

The influence of self-efficacy, work discipline, and compensation on employee performance through work motivation in textile and garment companies in West Java

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Abstract

Purpose: The purpose of this study is to examine the influence of self-efficacy, work discipline, and compensation on employee performance through work motivation in textile and garment companies in West Java.

Methodology/approach: This study uses a descriptive quantitative approach with 370 respondents from an unknown population. Data were analyzed using SmartPLS through validity and reliability tests, inner and outer model evaluations, and hypothesis testing to ensure accuracy and reliability of findings.

Results/findings: 1) Self-efficacy has a positive and significant effect on motivation; 2) Work discipline has no effect and is not significant on motivation; 3) Compensation has no effect and is not significant on motivation; 4) Self-efficacy has a positive and significant effect on employee performance; 5) Work discipline has a positive and significant effect on employee performance; 6) Compensation has a positive and significant effect on employee performance; 7) Motivation has a positive and significant effect on employee performance; 8) Self-efficacy has a positive and significant effect on employee performance through motivation; 9) Work discipline does not have a positive and significant effect on employee performance through motivation; and 10) Compensation does not have a positive and significant effect on employee performance through motivation.

Conclusions: The study reveals that self-efficacy significantly enhances work motivation and performance, with motivation mediating this effect. Work discipline improves performance but not motivation, while compensation has no significant influence. Only self-efficacy indirectly boosts performance through motivation, highlighting motivation's pivotal role in driving employee effectiveness and productivity.

Limitations: This study is limited to Employee Performance and Work Motivation.

Contribution: This study contributes to the understanding of factors that influence employee performance, focusing on factors such as self-efficacy, work discipline, compensation, and work motivation.

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

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1. Introduction

The textile and garment industry is one of the most important sectors in the Indonesian economy, contributing significantly to exports and job creation. In 2023, the textile and textile products (TPT) industry contributed 7.2% of Indonesia's total non-oil and gas exports, with a value of USD 13.8 billion ([Leni & Jamaan, 2014](#)). West Java Province, as the largest textile production center in Indonesia, contributes 35% of the national total production ([Fariantin, 2019](#)). However, despite its great potential, the industry faces complex challenges, ranging from global competition and fluctuations in demand to human resource efficiency issues. Employee performance is a key factor in competitiveness; however, there is a productivity gap between large companies and MSMEs, as well as a high employee turnover rate (around 15% per year) in West Java ([Wulandari, Pariyanti, & Febriyanto, 2023](#)).

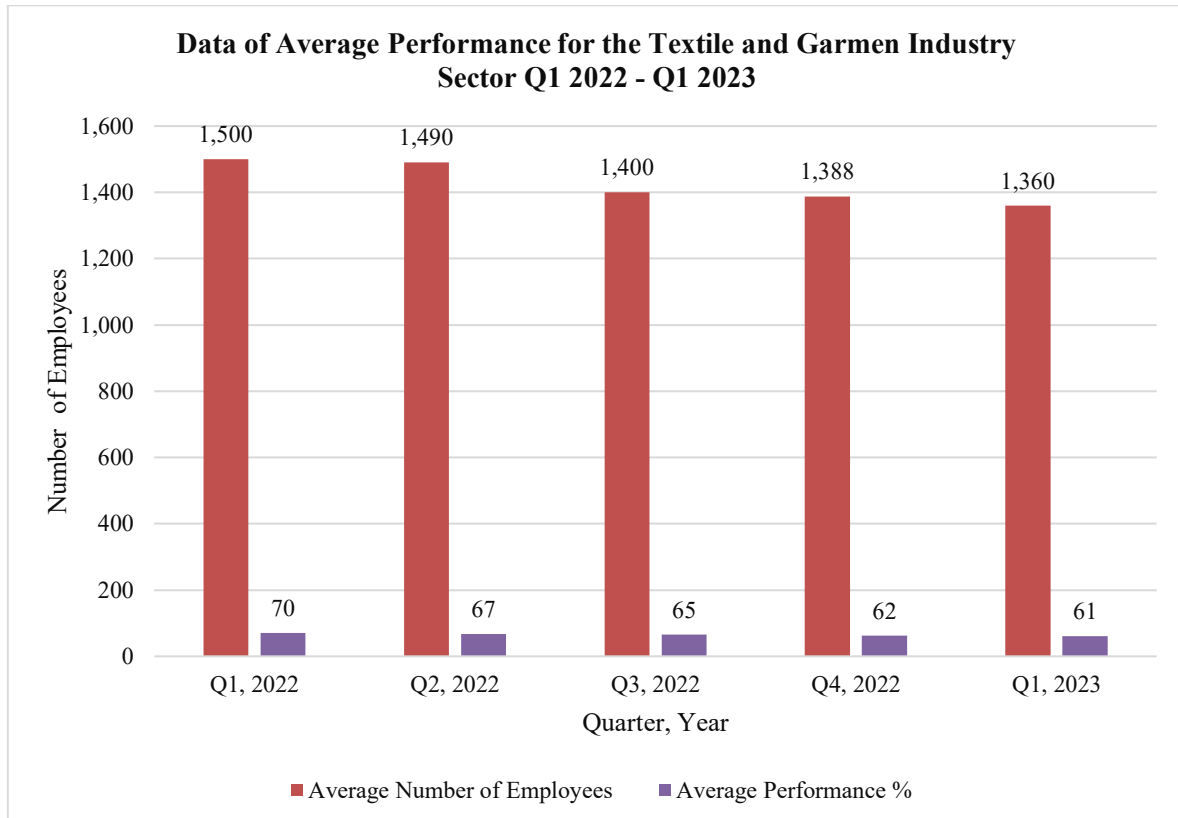


Figure 1. Data of Average Performance for the Textile and Garmen Industry Sector Q1 2022 - Q1 2023

Source: BPS, 2025

Figure 1 shows the average performance data for the textile and garment industry from Q1 2022 to Q1 2023. It focuses on two main variables: the number of employees and the average performance percentage. The number of employees was recorded at 1,600 in Q1 2022 but decreased significantly to 1,360 in Q2 2022. This decline may be attributed to seasonal factors, such as post-Eid adjustments, operational inefficiencies, or macroeconomic impacts, including increases in raw material prices. Although employee numbers fluctuate from quarter to quarter, the average tends to remain stable at around 1,200–1,400, indicating that the industry is relatively labor-intensive.

