

Investigating the relationship between motivation, competence, and commitment: A mediation model of self-efficacy on employee performance in the hospitality industry

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Abstract: This study delves into the multifaceted relationships among motivation, competence, and commitment as foundational determinants of employee performance in the hospitality sector, emphasizing the transformative role of self-efficacy as an intervening variable that reinforces these linkages. Leveraging a robust quantitative, survey-based methodology, data were meticulously collected through a rigorously validated questionnaire administered to a purposively selected cohort of hotel employees. The sample design employed purposive sampling, and advanced path analysis techniques were utilized to disentangle both direct and mediated effects of the independent variables on performance outcomes. Empirical findings substantiate that motivation, competence, and commitment exert a significant and positive influence on employee performance, with self-efficacy emerging as a pivotal mediating construct that enhances these interrelations. This research underscores the strategic imperative of embedding self-efficacy within human resource management paradigms as a cornerstone for optimizing workforce efficacy. In the context of the increasingly competitive and service-driven hospitality industry, the findings advocate for a paradigm shift toward the strategic cultivation of self-efficacy to drive organizational productivity, competitive differentiation, and sustainable growth. By addressing critical gaps, this study enriches the discourse on performance management, providing a holistic and integrative framework that aligns theoretical insights with pragmatic applications.

Keywords: Commitment, Self-efficacy, Competence, Employee performance, Hospitality industry, Motivation.

1. Introduction

The tourism sector plays an important role in a country's economy. The global issue of the tourism sector for a country's economy can be seen from several perspectives. First, the tourism sector can provide significant economic income for the country and local communities [1, 2]. Second, the tourism sector can create jobs for local communities, especially in rural areas [3, 4]. Third, the tourism sector can trigger the development of infrastructure, such as roads, airports, and accommodation [5, 6]. Fourth, the tourism sector can improve the quality of life of local communities, especially if economic income is distributed fairly [7, 8].

The potential of domestic tourism is an alternative to revive the tourism industry [9, 10]. The growth of the tourism sector in Indonesia and several other Asian countries continues to increase over time, as reflected in the increasing number of tourists visiting [11]. In 2018, there were around 9 billion domestic tourist expeditions, and 50% of domestic tourism was in Asia Pacific, more than six times that of international tourism (1.4 billion international visits in 2018) in terms of the number of expeditions [12].

In several studies, the hospitality industry plays an important role in the tourism sector and can help improve the quality of the tourist experience, increase competitiveness, and help improve the local economy [13-16]. The impact of competition and changes in the business environment requires the ability of the hospitality industry to improve the quality of service and employee performance [17]. As an

industry that prioritizes direct interaction between employees and customers, every aspect of employee performance greatly affects the image and customer satisfaction [18]. Therefore, the factors that affect employee performance in this sector are a major concern for hotel managers.

In recent decades, there have been many studies examining the factors that influence employee performance in the hospitality sector. Specifically, several determinants of employee performance in the hospitality sector can be viewed from three perspectives. First, the motivation factor, which found that employee motivation can affect their performance, motivated employees to tend to have better performance [19–21]. Second, the leadership factor found that effective leadership can affect employee performance; good leadership can increase employee motivation and job satisfaction [22–24]. Third, the work environment factor found that a comfortable and supportive work environment can affect employee performance; a good work environment can increase employee job satisfaction and performance [18, 25, 26].

In contrast to the three perspectives, this study offers a new perspective in understanding the dynamic relationship between competence, commitment, and work motivation with self-efficacy, which plays a key role as a mediator in improving employee performance. Most previous studies tend to analyze these factors separately, thus failing to explore how the combination of the three can holistically affect self-efficacy and performance. In addition, this study focuses on self-efficacy as a mediator, providing a new perspective on the psychological mechanisms that link individual and organizational factors to work outcomes.

The hospitality industry, which often faces rapid changes and high customer service demands, is in dire need of employees who are not only motivated and competent but also have the confidence to face various operational challenges. Self-efficacy can be a link that strengthens the relationship between motivation, competence, and commitment with employee performance in this sector. Employees with high self-efficacy tend to be more able to take initiative, overcome obstacles, and provide better service, which will ultimately improve their overall performance. Through this study, it is hoped that it can be known how self-efficacy strengthens the impact of these three factors on employee performance while providing strategic recommendations for managers in the hospitality industry in improving employee performance. In an increasingly competitive and challenging world, understanding how self-efficacy can be a catalyst for superior performance will provide important insights for human resource management in the hospitality sector.

