The Employee's Motivation and Performance at Garment X, Bandung

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The objective of this study is to analyze the relationship between motivation and employee's performance in a garment X located in Bandung, West Java Province. Based on the literature discussed, motivation influence the employees' performance. Data collected by questionnaires, interviews, and study documents. The questionnaire was distributed to 65 respondents who are all the employees of Garment X. The findings reveal that the value of the correlation coefficient is 0.462. The hypothesis was accepted that the higher the motivation, the higher the employee's performance. The determination coefficient is 21.34%, it means that the employees' performance might be influenced by motivation only 21,34%, and the rest by other variables.

Keywords: *Motivation, Employee Performance, and Relationships Motivation with Employee Performance.*

1. Introduction

To achieve the vision and objectives, the company need motivated employees. Motivation, organizational support, and employees' capabilities become the source of employee performance (Mathis and Jackson, 2011). Motivation can be driven from inside and outside of employee. Inside-out motivation defined as employee self-driving generate the spirit to perform well. Outside-in motivation means that external drive becomes the source of employee spirit to conduct the activity. Whilst the organization support all sources of outside-in motivation, such as training and development program, and working facilities, and compensation package. Although the internal factors play an important role in increasing the motivation, the organization should not obey the external factors.

In today's hyper-competitive marketplace, it's important to understand factors which driven and enhances employee motivation and performance (Ngima and Kyongo, 2013). Victor Vroom theory of motivation argues that motivation consists of expectancy, instrumentality, and valence. First, the relationship between business level and level of performance. A person's confidence to meet the required level of performance in a job is determined by the expectancy level. Secondly, the relationship between performance and an outcome/reward. It is a person's beliefs that people will be rewarded if they achieve a certain level of performance. This process called as an instrumentality. Moreover, lastly, the value of a person who gives to the reward received from his job called as valence. These three factors produce motivation. Therefore, Vroom can be classified as the process approach in determining motivation.

This study tried to analyze the relationship between motivation and employee performance. Motivation might drive self to act as a good or hight performer. Many research has been done and confirmed that motivation driven performance (Ngima & Kyongo, 2013, Susan, Gakure, Kiraithe, & Waititu 2012, Kasyoki & Enock 2013, and Shahzadi, Javed, Pirzada, Nasreen, and Khanam 2014).

2. Research Method

It is stated before that this study is aiming to find out the relationship between motivation and performance. This study is conducted at a garment company "X", that specialized in producing baby and child fashion products. In the late of 2015, the company changes their reward policy namely incentives system. Previously, the incentives system is determined by profit received from the company. The number of incentives (bonus) distributed by the human resource manager to sewing employees was similar. This incentives method did not encourage or motivate the employee to work effectively. Thus, the CEO decides to change the incentives systembased on company experience. The new incentives systems which implemented are: the employee who worked full-day in a month (25 days on average), will receive incentive one-day salary. The payment system of Garment Company X is employee salary will be paid every two weeks working day. Unfortunately, the new incentives system did not give impressed to the CEO. The efficiency of production process remains the same.

Robbins & Judges (2013) argue that studies that engage in hypotheses testing usually explain the nature of certain relationships, or establish the differences among the group or the independence of two or more factors in a situation. This study employed hypothesis testing to explain the variance in the dependent variable or to predict organizational outcomes. The research method used in this study is survey method. Data gathered through questionnaires which distributed to 65 respondents. All Respondents were observed in their natural work environment and their activities. Observation also applied by observing interesting behavior. The research model of this can be seen in Figure 1. The measurement of variablesare shown in Table 1 and 2.

Table 1 Operational Variables

VARIABLE	CONCEPTUAL DEFINITION	OPERATIONAL DEFINITION	
		Dimensions	Motivation Score
Motivation	Motivation is the drive/strength of a person to do something with perseverance in order to achieve goals. Such motivation can arise subconsciously, extrinsically, and intrinsically.	1. Expectancy: The belief of a person to be able to fulfill the level of performance required for a job	Very confident = 1 Confident = 0.75 Quite confident = 0.5 Unsure = 0.25 Very unsure = 0
		2.Instrumentality: The belief of a person will be rewarded if they fulfill a certain level of performance	Very confident = 1 Confident = 0.75 Quite confident = 0.5 Unsure = 0.25 Very unsure = 0
		3. Valence: The value a person gives to the rewards that will be obtained from his job.	Very Important = 1 Important = 0.75 Quite important = 0.5 Unimportant = 0.25 Very unimportant = 0

Table 2. Operational Variables

VARIABLE	CONCEPTUAL DEFINITION	OPERATIONAL DEFINITION	
		Dimensions	Employee Performance Score
Employee Performance	Performance is the result of work produced by someone by following the existing procedures so as to obtain eligible results.	1. Quantity: The amount to be completed.	Very Good = 5 Good = 4 Simply = 3 Less Good = 2 Very less Good = 1
		2. Quality: Quality produced.	
		3. Timeliness: Conformity with the planned time.	
		4. Attendance	
		5. Teamwork	

Motivation variable developed based on Victor Vroom (in Hariandja, 2006), and performance variable developed by writers collaborate with the company "X.

3. Results on Motivation

Based on Vroom, this study showed that the motivation level of employee at Company X is low (total score of motivation is 0.37). This level indicated by the average score of expectancy is 0.73; instrumentality is 0.69, and valence is 0.74.

There were five indicators of expectancy namely: effort, experience, time, facilities and equipment, and colleagues' support. The indicator of the effort received the highest score, while others are low (the indicator of facility and equipment).Findings showed that lower value occurs as the company facing broken engine and lack of spare parts/accessories too often. However, time available indicators showed the smallest score related to "very confident."This situation occurred as the company did not determine timeliness in completing all job or work scheduled. It gave an impact on the production process.

