

Unraveling employee performance of hospitality sector in Surabaya: Contribution of training quality and self-efficacy



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ABSTRACT

This study aims to examine the effects of training quality and self-efficacy on employee performance in a five-star hotel in East Surabaya. A quantitative research design was employed using a saturated sampling technique involving 77 employees. Data were collected through a multi-source approach, with training quality and self-efficacy assessed by employees, while employee performance was evaluated by supervisors to reduce common method bias. The proposed relationships were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that both training quality and self-efficacy have positive and significant effects on employee performance. These results suggest that investments in high-quality training programs and initiatives aimed at strengthening employees' self-efficacy can effectively enhance workforce performance in the hospitality industry. This study contributes to the human resource management literature by providing empirical evidence on the complementary roles of training quality and psychological capability in improving employee performance. The findings also offer practical implications for hotel managers in designing integrated training and employee development programs to strengthen organizational performance.

Keywords: Employee Performance; Hospitality; Self Efficacy; Training Quality



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INTRODUCTION

The hospitality industry is highly dependent on the quality of human resources, as service excellence is largely determined by employee's ability to deliver consistent and responsive services to guests (Ghaniynaafi & Swasti, 2025). In East Java, the growth of tourism activities has increased the demand for hospitality services. Data from BPS Statistics East Java Province (2025) reported an increase in both international and domestic tourist arrivals, which contributed to higher occupancy rates among star-rated hotels. This trend creates greater operational pressure on hotel employees and increases the importance of maintaining service quality and employee performance.

A five-star hotel located in east Surabaya serves not only leisure travelers but also corporate clients and MICE (Meetings, Incentives, Conferences, and Exhibitions) segments that require high service consistency. However, early observations and interviews revealed several operational performance issues across departments. These issues include delayed employee orientation and ineffective training evaluation in the Human Resources Department, incomplete event information and dependence on supervisors in the Sales and Marketing Department, hesitation in handling guest complaints within the Front Office Department, slow service responsiveness in Food and Beverage, administrative inaccuracies in Finance, and inconsistent room inspection standards in Housekeeping. Such conditions indicate that employee performance challenges are not limited to technical aspects but are also related to competency development and employee confidence in performing work responsibilities.

The existence of these performance issues is further reflected in guest reviews. Several complaints highlighted service failures, including ineffective complaint handling, lack of responsiveness, and unprofessional employee behavior. These findings suggest a gap between the expected standards of service excellence and actual service delivery. In the hospitality industry, such service failures may negatively affect customer satisfaction, loyalty, and organizational competitiveness.

Therefore, organizations must ensure that employees possess both adequate competencies and confidence to perform effectively in dynamic service situations. The guest complaints and positive reviews were analyzed and categorized from qualitative feedback into quantitative data in the following table.

Table 1
Guest Review Analysis

No	Criticizeds Aspect	Guest Complain Percentage	Positive Review Percentage
1.	Responsiveness & Proactiveness	30%	0%
2.	Employee Attitude & Professionalism	30%	0%
3.	Service Quality	20%	10%
4.	Facility & Cleanliness Quality	20%	90%

Source : Author's processed data, 2026

One factor that may influence employee performance is training quality because the success of performance is certainly influenced by several aspect, such as training and development for employees (Lubis, 2008). Aguinis & Kraiger (2009) believe that training serves as a strategic investment in human capital because it improves employee's knowledge, skills, and work behavior. Nevertheless, field findings indicated that internal training implementation at hotel was not yet optimal, particularly regarding training evaluation and learning transfer. In addition to organizational factors, individual psychological factors are also important.

The construct of self-efficacy, conceptualized as the conviction in individual's ability to successfully accomplish assigned duties, serves as a critical determinant of employee proactivity, resilience, and perseverance within organizational settings. According to Zunaidah et al. (2020), high self-efficacy helps hospitality workers cope with operational problems more skillfully. Conversely, employees with low self-efficacy tend to be indecisive and less capable of handling customer complaints effectively.

Although prior research has generally established positive links between training quality, self-efficacy, and employee performance, the findings are not entirely consistent. Median (2023) found that self-efficacy did not significantly influence performance, while Ramadayanthi (2025) reported that training and self-efficacy together had no partial significant effect. These inconsistencies indicate a research gap and highlight the need for further investigation, particularly within the context of five-star serviced residences, which remain underrepresented in hospitality research.