Based on this, the questions raised in this study are (RQ1) do competence, commitment, and work motivation affect employee performance in the hospitality sector? (RQ2) Does self-efficacy affect employee performance in the hospitality sector? (RQ3) Do competence, commitment, and work motivation affect employee performance in the hospitality sector through self-efficacy? From the three research questions, this study aims and focuses on investigating the influence of competence, commitment, and work motivation on the performance of employees in the hospitality sector through self-efficacy.

This study provides important contributions, both theoretically and practically. Theoretically, the results of this study can help develop a more comprehensive human capital theory by considering the role of self-efficacy in improving employee competence, commitment, and work motivation, especially in the hospitality sector. Furthermore, practically, the results of this study can help improve the quality of human resources in the hospitality sector by identifying employee training and development needs. The results of this study can also help develop more effective human resource development strategies by considering the role of self-efficacy in improving employee competence, commitment, and work motivation.

2. Literature Review

2.1. Theoretical Background: Human Capital Theory in the Tourism Sector

In accordance with its objectives, this study focuses on investigating the influence of competence, commitment, and work motivation on employee performance in the hospitality sector through self-efficacy. Based on this, this study was developed using the perspective of human capital theory. The theory

of human capital in the tourism sector focuses on the importance of human resources in improving company performance and productivity. The theory of human capital was developed by Becker [27]. This theory focuses on the importance of investing in human resources to improve company productivity and performance.

From several perspectives, human capital in the tourism sector includes several concepts, such as (1) competence, namely the ability of employees to perform assigned tasks effectively; (2) commitment, namely the ability of employees to dedicate themselves to the organization and carry out assigned tasks seriously; (3) motivation, namely the ability of employees to carry out assigned tasks with enthusiasm; and (4) creativity, namely the ability of employees to develop new and innovative ideas [7, 28–30].

Furthermore, from various perspectives, there are several factors that influence human capital in the tourism sector, such as (1) training and development provided to employees to improve their competence and performance [31, 32]; (2) effective leadership in managing and developing employees [33]; (3) a comfortable and supportive work environment to improve employee motivation and performance [34]; and (4) compensation and rewards given to employees to improve their motivation and performance [35]. Thus, human capital is one of the most important factors in improving the performance and productivity of companies in the hospitality sector. Therefore, the variables in the study were investigated based on the perspective of human capital theory.

2.2. Relationship between Competence, Commitment, Work Motivation, Self-Efficacy, and Employee Performance

This research emphasizes the importance of a deep understanding of the variables that affect employee performance in an organization, namely competence, commitment, work motivation, and self-efficacy. These concepts are based on theories put forward by various experts in the fields of human resource management and organizational psychology. Human Resource Management (HRM) is the process of managing employees in an organization so that they work effectively and efficiently. Khurana and Ataniyazova [7] stated that HRM not only manages the workforce but also focuses on the establishment, development, and maintenance of competent and committed human resources to achieve organizational goals. HRM also consists of several functions, as described by Rehan, et al. [36] namely planning, organizing, leading, and controlling, all of which are designed to optimize workforce performance and achieve organizational goals.

In this context, performance management is an important aspect that aims to improve employee productivity, effectiveness, and efficiency. Theories on performance management, such as those put forward by Miah, et al. [37] emphasize that performance improvement is achieved through a cycle of planning, action, monitoring, and evaluation. Hassanein, et al. [38] also argue that performance management involves the formulation of performance expectations, necessary support, and continuous evaluation against performance standards. In addition, Sahan, et al. [39] proposes that coaching and performance evaluation should be conducted regularly, ending with an annual performance appraisal to support employee development.

Competencies are the abilities, skills, and attitudes that employees have to perform tasks properly and efficiently. Becker [27] defines competence as a combination of knowledge, skills, and individual characteristics that support task achievement. High employee competence directly affects the quality and effectiveness of their performance. Besides competence, work motivation is an important factor that influences employee behavior and performance. Herzberg [40] in his Two-Factor Theory, divided motivational factors into two groups, namely motivator factors (such as job satisfaction and recognition) and hygiene factors (such as pay and working conditions). Herzberg stated that motivator factors increase job satisfaction and encourage employees to work harder, while hygiene factors prevent dissatisfaction but do not directly increase motivation. van der Hulst and Zwaal [41] state that motivation affects three important aspects: the direction of behavior, the level of persistence, and the level of effort employees put into performing their duties.

