: A comfortable physical environment reduces physical fatigue and stress, thereby supporting concentration and work accuracy; 2) Social: A healthy social environment accelerates task completion and increases productivity; and 3) Psychological: When employees feel valued, safe, and free from psychological pressure, they work more calmly and efficiently.

If textile and garment companies in West Java can implement the three aspects mentioned above for their employees, it will have a positive impact on employee performance, including: 1) Work quality: A supportive work environment enhances employees' concentration and focus, leading to neat, accurate, and standard-compliant work; 2) Work quantity: Comfortable working conditions and healthy social relationships boost work motivation, thereby increasing the volume of work that can be completed within the specified time; and 3) Timeliness: A stable psychological environment minimizes mental and emotional disturbances, encouraging employees to complete tasks on time and in line with objectives.

The findings of this study align with research conducted by [52], which states that the work environment has a positive and significant impact on employee performance.

The Influence of Work Motivation on Employee Performance

The results of the ninth hypothesis test show the effect of work motivation on employee performance, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.691 with a T-statistic value of 7.477 and a P-value of 0.000. This value is greater (>) than the table t-value (1.960) and the P-value is less than (<) 0.05, indicating a significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that work motivation has a positive and significant effect on employee performance in the Textile and Garment Industry in West Java (H9 Accepted).

To improve employee performance through work motivation, the following actions should be taken by the management of textile and garment companies in West Java: 1) Work ethics: Work ethics reflect discipline, integrity, and a sense of responsibility toward their tasks; 2) Commitment: Employees with high commitment will work beyond targets, are less likely to be influenced to move to other companies, and demonstrate consistent enthusiasm; and 3) Resilience: Work resilience is crucial, especially in labor-intensive industries like textiles and garments, which require speed and consistency in work.

If textile and garment companies in West Java can implement the three things above to their employees, it will have an impact on employee performance, including: 1) Work quality: Employees will work meticulously, minimize errors, and meet company quality standards because they work with integrity and full responsibility; 2) Work quantity: Strong motivation will encourage employees to work faster and more efficiently, increasing the amount of work produced within a certain time frame; and 3) Timeliness: Motivated employees have a strong drive to complete tasks on time, even before the deadline, because they feel they play an important role in the success of the team and the company.

The results of this study align with research conducted by [53], which states that work motivation has a positive and significant impact on employee performance.

The Influence of Self-Efficacy on Employee Performance Through Work Motivation

The results of the tenth hypothesis test show the effect of self-efficacy on employee performance through work motivation, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.362 with a T-statistic value of 5.118 and a P-value of 0.000. This value is greater (>) than the t-table value (1.960) and the P-value is less (<) than 0.05, indicating a significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that self-efficacy has a positive and significant effect on employee performance through work motivation in the Textile and Garment Industry in West Java (H10 Accepted).

To improve employee performance through work motivation and self-efficacy, the following actions should be taken by the management of textile and garment companies in West Java: 1) Confidence in completing tasks: Employees who are confident in their abilities tend to face work challenges with an optimistic and calm attitude; 2) Adaptability: This adaptability enables employees to remain productive despite changes, resulting in consistent work output; 3) Perseverance: Perseverance strengthens timeliness in completing tasks, even under pressure; 4) Work ethics: Employees who uphold work ethics

are more focused and professional, improving overall work quality; 5) Commitment: Commitment to the company and work goals will motivate employees to give their best; and 6) Resilience: Mental and emotional resilience enables employees to continue to perform well despite work pressure or high workloads.

If textile and garment companies in West Java can implement the six points above to their employees, it will have an impact on employee performance, including: 1) Work quality: Tasks are completed accurately, thoroughly, and in accordance with quality standards, because employees are confident and highly motivated; 2) Work quantity: Output volume increases because employees are motivated and able to manage work challenges well; and 3) Timeliness: Tasks are completed in a more disciplined manner and according to deadlines, because employees are resilient and diligent.

The findings of this study align with research conducted by [54], which states that self-efficacy has a positive and significant impact on employee performance through work motivation.

The Influence of Work Discipline on Employee Performance Through Work Motivation

The results of the eleventh hypothesis testing show the effect of work discipline on employee performance through work motivation, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.016 with a T-statistic value of 0.427 and a P-value of 0.670. This value is smaller (<) than the t-table value (1.960) and the P-value is greater (>) than 0.05, meaning there is no positive and significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that work discipline does not have a positive and significant effect on employee performance through work motivation in the Textile and Garment Industry in West Java (H11 Rejected).

To improve employee performance through work motivation and work discipline, textile and garment companies in West Java do not need to implement: 1) Compliance: Management does not need to emphasize strict compliance. Instead, companies can create a more flexible and innovative environment; 2) Timeliness: By providing flexibility in working hours or allowing employees to work remotely, companies can enhance employee motivation and performance; 3) Responsibility: Instead of emphasizing responsibility as an obligation that must be fulfilled, companies can encourage employees to take responsibility voluntarily and proactively; 4) Work ethics: Management does not need to overly emphasize work ethics as the sole factor. Instead, companies can create a supportive environment where employees feel valued and recognized for their contributions; 5) Commitment: Companies can focus on creating a positive and supportive work environment where employees feel involved and have the opportunity to contribute actively; and 6) Resilience: Companies can create a supportive environment where employees feel safe to share ideas and express opinions.