In light of this, the current study is designed to assess the effect of Training Quality and Self-Efficacy on Employee Performance at a five-star hotel located in East Surabaya. The results are expected to add to the existing knowledge about HRM practices in hospitality and offer managerial recommendations for optimizing performance through high-quality training and stronger self-efficacy beliefs.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Training Quality

Mathis and Jackson (2011) conceptualize training quality can be assessed by examining how well training programs are designed and how effectively they are delivered to employees. When both design and delivery are executed effectively, employees are more likely to acquire the knowledge, develop the skills, and strengthen the competencies that are necessary for performing their job responsibilities at an optimal level. High-quality training enables employees to acquire relevant capabilities, improve work efficiency, and adapt to organizational changes (Goldstein and Ford, 2002).

According to Noe (2010), effective training contributes to employee development by ensuring learning transfer and performance improvement in the workplace. Therefore, organizations need to provide training programs that align with employee's job requirements and organizational objectives

Self-Efficacy

The term self-efficacy denotes an individual's perceived capability to successfully accomplish designated tasks and produce favorable outcomes (Bandura, 1997). The concept was introduced by Albert Bandura within the framework of Social Cognitive Theory, which maintains that higher levels of self-efficacy are associated with enhanced persistence, confidence, and resilience when encountering challenges.

In organizational settings, employees characterized by robust self-efficacy are more inclined to take initiative, solve problems effectively, and maintain high performance under demanding work conditions (McLaughlin et al., 2008).

Employee Performance

Mathis and Jackson (2011) consider performance to be the result of work that is affected by the interaction between ability, motivation, and organizational support. This model, often referred to as the performance model ($\text{Performance} = \text{Ability} \times \text{Motivation} \times \text{Support}$), emphasizes that failure in one factor will significantly reduce overall performance, regardless of the strength of the other factors (Robbins & Judge, 2024).

Relationship between Training Quality and Employee Performance

Training quality is expected to improve employee performance by enhancing employee's proficiency, competence, and capability (Mathis and Jackson, 2011). From the perspective of Human Capital Theory (Becker, 1993), employees who receive effective training are better equipped to perform work efficiently, improved output quality, and meet organizational performance standards. Previous study by Putri and Swasti (2024) generally indicate that training quality has a positive effect on employee performance. Based on the theoretical and empirical findings, the hypothesis proposed is:

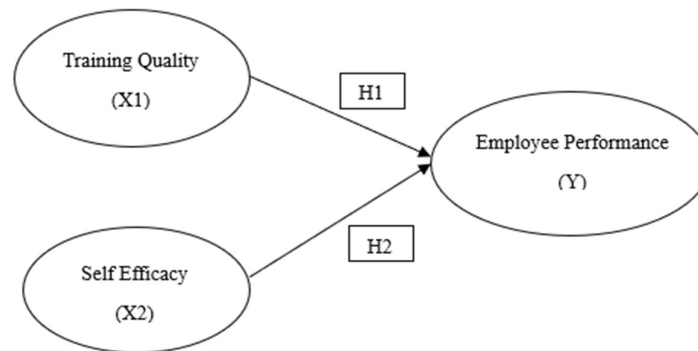
Hypothesis 1: Training Quality has a positive and significant effect on Employee Performance.

Relationship between Self Efficacy and Employee Performance

The connection between self-efficacy and employee performance is rooted in the notion that self-belief determines how fully an individual's abilities are converted into actual job results. Individuals with high self-efficacy are confident that they can overcome barriers and get their work done (Luthans and Peterson, 2002). On the other hand, those with low self-efficacy tend to decrease their effort or simply give up when faced with difficulties (Wiharja et al., 2020). This statement is supported by Karatepe et al. (2016), who found that self-efficacy has a beneficial impact on how well employees perform. Drawing upon the theoretical foundation and empirical literature, the following hypothesis is proposed:

Hypothesis 2: Self Efficacy has a positive and significant effect on Employee Performance.

To provide a clearer overview of the interrelationships among the variables, the conceptual framework is depicted in the Figure 1:



Source: Constructed by the author for this study, 2026

Figure 1
Conceptual Framework

METHOD

This research utilized a quantitative design and a saturated sampling strategy (Arista et al., 2022), in which all individuals within the population were selected as participants. The total population comprised 77 employees from nine departments at a five-star hotel

in East Surabaya. Data were collected using a multi-source data collection approach (Hormann, 2011).