Commitment is also an important element that supports employee performance. Meyer, et al. [42] introduced the Three Commitment Theory, which includes three dimensions: affective commitment,

which relates to an employee's emotional attachment to the organization; continuance commitment, which involves weighing the costs and benefits of remaining with the organization; and normative commitment, which relates to an employee's moral obligation to be loyal to the company. Highly committed employees tend to be more loyal and strive to achieve better results for the company. Furthermore, self-efficacy is a person's self-belief in their ability to complete a particular task. Bandura [43] in Self-Efficacy Theory, states that self-efficacy is an individual's perception of how well they can function in a given situation. Self-efficacy affects how individuals set goals, how hard they try, and how they deal with failure. Employees who have high self-efficacy tend to be more confident in completing challenging work and more persistent in the face of adversity, which will ultimately improve their performance.

Employee performance itself is the end result of the contribution made by individuals or groups in carrying out their duties in the organization. Abedelrahim, et al. [44] states that performance can be measured through productivity, work quality, and attendance. According to Tsou, et al. [45] employee performance is the behavior shown in carrying out roles and responsibilities in accordance with the standards set by the organization. Good performance requires the right combination of competence, motivation, and commitment from employees.

All in all, competence, commitment, work motivation, and self-efficacy have a strong relationship and mutually influence employee performance. Luthans, et al. [46] found that self-efficacy is positively related to employee performance. Previous research by Wang and Jiang [26] also showed that high work motivation can improve productivity and work quality. Good competence in employees allows them to work more efficiently and make a significant contribution to the success of the organization. The relationship between variables in this study can be seen in Figure 1.

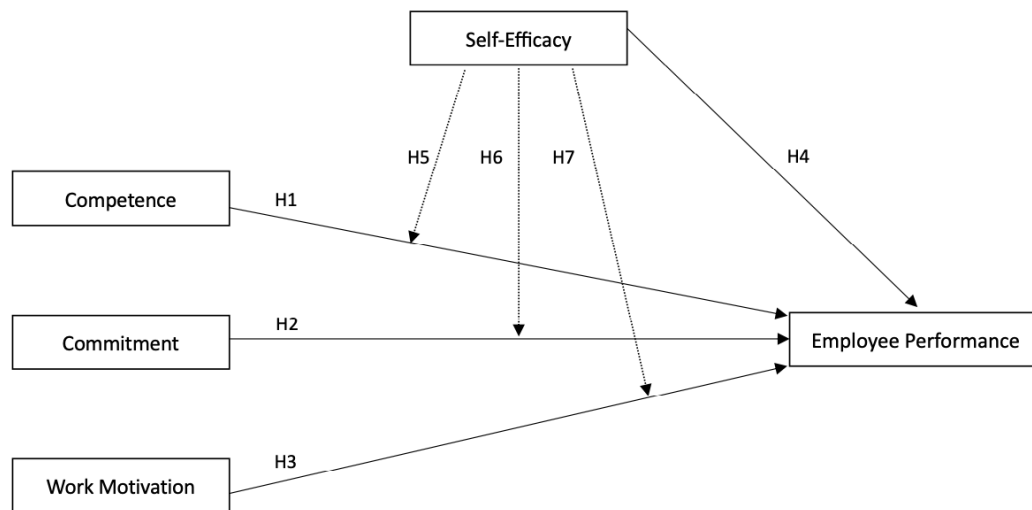


Figure 1.
Conceptual framework.

2.3. Hypothesis Development

Company performance is the ability of an organization to manage resources to provide added value to the company based on experience and social capital. von Bonsdorff, et al. [47], Fujianti [48], and Donate, et al. [49] suggest that human resource practices are related to the development of trust, norms, and networks, and also that the age of the company and length of service have an important role in achieving company performance. Employees have the ability and skills to increase self-efficacy in carrying out the work responsibilities given, of course, that they are very much needed by the company.

Furthermore, Yu [50], Christensen-Salem, et al. [51] and Ma, et al. [52] stated that there is a reciprocal relationship between tasks carried out individually and in groups where the relationship

between self-efficacy and performance is more prominent and better influenced by the level of difficulty of the task and the responsibility given in completing the work with partial work involvement that can increase job satisfaction that affects company performance and self-efficacy, reduces turnover, and increases work commitment. This is in line with Sürücü, et al. [53] and Abuelhassan and AlGassim [54] who stated that self-efficacy plays a mediating role in the relationship between transformational leadership and company performance, where the combination of service and procedures on self-efficacy thus has an influence on loyal customers and procedures, where the collaborative effect of leadership has an empowering role in producing high self-efficacy with clarity of goals, and company performance can be achieved.