For five indicators of instrumentality: salary/wages, developing skills, bonuses, praise from superiors, and praise from colleagues. Findings showed that indicator of salary/wages had the highest score compared to employee support which received the lowest score. It indicated that employee support did not find in the atmosphere or working culture of Company X.

For five indicators of valence: salary/wages, developing skills, bonuses, praise from superiors, and praise from colleagues. Findings showed that indicator of salary/wages had the highest score and the indicator of employee support was received the lowest score. It confirmed that employee support did not become part of working climate in Company X. while developing skills and bonuses are essential for all employees.

4. Results of Employee Performance

Performance measured by seven indicators: quantity, quality (product defects, accuracy, and tidiness), timeliness, attendance, and teamwork. The indicator of quality received the highest score and the indicator of accuracy received the lowest score. Findings showed that problems occur related to the quality of the product produced by the employee. It gave negative impact on completing the job deadline. It can be stated, in Garment X quality of a product is influenced by the tidiness indicator, the frequent dislocation is in yarn cutting. Findings showed that employee performance value is 28.08, indicates that employee performance of Company X is high.

5. Results of Relationship of Motivation with Employee Performance

The correlation value of Spearman rank = 0.462 means the level of relationship motivation with employee performance is moderate. Value of coefficient of determination = 21.34% means the amount of increased motivation will improve employee performance by 21.34%. The rest is determined by other variables that are not examined.

6. Hypothesis Testing and Discussion

The results are presented in the following table:

Table 3. Hypothesis Testing Results

Model	R	Level of relationship	t count	t table	α	Decision	Conclusion
Relationship motivation with employee performance	0.462	Moderate	4.134	1.998	0,05	Reject Ho Accept Ha	There is direct relationship

In the questionnaire of motivation about Valences, it consists of 5 factors: salary/wages, bonuses, praise
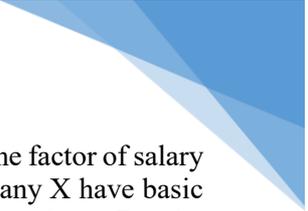
from supervisors/owner, praise from colleagues and developing skills. It can be seen that the factor of salary is the most important factor for employees of Company X. Basically employees in company X have basic needs that must be fulfilled so that the factor of salary/wages becomes the most important thing. But the second factor is not a bonus but a developing skill. This factor shows that there is internal motivation owned by employees of Company X. However the owner has not been able to support the motivation due to the limited time available. The third factor is bonus. The owner changed the bonus sytem due to improve employee's performance. However, based on the information obtained, the changes don't have a signifivant impact on employee's performance. Based on the results that employees are more motivated by the factors of salary/wages and developing skills. Seeing the complement factor of supervisor and colleagues ranked fifth and sixth, shows that giving praise is not an organizational culture of Company X.

The results of employee performance Company X is high. Based on the quality, quantity and number of employee attendance are good. However, there is still an inaccuracy in the production process. Waste of production process can occur in the form of former stiches. So it will affect other performance factors such as tidiness and timeliness. Cooperation among colleagues in the Company X is categorized enough because the tasks and responsibilities per individual are so much that it is not possible to help each other's work partner. However, if there are difficulties faced by colleagues, other colleagues can still help with a short time.

Based on the statistical calculations obtained results in accordance with the hypothesis (hypothetically accepted). However, based on the data obtained shows that employee motivation X Company is low, but the resulting performance is high. As the theory shows that performance is influenced by 3 factors: employee ability, employee effort, and organizational support. The performance of Company X employees is not only influenced by motivation, but some factors lead to high performance, such as:

1. The production conducted by consumer demand (by order). Causing indicators are in good performance. Such as the quantity and quality have a result in the dominant good because of the provisions of the consumer that Company X that must be fulfilled. Timeliness of any targeted, so as much as constraints that happen to be met appropriate time specified.
2. Supervision and motivation were given by supervisor. Motivation was provided by supervisor more encouragement to produce the quantity and quality by the provisions. So that support the performance of the resulting high. However, for the provision of warning directly still less because of supervisor not around at any time and also the case of lack of human resources, then supervisor down directly tasks the field. So that the performance indicators of the accuracy be the indicator that has a total respondent lowest.
3. Ability employees of Company X. Search employees conducted by the company X has the terms of work experience. So that support the high performance generated by employees that exist in the company X.

7. Conclusion

This study confirms that employee motivation related to the employee performance. The higher the motivation, the higher the performance. But the company should put more attention on employee motivation. A study indicated that employee pointed high score to the reward such as salary and bonuses. In this type of worker, the basic needs are more important than the higher need, praise from colleagues. Besides the employee's factors, the performance can be developed through the availability of good conditions of the facilities, such as machines, engine, and tools in the production process.

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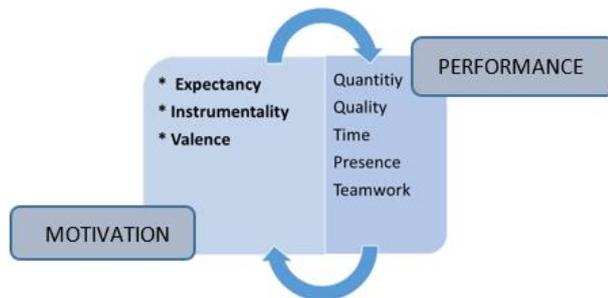
Figure Caption

Figure 1.   Research Model

Figure 1. Sutanto et al.