The independent variables, namely training quality and self-efficacy, were measured using self-reported questionnaires completed by employees. Meanwhile, the dependent variable, employee performance, was assessed using a supervisor rating method, in which direct supervisors evaluated the performance of their respective subordinates.

This approach was employed to enhance the objectivity of the assessment, as supervisors are considered to have a more comprehensive understanding of employee performance compared to self-assessment, which may be influenced by personal bias (Hormann, 2011). Collecting independent and dependent variables from different sources helps reduce common method bias that may occur when all variables are measured using the same source or instrument. This practice aligns with the recommendation of Podsakoff et al. (2003), who specifically suggested obtaining supervisor ratings of job performance to control for common method biases.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). Initially, the outer model was evaluated to ensure construct validity and reliability. Subsequently, the inner model was tested to examine the formulated hypotheses (Puspitawati et al., 2025).

RESULTS AND DISCUSSION

Demographic Information of Respondents

The respondents in this study consisted of 77 employees from all departments. The questionnaires were distributed and completed via Google Forms and paper copies. The characteristics obtained from the questionnaires included department, age, gender, educational level, and work experience, as shown in Table 2.

Table 2
Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Department	Human Resource	4	5,2%
	Sales & Marketing	7	9,1%
	Engineer	8	10,4%
	Front Office	11	14,3%
	Food & Beverage	24	31,2%
	Finance	6	7,8%
	A&G, IT, REV	2	2,6%
	Security	3	3,9%
	Housekeeping	12	15,6%
Age	≤20 years old	2	2,6%
	21-30 years old	39	50,6%
	31-40 years old	33	42,9%
	41-50 years old	3	3,9%
Gender	Male	50	64,9%
	Female	27	35,1%
Education Level	Senior High School (SMA) or Vocational High School (SMK)	27	35,1%
	Diploma I/II/III	23	29,9%
	Bachelor (S1)	26	33,8%
	Master (S2)	1	1,3%
Work Experience	< 1 year	21	27,3%
	1-2 years	22	28,6%

Variable	Category	Frequency	Percentage
	3-4 years	18	23,4%
	≥ 5 years	16	20,8%

Source: Author's processed primary data, 2026

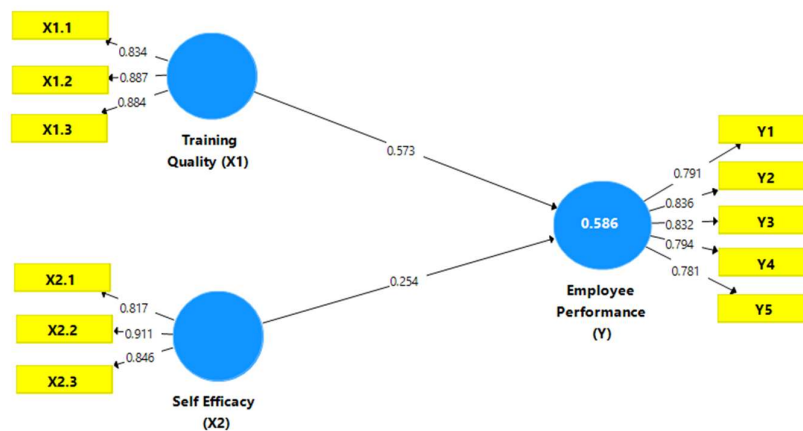
According to Table 2, the largest group of respondents came from the Food and Beverage Department, with other departments also represented to ensure a mix of operational and administrative functions. The majority of respondents were 21–30 years old, representing the productive workforce that is generally characterized by high enthusiasm, adaptability, and the ability to perform effectively in the dynamic and fast-paced hospitality industry. The higher number of male respondents may be linked to the physical endurance and technical requirements of departments such as Food and Beverage, Engineering, and Housekeeping. However, female employees also contribute significantly, especially in roles that emphasize interpersonal skills, precision, and service orientation.

The typical workforce profile in the hospitality industry is reflected in the educational background of respondents, most of whom had completed senior high school or vocational high school (SMA/SMK). Many employees in this sector begin their careers after graduating from vocational programs in hospitality, tourism, or engineering. In terms of work experience, the largest group of respondents had 1–2 years of experience, followed closely by employees with less than one year of experience. This indicates that most respondents were still in the early stages of their careers but had gained sufficient experience to adapt to hotel operations. Meanwhile, respondents with 3–4 years and five or more years of experience accounted for a substantial proportion of the workforce, reflecting the presence of more experienced employees who contribute to maintaining operational standards and service quality.