If textile and garment companies in West Java do not implement the six points above for their employees, it will not have an impact on employee performance, which includes: 1) Work quality: Without an emphasis on compliance, punctuality, and responsibility, employees may feel more free to explore more efficient and creative ways of working. This can improve their work quality, as they feel more engaged and committed to achieving the desired results; 2) Work quantity: Employees who are not pressured by high disciplinary expectations tend to be more productive. They will be more motivated to complete more tasks; and 3) Timeliness: Without work discipline, employees have their own way of completing tasks, allowing them to finish work on time.

The results of this study align with research conducted by [54], which states that work discipline does not have a positive or significant impact on employee performance through work motivation.

The Influence of Compensation on Employee Performance Through Work Motivation

The results of the twelfth hypothesis testing show the effect of compensation on employee performance through work motivation, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was -0.045 with a T-statistic value of -0.846 and a P-value of 0.398. This value is smaller (<) than the t-table value (1.960) and the P-value is greater (>) than 0.05, meaning there is no positive and significant effect.

Based on the results of the hypothesis testing and data analysis conducted, it is concluded that compensation does not have a positive and significant effect on employee performance through work motivation in the Textile and Garment Industry in West Java (H12 Rejected).

To improve employee performance through work motivation and compensation, textile and garment companies in West Java do not need to implement: 1) Salaries and wages: Management does not need to focus too much on increasing salaries as the only way to motivate employees; 2) Bonuses and incentives: The analysis results indicate that bonuses and incentives do not have a significant effect on employee performance through work motivation; management should evaluate the effectiveness of the existing incentive system; 3) Non-financial benefits: These benefits do not have a significant effect on employee performance through work motivation; management should not overly focus on providing such benefits; 4) Work ethics: Work ethics do not significantly affect employee performance through work motivation; management does not need to overly emphasize work ethics as the sole factor; 5) Commitment: Commitment does not significantly affect employee performance through work motivation; management needs to evaluate how they build commitment; and 6) Resilience: Resilience does not significantly affect employee performance through work motivation; management does not need to overly emphasize resilience as the primary factor.

If textile and garment companies in West Java do not implement the six factors above for their employees, it will not impact employee performance, which includes: 1) Work quality: Without emphasis on salary, bonuses, and non-financial benefits, employees may feel less motivated to produce quality work. Low work quality can lead to errors and customer dissatisfaction; 2) Work quantity: Employees who do not feel pressured by high compensation expectations tend to be less productive. They may not be motivated to complete tasks; 3) Timeliness: The speed and accuracy of an employee in completing tasks.

The results of this study align with research conducted by [55], which states that work discipline does not have a positive or significant impact on employee performance through work motivation.

The Influence of Work Environment on Employee Performance Through Work Motivation

The results of the thirteenth hypothesis test show the effect of the work environment on employee performance through work motivation, as seen in Table 9. The hypothesis test analysis obtained a value (O) where the path coefficient was 0.101 with a T-statistic value of 1.969 and a P-value of 0.049. This value is greater (>) than the t-table value (1.960) and the P-value is less (<) than 0.05, indicating a significant effect.

Based on the results of the hypothesis test and data analysis conducted, it indicates that the work environment has a positive and significant influence on employee performance through work motivation in the Textile and Garment Industry in West Java (H13 Accepted).

To improve employee performance through work motivation and the work environment, the following actions should be taken by the management of textile and garment companies in West Java: 1) Physical: Management must ensure that the work environment is comfortable and safe for employees; 2) Social: Management must create a positive work culture where employees feel valued and supported; 3) Psychological: Management must create an atmosphere where employees feel safe to share ideas, express opinions, and take risks without fear of negative consequences; 4) Work ethics: Management needs to instill good work ethic values, such as discipline, responsibility, and integrity; 5) Commitment: Management needs to build commitment by creating a positive and supportive work environment where employees feel involved and have the opportunity to contribute actively; and 6) Resilience: Management needs to create a supportive environment where employees feel safe to share ideas and express opinions.

If textile and garment companies in West Java can implement the six points above for their employees, it will have an impact on employee performance, including: 1) Work quality: Employees who work in a good physical, social, and psychological environment tend to produce high-quality work. They are more confident and motivated to meet expected standards, thereby reducing errors and increasing customer satisfaction; 2) Work quantity: A supportive work environment can boost employee productivity. Employees who feel comfortable and engaged are more motivated to complete more tasks within the allotted time, contributing to the achievement of organizational goals; and 3) Timeliness: Employees who have good support from their work environment tend to be more disciplined in managing their time and completing tasks according to the set deadlines. This timeliness is very important for maintaining operational smoothness and meeting customer expectations.

The results of this study are in line with research conducted by [56], which states that the work environment has a positive and significant effect on employee performance through work motivation.

Conclusion

Based on the research findings and discussions, it can be concluded that self-efficacy has a positive and significant effect on work motivation, while work discipline and compensation do not show a significant influence on it. In contrast, the work environment positively and significantly affects work motivation. Furthermore, self-efficacy, work discipline, compensation, work environment, and work motivation each have a positive and significant impact on employee performance in the Textile and Garment Industry in West Java. The mediation analysis reveals that work motivation significantly mediates the relationship between self-efficacy and employee performance, as well as between the work environment and employee performance. However, work motivation does not mediate the effects of work discipline and compensation on employee performance. These findings indicate that psychological factors such as self-efficacy and environmental support play a crucial role in enhancing both motivation and performance, while monetary rewards and disciplinary measures alone are insufficient to drive higher motivation levels among employees in this industry.

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