Employee performance was measured as a percentage. The highest value was 70% in Q1 2022, and the lowest was 61% in the same quarter. This indicates that only 61%-70% of the performance targets were achieved, suggesting productivity challenges. Compared to industry standards (>80%), this figure is relatively low and may be influenced by factors such as lack of training, motivation, or work discipline. A decrease in the number of employees does not necessarily lead to an increase in individual performance because the performance percentage remains suboptimal. This reinforces the assumption that the main problem lies in process efficiency or the quality of human resources. Management

interventions, such as skills training, revising the incentive system, or improving the workplace, are needed to boost performance.

1.1. Formulation of the Problem

Based on the background of the above problem, the research questions in this study were as follows: 1) Does self-efficacy affect motivation? 2) Does work discipline affect motivation? 3) Does compensation affect motivation? 4) Does self-efficacy affect employee performance? 5) Does work motivation influence employee performance? 6) Does compensation influence employee performance? 7) Does motivation influence employee performance? 8) Does self-efficacy influence employee performance through motivation? 9) Does work discipline influence employee performance through motivation? 10) Does compensation influence employee performance through motivation?

2. Literature review

Based on the background and problem statement above, the literature review and hypothesis in this study are as follows:

2.1. Employee Performance

Employee performance refers to the results that employees achieve when carrying out their duties in accordance with the organization's set responsibilities and standards. Performance includes aspects such as quality, quantity, timeliness, and effectiveness of the work completed. Ability, motivation, work environment support, and performance appraisal systems have influenced these achievements. Good performance is characterized by achieving targets, taking initiatives, and making positive contributions to the company's goals. Performance can be measured through direct evaluation by superiors, achievement of key performance indicators (KPIs), or feedback from coworkers. Optimal performance benefits the company by increasing productivity and benefits employees by promoting career development and job satisfaction ([Widodo, 2021](#)).

The indicators or dimensions of employee performance include: 1) Work Quantity: How much work an employee can complete within a certain period of time in accordance with organizational targets; 2) Work Quality: Indicates the level of precision, neatness, and accuracy with which an employee carries out their duties; and Initiative: The ability of employees to complete tasks without excessive supervision and take initiative to improve performance ([Susanto, Murdiono, & Susita, 2025](#)). Employee performance variables have been researched and are relevant to the studies conducted by ([Saputra et al. \(2023\)](#), [Susanto, Setiawan, and Yandi \(2023\)](#), and [Widodo, Silitonga, and Hapzi \(2017\)](#)).

2.2. Work Motivation

Work motivation is an internal or external drive that influences a person to work diligently and commit to achieving organizational and personal goals. Motivation can stem from intrinsic factors, such as a sense of achievement, interest, and challenge, or extrinsic factors, such as salary, rewards, and promotions. According to motivation theories, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, employees are motivated when their psychological, social, and financial needs are met. High motivation is correlated with employee productivity, creativity, and loyalty. Conversely, low motivation can lead to poor performance, absenteeism, and poor turnover. Management can increase motivation by providing job enrichment, recognition, and a supportive work environment ([Susanto, Sawitri, Ali, Suroso, & Sastrodiharjo, 2023](#)).

The indicators or dimensions of work motivation include: 1) Need for Achievement: Describes an individual's drive to achieve the best results and excel in their work; 2) Need for Recognition: Refers to an employee's desire to be appreciated and recognized by superiors or coworkers for their contributions and achievements; and 3) Need for Self-Development: Refers to the motivation to continue learning, improve skills, and seek new work challenges ([Ali, Istianingsih, & Farhan, 2022](#)). Work motivation variables were studied and are relevant to previous research ([Maharani & Saputra, 2021](#); [Mardalena, Sarinah, & Endang, 2020](#); [Saputra, Ali, Hadita, Sawitri, & Navanti, 2024](#)).

2.3. Self-Efficacy

Self-efficacy is an individual's belief in their ability to complete tasks or overcome challenges effectively based on experience, observation, and social persuasion. Albert Bandura developed this concept in social cognitive theory. Employees with high self-efficacy tend to be more resilient, take initiative, and view difficulties as learning opportunities. Conversely, low self-efficacy can lead to avoidance of challenges and dependence on others. Self-efficacy can be improved through training, mentoring, and gradually achieving success. In the workplace, self-efficacy influences productivity, ability to adapt to change, and teamwork ([Yagil, Medler-Liraz, & Bichachi, 2023](#)).

Indicators or dimensions of self-efficacy include: 1) Self-confidence: The extent to which individuals believe they are capable of completing tasks or facing work challenges; 2) Self-control: This demonstrates the ability to control emotions, stress, and pressure when facing workloads or difficult situations; and 3) Optimism about results: This measures the extent to which individuals believe their efforts will produce the expected results ([Susanto et al., 2025](#)). Self-efficacy variables have been studied and are relevant to the research conducted by ([Indyastuti, Suwandari, & Fitrijati \(2021\)](#)) and [Rahmawati & Nasih \(2022\)](#).