Interpretation of PLS Result

The SmartPLS model shows that all indicators in the outer model are valid, as each loading factor exceeded the recommended threshold of 0,70. The Training Quality (X1) indicators had loading factors ranging from 0,834 to 0,887, Self Efficacy (X2) ranged from 0,817 to 0,911, and Employee Performance (Y) ranged from 0,781 to 0,836, indicating that all indicators were able to represent their respective variables well. Overall, the model can be categorized as moderately strong and effective in explaining employee performance in the hospitality industry.

The following is an illustration of the research framework in this study.



Source: Processed data using SmartPLS, 2026

Figure 2
PLS Path Model

The SmartPLS analysis showed that all outer model indicators met the validity criterion, with loading factors above 0.70. Training Quality (X1) loadings ranged from 0.834 to 0.887, Self-Efficacy (X2) from 0.817 to 0.911, and Employee Performance (Y) from 0.781 to 0.836, confirming that each indicator effectively reflected its corresponding variable. Overall, the model is moderately robust and capable of explaining employee performance in the hospitality sector.

Measurement Model Testing (Outer Loading)

Convergent Validity

Convergent validity is a test used to assess the validity of each relationship or correlation between indicators and their latent variables. Convergent validity is evaluated based on 2 criteria: an Average Variance Extracted (AVE) $\geq 0,5$ and a loading factor value of $\geq 0,7$ (Hair et al., 2019), as presented in the following table.

Table 3
Outer Loading

	Training Quality (X1)	Self-Efficacy (X2)	Employee Performance (Y)
X1.1	0,834		
X1.2	0,887		
X1.3	0,884		
X2.1		0,817	
X2.2		0,911	
X2.3		0,846	
Y1			0,791
Y2			0,836
Y3			0,832
Y4			0,794
Y5			0,781

Source: Processed data using SmartPLS, 2026

Hair et al. (2019) state that an indicator is considered capable of representing its research variable if its outer loading value is above 0.70. The loadings for Training Quality (X1) range from 0.834 to 0.887, with X1.2 (Organizational & Facility Support) showing

the highest value. For Self-Efficacy (X2), the loadings range from 0,817 to 0,911 with X2.2 (Strength) as the strongest indicator. Meanwhile, Employee Performance (Y) has loading values ranging from 0.781 to 0.836, with Y2 (Work Quantity) exhibiting the highest loading. These results demonstrate that all indicators are both valid and reliable in representing their respective latent constructs, as every indicator exceeded the minimum acceptable loading threshold.

Discriminant Validity

Discriminant validity is used to examine the correlation between indicators of a variable and other variables by observing the cross-loading values of each variable. If the cross-loading of a variable is greater than the cross-loading values of other variables, it can be declared valid (Abdillah & Hartono, 2015). The results of the test are displayed in the following table.

Table 4
Discriminant Validity

Variable	Employee Performance (Y)	Self-Efficacy (X2)	Training Quality (X1)
Employee Performance (Y)	0,807		
Self-Efficacy (X2)	0,635	0,859	
Training Quality (X1)	0,742	0,665	0,869

Source: Processed data using SmartPLS, 2026

The Fornell-Larcker Criterion confirmed that discriminant validity was established. This was shown by the fact that each construct's AVE square root exceeded its correlations with other constructs. Employee Performance (Y) had a square root AVE of 0.807, which exceeded its correlations with Self-Efficacy (0.635) and Training Quality (0.742). Self-Efficacy (X2) recorded a value of 0.859, surpassing its correlations with Employee Performance (0.635) and Training Quality (0.665). Training Quality (X1) showed the highest value at 0.869, which exceeded its correlations with the other constructs. These findings demonstrate that each construct is empirically distinct and properly represents its own indicators. Overall, these results confirm acceptable discriminant validity for the research model.

