ABSTRACT

The garment manufacturing industry, as a labor-intensive sector, faces significant challenges in maintaining consistent employee performance amidst production target pressures, piece-rate wage systems, and custom-order dynamics. Employee performance can no longer be understood merely as quantitative output but rather as a multidimensional construct encompassing task performance, adaptive performance, and contextual performance. This study aims to explore and analyze the determinants of employee performance at CV Alumnistore in Jombang, East Java, based on workers' perceptions and lived experiences.

This research adopts a qualitative approach using an interpretative phenomenological method. Data were collected through in-depth interviews with production workers operating under a piece-rate payment system, supported by internal company data on production achievement and attendance levels. The data analysis was conducted thematically, guided by a multidimensional performance framework comprising task, adaptive, and contextual dimensions.

The findings reveal that performance issues at CV Alumnistore are not primarily caused by deficiencies in technical ability but are more strongly influenced by motivational and opportunity-related factors. In terms of task performance, workers generally possess adequate technical skills; however, performance is constrained by unclear work standards and frequent variations in product designs. Regarding adaptive performance, production pressure, changing order specifications, and physical working conditions affect stress tolerance and adaptability. Practically, the findings suggest that employee development strategies should emphasize strengthening adaptive and contextual aspects through supportive leadership, fair compensation systems, and improvements in the working environment.

Kata kunci: *employee performance, task performance, adaptive performance, contextual performance, garment industry.*