2.4. Work Discipline

Work discipline refers to employees' compliance with the organization's rules, norms, and work ethics. This includes being punctual, following procedures, and taking responsibility for completing the tasks. Discipline is not only about punishment; it is also about self-awareness to maintain productivity and harmony in the workplace. The factors that influence discipline include leadership, organizational culture, reward and punishment systems, and employees' personal values. Good discipline supports operational efficiency, reduces conflict, and creates a structured work environment ([Saputra & Mahaputra, 2022](#)).

The indicators or dimensions found in work discipline include: 1) Compliance with rules: This describes the extent to which employees comply with company rules and policies in their daily work; 2) Punctuality: Describes how consistently employees arrive on time and how frequently they are late or absent; 3) Responsibility for Tasks: Measures employees' seriousness and sincerity in completing their work according to their responsibilities ([Marlapa & Mulyana, 2020](#)). Work discipline variables have been studied and are relevant to the research conducted by ([Fitriasari & Wulansari, 2020](#); [Maryanti, Fauzi, Natalia, Sean, & Abas, 2022](#)).

2.5. Compensation

Compensation includes all the financial and non-financial rewards that a company provides to employees in return for their contributions. Financial compensation includes base salary, allowances, bonuses, and incentives, whereas non-financial compensation includes training, health benefits, and career development opportunities. A fair and competitive compensation system is important for attracting, motivating, and retaining high-quality employees. Dissatisfaction with compensation can reduce morale and increase turnover. Therefore, companies must design a compensation structure that aligns with the labor market, performance, and employee needs ([Das & Dash, 2024](#)).

The indicators or dimensions included in compensation are 1) Basic Salary: The primary compensation received by employees on a regular basis, based on their position, responsibilities, and length of service; 2) Allowances and benefits: This includes health insurance, meal allowances, transportation allowances, and other workplace facilities that support employee well-being; and 3) Incentives and bonuses: Additional compensation provided based on achieving targets or demonstrating exceptional performance ([Budiyo, Widyastuti, & Rianto, 2022](#)). Compensation variables have been researched and are relevant to the studies conducted by ([Fauzi & Herminingsih \(2021\)](#)), [Haq & Ntim \(2020\)](#), [Nugroho & Bandono \(2023\)](#), and [Persada & Nabella \(2023\)](#).

2.6. Research Hypothesis

Based on the above problem formulation, the hypotheses for this study are as follows:

- 1) H1 = Self-efficacy has a positive and significant effect on work motivation in Textile and Garment Companies in West Java
- 2) H2 = Work discipline has a positive and significant effect on work motivation in Textile and Garment Companies in West Java
- 3) H3 = Compensation has a positive and significant effect on work motivation in Textile and Garment Companies in West Java
- 4) H4 = Self-efficacy has a positive and significant effect on employee performance in Textile and Garment Companies in West Java
- 5) H5 = Work discipline has a positive and significant effect on employee performance in Textile and Garment Companies in West Java
- 6) H6 = Compensation has a positive and significant effect on employee performance in Textile and Garment Companies in West Java
- 7) H7 = Motivation has a positive and significant effect on employee performance in Textile and Garment Companies in West Java
- 8) H8 = Self-efficacy has a positive and significant effect on employee performance through work motivation in Textile and Garment Companies in West Java
- 9) H9 = Work discipline has a positive and significant effect on employee performance through work motivation in Textile and Garment Companies in West Java
- 10) H10 = Compensation has a positive and significant effect on employee performance through work motivation in Textile and Garment Companies in West Java

3. Methodology

The research method used in this study was descriptive quantitative. The employee performance variable is the dependent variable, the work motivation variable is the intervening variable, and the self-efficacy, work discipline, and compensation variables are the independent variables. The analysis tool used in this study was SEM SmartPLS. The population size of this study is unknown. The sample size in this study was 370 respondents. This research was conducted on textile and garment companies in West Java. Simple random sampling was used. The data used in this study were primary and secondary data. Simple *Random Sampling* was used. The tests conducted in this study were the Validity Test, Reliability Test, Inner Model, Outer Model, and Hypothesis Test.

4. Results and discussions

4.1. Results

4.1.1. Convergent Validity Test of Outer Loadings

According to [Ghozali and Latan \(2015\)](#) declaring convergent validity based on the values of outer loadings and Average Variance Extracted (AVE), where the cut-off value for each value is as follows: for outer loadings/loading factor, the required value is 0.7, but for preliminary research, values between 0.5 and 0.7 are still considered to have passed the convergent validity test. [Hair Jr. et al. \(2021\)](#) state that Convergent Validity is considered fulfilled 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

	Self-Efficacy	Work Discipline	Compensation	Work Motivation	Employee Performance
X1.1	0,806				
X1.10	0,727				
X1.11	0,735				
X1.13	0,778				
X1.14	0,761				
X1.2	0,789				
X1.3	0,774				
X1.4	0,785				
X1.5	0,752				
X1.6	0,779				

X1.7	0,796	
X1.8	0,743	
X2.10	0,801	
X2.11	0,756	
X2.2	0,765	
X2.3	0,755	
X2.4	0,730	
X2.5	0,812	
X2.6	0,763	
X2.7	0,769	
X2.8	0,739	
X2.9	0,785	
X3.1	0,810	
X3.2	0,798	
X3.3	0,823	
X3.4	0,847	
X3.5	0,808	
X3.6	0,834	
X3.7	0,774	
Z.1	0,713	
Z.10	0,755	
Z.11	0,783	
Z.12	0,744	
Z.13	0,740	
Z.2	0,714	
Z.4	0,774	
Z.6	0,715	
Z.7	0,781	
Z.8	0,800	
Z.9	0,707	
Y.1	0,776	
Y.10	0,743	
Y.2	0,799	
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	