Construct Reliability

The construct reliability is used to measure the consistency of respondents in answering each statement in the questionnaire. As explained by Ubaidillah et al. (2023), reliability is tested to determine the extent to which the data demonstrates consistency. If the data lacks adequate reliability, the results obtained tend to be subjective. An instrument can be considered reliable if it produces consistent data across different measurement times. In this study, the reliability test was conducted by examining the Cronbach's Alpha value. A variable is considered reliable when it has a Cronbach's Alpha > 0,7 (Hair et al., 2019). The results are presented in following table.

Table 5
Construct Reliability

Variable	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
Training Quality (X1)	0,837	0,902	0.754
Self-Efficacy (X2)	0,822	0,894	0.738

Employee Performance (Y)	0,866	0,903	0.652
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Source: Processed data using SmartPLS, 2026

The reliability assessment confirms that all constructs meet the established thresholds, Cronbach's Alpha and Composite Reliability were greater than 0.70, and AVE values were above 0.50. Specifically, Training Quality (X1) recorded values of 0.837, 0.902, and 0.754; Self-Efficacy (X2) achieved 0.822, 0.894, and 0.738; and Employee Performance (Y) demonstrated the highest reliability coefficients at 0.866, 0.903, and 0.652, respectively. These results substantiate that all constructs are reliable for measuring their respective latent variables within the hospitality industry context.

Structural Model Testing (Inner Model)

R-Square

The coefficient of determination is used to measure the extent to which the model or independent variables can explain the variation in the dependent variable. Changes in the R^2 value can be used to explain the influence of exogenous latent variables on endogenous latent variables. The coefficient of determination is considered to indicate a strong model when its value is 0,75, a moderate model when its value is 0,50, and a weak model when its value is 0,25 (Ghozali, 2020). The results of the R^2 calculation are presented in the following table.

Table 6
R-Square

	R-Square	R-Square Adjusted
Employee Performance (Y)	0,586	0,575

Source: Processed data using SmartPLS, 2026

Employee Performance (Y) had an R-Square value of 0,586, indicating that Training Quality (X1) and Self-Efficacy (X2) collectively explained 58,6% of its variance, while the remaining 41,4% was attributable to unexamined external variables. According to PLS-SEM criteria, an R-Square of 0.586 is considered moderate to substantial, reflecting adequate explanatory power of the structural model within the hospitality industry context. Furthermore, the Adjusted R-Square value was 0,575, only marginally lower than the R-Square value. The difference is very small, which suggests that adjusting for the number of predictors does not change the model's explanatory power significantly, indicating that the model is not overfitted and provides a reliable explanation of Employee Performance.

Hypotheses Testing

A hypothesis is an initial assumption regarding the research problem whose truth needs to be empirically tested. This testing aims to determine whether there is a significant influence between latent variables in accordance with the proposed hypotheses. The testing is typically conducted using the bootstrapping method in the SmartPLS software. The decision to accept or reject a hypothesis is based on the t-statistic and p-value. If the t-statistic value is greater than 1,96 (at a 5% significance level) and the p-value is < 0,05, then the hypothesis is declared accepted or has a significant effect (Hair et al., 2019). The output results are presented as follows.

Table 7
Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics	P value
Self Efficacy (X2) => Employee Performance (Y)	0,254	0,257	0,099	2,571	0,010
Training Quality (X1) => Employee Performance (Y)	0,573	0,572	0,094	6,068	0,000

Source: Processed data using SmartPLS, 2026

Based on the Table 7, the data can be interpreted as follows:

H1: Training Quality (X1) has a positive and significant effect on Employee Performance (Y). This is evidenced by the path coefficient value of 0,573, t-statistics value of 6,068, which is greater than 1,96, and p-value of 0,000, which is lower than 0,05. Therefore, H1 is accepted.

H2: Self Efficacy (X2) has a positive and significant effect on Employee Performance (Y). This is evidenced by the path coefficient value of 0,254, t-statistics value of 2,571, which is greater than 1,96, and p-value of 0,010, which is lower than 0,05. Therefore, H2 is accepted.

Relationship between Training Quality on Employee Performance

The results demonstrate that Training Quality (X1) exerts a positive and significant impact on Employee Performance (Y). These findings suggest that high-quality training enhances employee competencies, service accuracy, and operational readiness, which are reflected in improved supervisor-rated performance. Among the Training Quality indicators, Organizational & Facility Support (X1.2) recorded the highest outer loading value, indicating that management commitment, training facilities, and organizational support are the most representative aspects of training quality.