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

4.1.2. Validity Test of Extracted Mean Variance (AVE)

Table 2. AVE Test Results

Variable	AVE	Critical value	Description
Self-Efficacy	0.591	> 0,5	Valid
Work Discipline	0.666	> 0,5	Valid
Compensation	0.662	> 0,5	Valid
Work Motivation	0.560	> 0,5	Valid

Employee Performance	0.622	> 0,5	Valid
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Based on the results of the Average Variance Extracted (AVE) in Table 2, all variables have AVE values above the critical value of 0.50, indicating that each construct has met the validity criteria.

4.1.3. Reliability Test Cronbach's Alpha

The reliability test with *composite reliability* can be strengthened with *Cronbach's alpha*. The assessment criteria for variables are that if the value of *Cronbach's alpha* for each variable is > 0.7, it can be declared reliable.

Tabel 3. Cronbach's Alpha Results

Variable	Cronbach's Alpha	Rule of Thumb	Result
Self-Efficacy	0.937	>0.7	Reliable
Work Discipline	0.944	>0.7	Reliable
Compensation	0.915	>0.7	Reliable
Work Motivation	0.921	>0.7	Reliable
Employee Performance	0.932	>0.7	Reliable

Based on the results of the *Cronbach's alpha* analysis in Table 3, all variables in this study show values above 0.70, indicating that each construct demonstrates excellent internal reliability. The highest value was found in the "work discipline" variable at 0.944, followed by "self-efficacy" at 0.937, and "employee performance" at 0.932.

4.1.4. Composite Reliability Test

Table 4. Composite Reliability

Variable	Composite Reliability	Rule of Thumb	Results
Self-Efficacy	0.946	>0.70	Reliable
Work Discipline	0.952	>0.70	Reliable
Compensation	0.932	>0.70	Reliable
Work Motivation	0.933	>0.70	Reliable
Employee Performance	0.932	>0.70	Reliable

Based on the results of the *Composite Reliability* shown in Table 4, 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 0.952, followed by Self-Efficacy at 0.946, and Work Motivation at 0.933.

4.1.5. Coefficient of Determination Test

The data analysis first presents the results of the structural model test (inner model) on the coefficient of determination (R^2). In determining the coefficient of determination/R-square (R^2), the value ranges from 0 to 1 and is divided into three assessment criteria: the first for the R-square (R^2) value (1 – 0.75) is substantial/strong, the second for R-square (R^2) (0.74–0.5) is considered moderate, and the third for R-square (R^2) (0.49–0.25) is considered weak. The coefficients of determination obtained in this study are as follows:

Table 5. R-Square Values

Variable	R Square	R Square Adjusted
Work Motivation	0.378	0.373
Employee Performance	0.722	0.719

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

1. The contribution of self-efficacy, work discipline, and compensation variables to the work motivation variable was 0.373 or 37.3%. Meanwhile, the remaining 62.7% (100-37.3) is influenced by other variables outside this study.
2. The contribution of self-efficacy, work discipline, and compensation variables to the employee performance variable was 0.719 or 71.9%. The remaining 28.1% (100-71.9) were influenced by other variables outside the scope of this study.

4.1.6. Structural Model Analysis (Internal Model)

This structural model testing aims to determine the relationship or influence between the construct, significant value, and R Square:

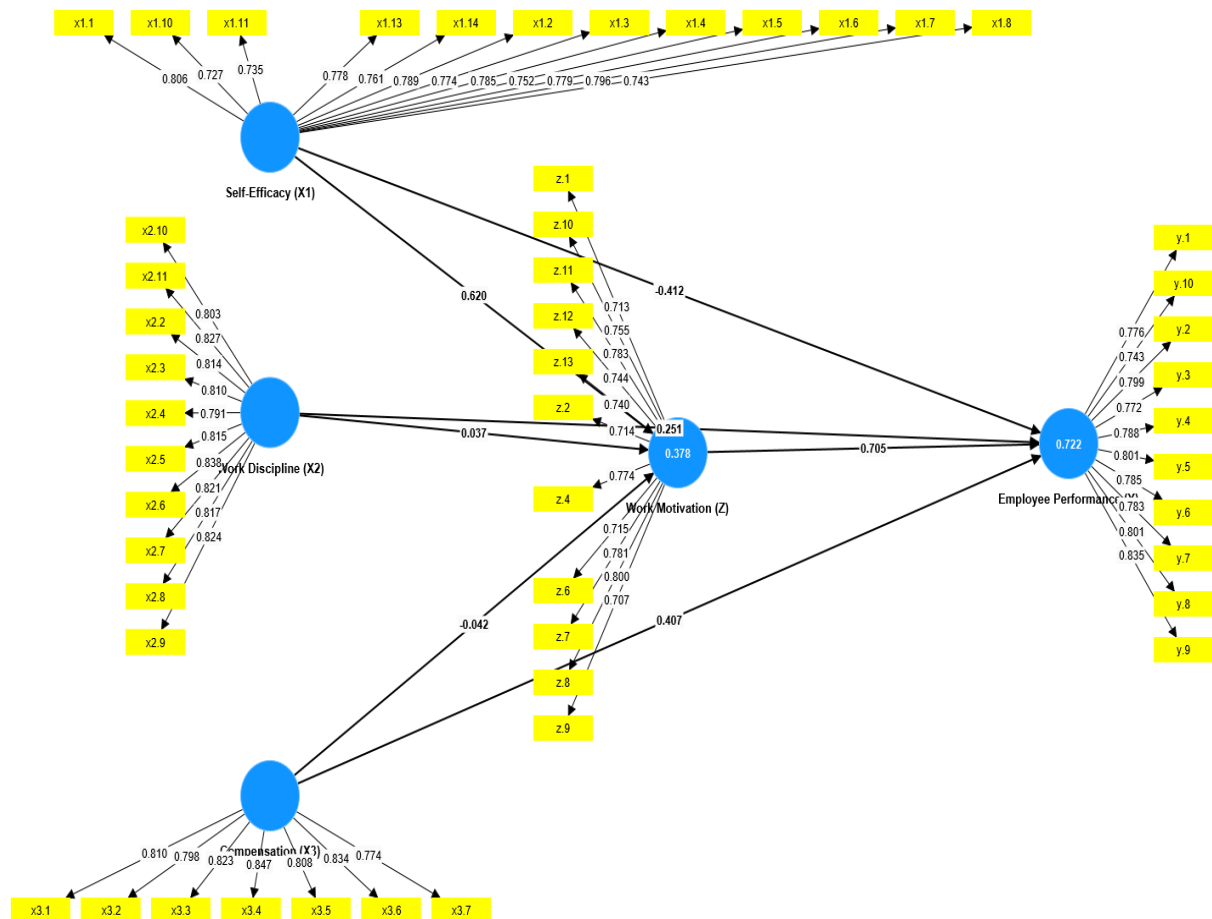


Figure 2. Output Inner Model

4.1.7. Hypothesis Test

The criteria in this significance test include the following:

- a. If the probability value is > 0.05 , then there is no effect between the independent and dependent variables, 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 and dependent variables, H_0 is rejected, and H_a is accepted.

Table 6. Hypothesis Testing Results

Code	Hypothesis	Original Sample	T statistics	P values	Description
H1	Self-Efficacy -> Motivation	0,620	7,975 > 1,966	0,000 < 0,05	There is a significant positive influence between variables

H2	Work Discipline -> Motivation	0,037	0,725 < 1,966	0,469 > 0,05	There is no influence and no significant correlation between variables.
H3	Compensation -> Motivation	-0,042	0,668 > 1,966	0,504 > 0,05	There is no influence and no significant correlation between variables.
H4	Self-Efficacy -> Employee Performance	-0,412	4,780 > 1,966	0,000 < 0,05	There is a significant positive influence between variables
H5	Work Discipline -> Employee Performance	0,251	2,779 > 1,966	0.005 < 0,05	There is a significant positive influence between variables
H6	Compensation -> Employee Performance	0,407	4,371 > 1,966	0.000 < 0,05	There is a significant positive influence between variables
H7	Motivation -> Employee Performance	0,705	8,040 > 1,966	0.000 < 0,05	There is a significant positive influence between variables
H8	Self-Efficacy -> Motivation -> Employee Performance	0,437	5,735 > 1,966	0.000 < 0,05	There is a significant positive influence between variables
H9	Work Discipline -> Motivation -> Employee Performance	0,026	0,707 < 1,966	0.479 > 0,05	There is no influence and no significant correlation between variables.
H10	Compensation -> Motivation -> Employee Performance	-0,030	0,645 > 1,966	0.518 > 0,05	There is no influence and no significant correlation between variables.

4.2. Discussion

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

4.2.1. The Influence of Self-Efficacy on Work Motivation in Textile and Garment Companies in West Java

The results of the first hypothesis test indicated the influence of self-efficacy on work motivation, as shown in Table 6. The hypothesis test analysis obtained a value (O) with a path coefficient of 0.620, T-statistic value of 7.975, and P-value of 0.000. This value is greater (>) than the table t-value (1.966), and the P-value is less (<) than 0.05, indicating a significant effect. Based on the results of the hypothesis testing and data analysis, it was concluded that self-efficacy has a positive and significant effect on work motivation in textile and garment companies in West Java (H1 Accepted).

To enhance work motivation through self-efficacy, textile and garment companies in West Java should implement the following: 1) Self-confidence: Companies can provide skill-based training, challenging yet realistic tasks, and recognition for employee achievements to boost their belief in their ability to perform tasks effectively; 2) Self-control: Employees need to be equipped with stress management and emotional management training so they can remain calm, focused, and productive when facing pressure or challenges at work; and 3) optimism about results: leaders must build a positive work culture, provide constructive feedback, and explain that every effort has the potential for success, so employees have positive expectations about the results of their work.

If textile and garment companies in West Java can implement the three things above for their employees, it will have an impact on work motivation, including: 1) Need for achievement: Employees will be more motivated to complete tasks optimally, achieve work targets, and compete healthily for the best results; 2) Need for recognition: With strong self-efficacy, employees will be more confident in demonstrating their performance and ideas, thereby feeling more deserving of rewards or recognition from their superiors; and 3) Need for self-development: Employees with high self-efficacy will be more motivated to continue learning, develop their competencies, and seek opportunities for career advancement. The results of this study align with research conducted by [Sjarifudin, Kurnia, and Tambunan \(2023\)](#), which states that self-efficacy has a positive and significant impact on work motivation.

4.2.2. The Influence of Work Discipline on Work Motivation in Textile and Garment Companies in West Java

The results of the two hypothesis tests show the effect of work discipline on work motivation, as shown in Table 6. The hypothesis test analysis obtained a value (O), where the path coefficient was 0.037 with a T-statistic value of 0.725 and a P-value of 0.469. This value is smaller (<) than the t-table value (1.966), 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, it was concluded that work discipline does not have a positive and significant effect on work motivation in textile and garment companies in West Java (H2 Rejected).