This finding may be influenced by the respondent profile, as most employees were aged 21–30 years and had less than two years of work experience. Employees at this stage generally require greater guidance, supervision, and learning opportunities to develop competencies and adapt to organizational standards. This is consistent with the training exposure reported by respondents, which was dominated by general training programs such as service excellence, product knowledge, emergency procedures, and fire drills. While these programs provide essential operational foundations, they also indicate the need for more role-specific training to strengthen departmental competencies.

Despite the positive results, challenges remain regarding training schedule consistency, particularly during peak seasons when operational demands often take priority over training activities. Such conditions may reduce opportunities for learning transfer and competency development. These findings support the views of Goldstein and Ford (2002), Noe (2017), and the Kirkpatrick (2006), which emphasize that organizational support and effective learning transfer are critical determinants of training effectiveness and employee performance.

The findings also revealed that some employees, particularly those with longer tenure in operational departments, reported lower perceptions of Evaluation & Learning Transfer (X1.3), suggesting that certain training programs may not fully address department-specific development needs. Consistent with previous studies by Susanto et

al. (2025) and Fitriyani et al. (2024), the results confirm that structured and relevant training programs contribute significantly to employee performance improvement.

Relationship between Self Efficacy on Employee Performance

Self-Efficacy (X2) was shown to have a positive and significant effect on Employee Performance (Y), though its influence was smaller compared to Training Quality. This suggests highlight the importance of psychological aspects in enabling employees to perform their roles effectively.

Among the Self-Efficacy indicators, Strength (X2.2) recorded the highest outer loading value, indicating that persistence and confidence in overcoming challenges are the most representative aspects of self-efficacy. Employees who have strong self-belief tend to stay resilient when dealing with demanding guests, operational pressures, and dynamic service situations. The results align with Social Cognitive Theory (Bandura, 1997), which asserts that self-efficacy contributes to individual motivation, resilience, and performance.

Qualitative findings further revealed that employee self-efficacy is primarily shaped by mastery experience and verbal persuasion. Employees reported greater confidence when they had mastered SOPs, accumulated work experience, and received trust and support from supervisors. In addition, support from colleagues and a cohesive team environment contributed to employees' confidence in handling operational challenges. These findings indicate that strengthening self-efficacy requires not only technical training but also supportive workplace relationships and a culture of recognition.

Nevertheless, several challenges remain. Employees with limited work experience reported fewer opportunities for role modeling from senior colleagues, while employees in high-pressure operational departments experienced emotional and physical strain that could affect their confidence and performance consistency. Therefore, organizations should strengthen mentoring practices, peer learning opportunities, and employee well-being initiatives to further enhance self-efficacy. This finding corroborates the results of previous research by Arista et al. (2022) and Prastica and Silitonga (2022), which likewise demonstrated a positive and significant relationship between self-efficacy and employee performance in hospitality settings.

CONCLUSION AND SUGGESTION

The findings of this study demonstrate that both Training Quality and Self-Efficacy have positive and significant effects on Employee Performance at a five-star hotel located in east Surabaya. Among the two variables, Training Quality emerged as the strongest predictor of performance, highlighting the importance of structured training systems, management commitment, adequate facilities, and organizational support in enhancing employee effectiveness. Organizational & Facility Support was identified as the most representative dimension of Training Quality, while Strength was the most representative dimension of Self-Efficacy, indicating that employee confidence and persistence play a crucial role in handling workplace challenges. In addition, Work Quantity emerged as the most representative indicator of Employee Performance, reflecting the importance of productivity and the ability to meet workload demands in the hospitality industry.

Therefore, organizations are encouraged to prioritize the development of high-quality training programs, strengthen learning transfer through coaching and mentoring, and foster employee confidence through supportive work environments, constructive feedback, and recognition. Integrating technical competency development with

psychological empowerment is essential to improving employee performance, productivity, and service quality in the hospitality sector.

Future researches are encouraged to explore additional factors that may influence employee performance in hospitality industry. Based on the findings of this study, it is recommended that subsequent research examine the role of employee engagement, job satisfaction, work motivation, and perceived organizational support, as these factors were not included in the current model but may contribute to employee performance. Furthermore, leadership style and organizational culture are also worth investigating, given their potential to shape employee attitudes and behavior in the workplace. Investigating these variables may provide a more comprehensive understanding of the factors that drive employee performance and contribute to the development of more effective human resource management strategies in the hospitality industry.

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