To enhance work motivation through work discipline, textile and garment companies in West Java do not need to implement: 1) Compliance with rules: Compliance with rules alone is insufficient to stimulate employees' intrinsic motivation or desire to work better; 2) Punctuality: Being punctual does not necessarily reflect employees' enthusiasm or personal drive to work, as they may simply be following formal obligations; and 3) Responsibility for tasks: simply completing tasks responsibly does not always go hand in hand with a desire to excel, especially if it is not accompanied by rewards or opportunities for growth.

If textile and garment companies in West Java do not implement the three things above for their employees, it will not have an impact on work motivation, which includes: 1) The need for achievement: Employees may perform their duties well, but they may not have a strong drive to exceed targets or achieve extraordinary results; 2) The need for recognition: Without psychologically motivating approaches, such as recognition for initiative or achievements, discipline alone is insufficient to make employees feel valued; and 3) The need for self-development: Work discipline does not always encourage someone to want to learn, grow, or advance in their career if there are no challenges or inspiring incentives. The results of this study align with research conducted by [Bratha, Sawitri, and Faeni \(2023\)](#), who stated that work discipline does not have a positive or significant impact on work motivation.

4.2.3. The Effect of Compensation on Work Motivation in Textile and Garment Companies in West Java

The results of the three hypothesis tests show the effect of compensation on work motivation, as shown in Table 6. The hypothesis test analysis obtained a value (O), where the path coefficient was -0.042 with a T-statistic value of 0.668 and a P-value of 0.504. This value is smaller (<) than the t-table value (1.966), 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 work motivation in textile and garment companies in West Java (H3 Rejected)

To enhance work motivation through compensation, textile and garment companies in West Java do not need to implement: 1) Basic salary: Increasing basic salary above the market level is important to meet employees' basic needs; however, based on these results, a salary increase alone is insufficient to motivate employees to perform better; 2) Allowances and facilities Increasing health, transportation, or office facility allowances only provides material satisfaction but does not motivate employees to perform better or innovate; and 3) Incentives and bonuses: Ad-hoc bonus or incentive schemes tend to be short-term and do not guarantee that employees feel motivated in the long term

If textile and garment companies in West Java do not implement the three things above for their employees, it will not have an impact on work motivation, which includes: 1) the need for achievement: without intrinsic motivation, employees may only complete tasks to the standard, rather than striving for the best results; 2) the need for recognition of financial rewards alone does not make employees feel emotionally valued or recognized for their creativity and initiative; and 3) the need for self-development: even if compensation increases, without opportunities for learning and new challenges, employees will not be motivated to further develop their competencies and careers. The findings of this study align with the research conducted by [Adhi and Aima \(2021\)](#), which states that compensation does not have a positive or significant impact on work motivation.

4.2.4. The Influence of Self-Efficacy on Employee Performance in Textile and Garment Companies in West Java

The results of hypothesis testing four indicate the influence of self-efficacy on employee performance, as shown in Table 6. The results of the hypothesis test analysis obtained a value (O), where the path coefficient was -0.412 with a T-statistic value of 4.780 and a P-value of 0.000. This value is greater (>) than the t-table value (1.966), and the P-value is less (<) than 0.05, indicating a significant effect. Based on the results of the hypothesis testing and data analysis, it was concluded that self-efficacy has a positive and significant effect on employee performance in textile and garment companies in West Java (H4 Accepted)

To improve employee performance through self-efficacy, textile and garment companies in West Java should: 1) Self-confidence: Companies should encourage employees to believe in their ability to complete their work. This can be done through training, coaching, and gradually challenging tasks; 2) Self-control: Companies can help by providing a supportive work environment and effective conflict management; and 3) Optimism about results: Employees need to believe that their efforts will yield positive results. By providing constructive feedback and recognizing their achievements, employees remain motivated to work to the best of their abilities.

If textile and garment companies in West Java can implement the three points above for their employees, it will have a positive impact on employee performance, including 1) quantity of work: Confident and optimistic employees will be able to complete more work because they have enthusiasm and belief that what they are doing is meaningful; 2) quality of work: self-efficacy encourages employees to work carefully and responsibly because they believe that the results of their work reflect their abilities; and 3) Initiative Employees who are optimistic and confident in their abilities do not wait for instructions to act. They will be proactive, creative, and bold in proposing solutions to improve their work efficiency. The results of this study align with research conducted by [Susanto et al. \(2025\)](#), which states that self-efficacy has a positive and significant impact on employee performance.

4.2.5. The Influence of Work Discipline on Employee Performance in Textile and Garment Companies in West Java

The results of hypothesis testing five indicate the influence of work discipline on employee performance, as shown in Table 6. The results of the hypothesis test analysis obtained a value (O), where the path coefficient was 0.251 with a T-statistic value of 2.779 and a P-value of 0.005. This value is greater (>) than the table t-value (1.966), 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 discipline has a positive and significant effect on employee performance in textile and garment companies in West Java (H5 Accepted)

To improve employee performance through work discipline, textile and garment companies in West Java should 1) comply with rules: employees who comply with company procedures and regulations will create an orderly and professional work environment; 2) Punctuality Employees who arrive on time and complete tasks by the deadline will facilitate smooth workflow and prevent production delays, ultimately having a positive impact on work quantity and effectiveness; and 3) responsibility for tasks: discipline in fulfilling responsibilities makes employees more focused and committed to the results of their work. With a strong sense of responsibility, they will strive to deliver the best results and not easily neglect their duties

If textile and garment companies in West Java can implement the three points above to their employees, it will have an impact on employee performance, including: 1) Work quantity: Disciplined employees will be more organized in managing their time and tasks, enabling them to consistently complete more work; 2) Work quality discipline creates order and attention to detail, resulting in more thorough, accurate work that meets company quality standards; and 3) Initiative: Disciplined employees tend to be highly responsible and proactive in their work. They do not just wait for orders, but also dare to take the initiative to improve or enhance work processes. The results of this study align with research conducted by [Syarif and Riza \(2022\)](#), who stated that work discipline has a positive and significant impact on employee performance.

4.2.6. The Effect of Compensation on Employee Performance in Textile and Garment Companies in West Java

The results of hypothesis testing six show the effect of compensation on employee performance, as seen in Table 6. The results of the hypothesis test analysis obtained a value (O), where the path coefficient was 0.407 with a T-statistic value of 4.371 and a P-value of 0.000. This value is greater ($>$) than the table t-value (1.966), 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 textile and garment companies in West Java (H6 Accepted)

To improve employee performance through compensation, textile and garment companies in West Java should: 1) Basic salary: Adequate basic salary also encourages loyalty and reduces turnover risk, so employees are more motivated to work productively and maintain consistent performance; 2) Allowances and facilities health, transportation, and meal allowances, as well as comfortable working facilities, provide tangible support to employees in performing their duties; and 3) Incentives and bonuses: Performance-based incentives or bonuses provide additional motivation for employees to achieve or exceed work targets. This reward system fosters healthy competition and encourages initiative and creativity among employees in performing their duties

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 quantity: Employees who feel valued through fair compensation will be more motivated to complete more work while still paying attention to time efficiency; 2) Work quality: Good compensation makes employees feel valued, so they tend to be more careful, responsible, and strive to deliver the best results with high standards; and 3) Initiative: An attractive compensation system encourages employees to not only complete routine tasks but also take additional steps or propose improvements, demonstrating a commitment to the company's progress. The results of this study align with research conducted by [Jailani and Lenny \(2020\)](#), which states that compensation has a positive and significant impact on employee performance.

4.2.7. The Influence of Work Motivation on Employee Performance in Textile and Garment Companies in West Java

The results of hypothesis testing seven show the effect of work motivation on employee performance, as seen in Table 6. The results of the hypothesis test analysis obtained a value (O), where the path coefficient was 0.705 with a T-statistic value of 8.040 and a P-value of 0.000. This value is greater (>) than the table t-value (1.966), and the P-value is less (<) than 0.05, indicating a significant effect. Based on the results of the hypothesis testing and data analysis, it is concluded that work motivation has a positive and significant effect on employee performance in textile and garment companies in West Java (H7 Accepted).

To improve employee performance through work motivation, textile and garment companies in West Java should: 1) Need for achievement: companies can facilitate this by providing appropriate work challenges and opportunities to demonstrate their abilities; 2) Need for recognition: recognition of employees' achievements and contributions, whether in the form of praise, formal awards, or promotions, will make them feel valued and encourage their enthusiasm for work; and 3) Need for self-development: companies that provide training, guidance, and opportunities to learn will encourage employees to feel cared for and motivated to improve their performance continuously.

If textile and garment companies in West Java can apply the three things above to their employees, it will have an impact on employee performance, including: 1) Work quantity: Motivated employees will have an internal drive to work more productively and complete more tasks efficiently; 2) Work quality: With high motivation, employees will demonstrate greater dedication and focus on the quality of their work, paying attention to details and company standards; and 3) Initiative: Motivated employees not only complete assigned tasks but also actively contribute ideas, solve problems, and seek more effective ways to work. The results of this study are consistent with research conducted by [Damarasri and Ahman \(2020\)](#), which states that work motivation has a positive and significant effect on employee performance.

4.2.8. The Effect of Self-Efficacy on Employee Performance through Work Motivation in Textile and Garment Companies in West Java

The results of hypothesis testing eight indicate the influence of self-efficacy on employee performance through work motivation, as shown in Table 6. The results of the hypothesis test analysis obtained a value (O), where the path coefficient was 0.437 with a T-statistic value of 5.735 and a P-value of 0.000. This value is greater (>) than the t-table value (1.966), 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 textile and garment companies in West Java (H8 Accepted).

To improve employee performance through work motivation and self-efficacy, textile and garment companies in West Java should: 1) Need for achievement: Companies need to create a challenging work system and provide space for employees to demonstrate their best results; 2) Need for recognition of good work performance, whether through praise, awards, or promotions, will encourage employees to continue to perform at a high level and feel valued by the organization; 3) Need for self-development: Training facilities, skill development, and clear career paths encourage employees to continue learning, adapting, and growing; 4) Self-confidence: Employees who believe in their own abilities will be better prepared to face work challenges and not give up easily; 5) Self-control: Self-control will help employees remain productive and professional in challenging situations; 6) Optimism about results: Optimistic employees believe that hard work will yield good results.

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 quantity: Employees will be motivated to complete more work because of their motivation and confidence in their abilities. Time efficiency and productivity will increase significantly; 2) Work quality With high motivation and strong self-efficacy, employees will be more careful, thorough, and responsible for their work results. This will improve the quality and accuracy of every task performed; 3) Initiative: The combination of motivation and self-efficacy makes employees more proactive in offering ideas, seeking solutions to

problems, and taking action without waiting for instructions. This demonstrates their high independence and creativity. The results of this study align with research conducted by [Na-Nan and Sanamthong \(2020\)](#), which states that self-efficacy has a positive and significant impact on employee performance through work motivation.

4.2.9. The Effect of Work Discipline on Employee Performance through Work Motivation in Textile and Garment Companies in West Java

The results of the nine hypothesis tests show the effect of work discipline on employee performance through work motivation, as shown in Table 6. The results of the hypothesis testing analysis yielded a value (O), where the path coefficient was 0.026 with a T-statistic value of 0.707 and a P-value of 0.479. This value is smaller (<) than the t-table value (1.966), and the P-value is greater (>) than 0.05, meaning there is no positive and significant effect. The results of the hypothesis test and data analysis indicate that work discipline does not have a positive and significant effect on employee performance through work motivation in textile and garment companies in West Java (H9 Rejected).

To improve employee performance through work motivation and work discipline, textile and garment companies in West Java do not need to implement: 1) Need for achievement If companies do not encourage employees to achieve performance, employees may not feel motivated to work harder in their jobs; 2) Need for recognition: Without recognition of employees' efforts and achievements, they may feel unappreciated; 3) Need for self-development: Employees who are not given opportunities to develop their skills and knowledge tend to feel stagnant; 4) Compliance with rules If the company does not emphasize the importance of compliance with rules, employees may not feel the need to follow existing procedures; 5) Punctuality: Without an emphasis on punctuality, employees may not feel the need to complete tasks on time; and 6) Responsibility for tasks: If the company does not emphasize the importance of responsibility, employees may not feel obligated to complete their tasks properly

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: 1) Work quantity: Without sufficient motivation, employees may not strive to increase the amount of work they complete. Low work quantity can hinder the overall productivity of the company. 2) Work quality: Unmotivated employees tend to neglect details and quality of their work. Low work quality can negatively impact the company's reputation and customer satisfaction; 3) Initiative: Employees who do not feel motivated to excel may not take initiative in their work. Initiative is key to innovation and improvement, and without this drive, a company may miss opportunities for growth. The results of this study are consistent with research conducted by [Kurniawan, Sunarsi, and Solihin \(2022\)](#), which states that work discipline does not have a positive and significant effect on employee performance through work motivation.

4.2.10. The Effect of Compensation on Employee Performance through Work Motivation in Textile and Garment Companies in West Java

The results of the hypothesis testing show the effect of compensation on employee performance through work motivation, as seen in Table 6. The results of the hypothesis test analysis obtained a value (O), where the path coefficient was -0.030 with a T-statistic value of 0.645 and a P-value of 0.518. This value is smaller (<) than the t-table value (1.966), and the P-value is greater (>) than 0.05, meaning there is no positive and significant effect. The results of hypothesis testing and data analysis show that compensation does not have a positive and significant effect on employee performance through work motivation in textile and garment companies in West Java (H10 Rejected).

To improve employee performance through work motivation and compensation, textile and garment companies in West Java do not need to implement the following: 1) need for achievement: if companies do not encourage employees to achieve, employees may not feel motivated to work harder; 2) need for recognition: recognition can enhance motivation and performance, and if companies do not provide recognition, employees may lose their enthusiasm to work well; 3) need for self-development: employees who are not given opportunities to develop their skills and knowledge tend to feel stagnant; 4) basic salary: if companies do not provide adequate basic salaries, employees may feel undervalued and less motivated to work well; 5) allowances and facilities: benefits such as health insurance,

transportation, and good working facilities can increase employee comfort and motivation; and 6) incentives and bonuses: if companies do not provide incentives or bonuses as rewards for good performance, employees may not feel motivated to achieve better results.

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: 1) Work quantity: Without sufficient motivation, employees may not strive to increase the amount of work they complete. Low work quantity can hinder the overall productivity of the company; 2) Work quality: Unmotivated employees tend to overlook details and the quality of their work. Low work quality can negatively impact the company's reputation and customer satisfaction; 3) Initiative: Employees who do not feel motivated to excel may not take initiative in their work. Initiative is key to innovation and improvement, and without this drive, the company may miss opportunities for growth. The results of this study are in line with research conducted by [Sitopu, Sitingjak, and Marpaung \(2021\)](#), which states that compensation has no positive and significant effect on employee performance through work motivation.

5. Conclusions

5.1. Conclusion

Based on the problem formulation, results, and discussion above, the conclusions of this study are as follows:

1. Self-efficacy: Self-efficacy has a positive and significant effect on work motivation and employee performance. Enhancing employees' beliefs in their ability to perform their tasks effectively improves both their motivation and overall performance.
2. Work Discipline: Work discipline does not have a significant effect on work motivation, although it has a positive and significant effect on employee performance. This suggests that while discipline alone may not drive motivation, it contributes to improved performance through consistent and focused work behavior.
3. Compensation: Similarly, compensation does not have a significant effect on work motivation or performance. Although compensation may serve as a basic motivator, it does not directly influence motivation or performance in the companies studied.
4. Work Motivation: Work motivation has a strong positive impact on employee performance. Motivated employees show higher levels of productivity, initiatives, and quality of work.
5. Self-Efficacy and Motivation: Self-efficacy positively impacts employee performance through work motivation. Employees who believe in their abilities are more likely to be motivated and thus perform better.
6. Work Discipline and Compensation: Work discipline and compensation influence employee performance, they do not significantly affect employee performance through work motivation, indicating that other factors may mediate this relationship.

5.2. Suggestions

Based on these findings, it is recommended that textile and garment companies in West Java focus on improving employee motivation through strategies that increase self-efficacy, such as training, recognition, and a supportive work environment. While work discipline and compensation play vital roles in overall performance, they should be paired with intrinsic motivators to optimize employee engagement and productivity.

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