A motivated employee will have job satisfaction and high performance and have a strong desire to succeed. In work motivation, there are several influencing factors as stated by Loi, et al. [55], Hashiguchi, et al. [56], and Soliman and Altabtai [57], suggesting that lower expectations and individual perceptions that others do not believe they can succeed are influenced by the age and health of employees, where also intrinsic (interest) and extrinsic (reward) motivation are the most important, followed by salary and promotion arrangements. Motivation can be interpreted as the spirit, enthusiasm, and power that moves a person to work. The higher a person's motivation, the better their performance. Uka and Prendi [58] and Tian, et al. [59] suggest that workload has a negative influence on motivation and competence has a positive influence on work motivation and financial benefits (salaries and bonuses), and promotions are very important motivational factors for employees that can affect company performance.

Motivation and commitment have a very close influence on performance. Motivation and commitment are factors within a person that guide his behavior to achieve certain goals. Shonte and Ji [60], Kustiawan, et al. [61], Ren, et al. [62] and Filimonau, et al. [63] suggest that human resource management through employee commitment in turn has a positive relationship with company performance and management commitment and social responsibility in the face of competition, where job satisfaction, employee attachment, and affective organizational commitment play an important role in increasing employee job satisfaction.

Based on the literature review, previous research, and conceptual framework previously described, the hypotheses of this study are as follows:

- H₁: Competence influences employee performance in the hospitality sector.*
- H₂: Commitment influences employee performance in the hospitality sector.*
- H₃: Work motivation influences employee performance in the hospitality sector.*
- H₄: Self-efficacy influences employee performance in the hospitality sector.*
- H₅: Competence influences employee performance in the hospitality sector through self-efficacy.*
- H₆: Commitment influences employee performance in the hospitality sector through self-efficacy.*
- H₇: Work motivation influences employee performance in the hospitality sector through self-efficacy.*

3. Methodology

3.1. Data and Samples

This study uses Structural Equation Modeling (SEM) with Lisrel Version 8.5 software as its analysis technique. In the SEM framework, competence, commitment, and work motivation are considered latent variables (endogenous), self-efficacy is a mediator variable, and employee performance is an influenced variable (endogenous). The population in this study consisted of all employees working in the Archipelago International group in Makassar, Indonesia, including at the Fave Losari hotel, Aston Hotel & Convention Makassar, and Harper Perintis Hotel Makassar. Population members are employees who meet the criteria of an employment contract, with consideration of cost, time, and energy efficiency as a consequence of the study. Based on the respondent profiling, the number of samples used was 320 respondents.

3.2. Measurement of Variables

This study uses an explanatory quantitative method to analyze the effect of motivation, competence, and commitment on the performance of the hospitality employee sector, with self-efficacy as an

intervening variable in the form of a questionnaire that will be distributed to respondents. The variables in this study include independent variables such as motivation, competence, and commitment, while self-efficacy is treated as an intervening variable that mediates the influence of independent variables on employee performance (dependent variable). Data will be collected through a closed questionnaire with a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), which includes measurement items for each variable. The instrument used is adjusted from the scale that has been tested.

3.3. Data Analysis

In this study, data were analyzed using Structural Equation Modeling (SEM), with the help of LISREL software. SEM was chosen because it is able to examine the structural relationship between latent variables simultaneously and can examine the role of intervening variables in this case self-efficacy more comprehensively. The analysis process begins with testing the validity and reliability of the instrument to ensure the accuracy and consistency of the collected data. After that, the SEM model that was built will be tested through several stages, including the goodness-of-fit test and path analysis, to determine the extent to which self-efficacy mediates the influence of motivation, competence, and commitment on employee performance. Furthermore, normality, multicollinearity, and heteroscedasticity tests were carried out to ensure that the data meets the requirements for using SEM. This analysis will also provide direct and indirect estimates of the relationship between variables. With this approach, this study is expected to provide an in-depth picture of how self-efficacy strengthens the influence of motivation, competence, and commitment on employee performance in the hospitality sector, as well as provide strategic recommendations to improve the quality of human resources in this industry.

4. Results

4.1. Conceptual Model Test

This study aims and focuses on investigating the influence of competence, commitment, and work motivation on the performance of employees in the hospitality sector through self-efficacy. The simulation analysis stage in testing the conceptual research model is to determine the fulfillment of the suitability requirements as a model. The results of the conceptual research test analysis are identified as the initial model that will be used to explore the modification index. The results of the conceptual research test can be seen in Figure 2.

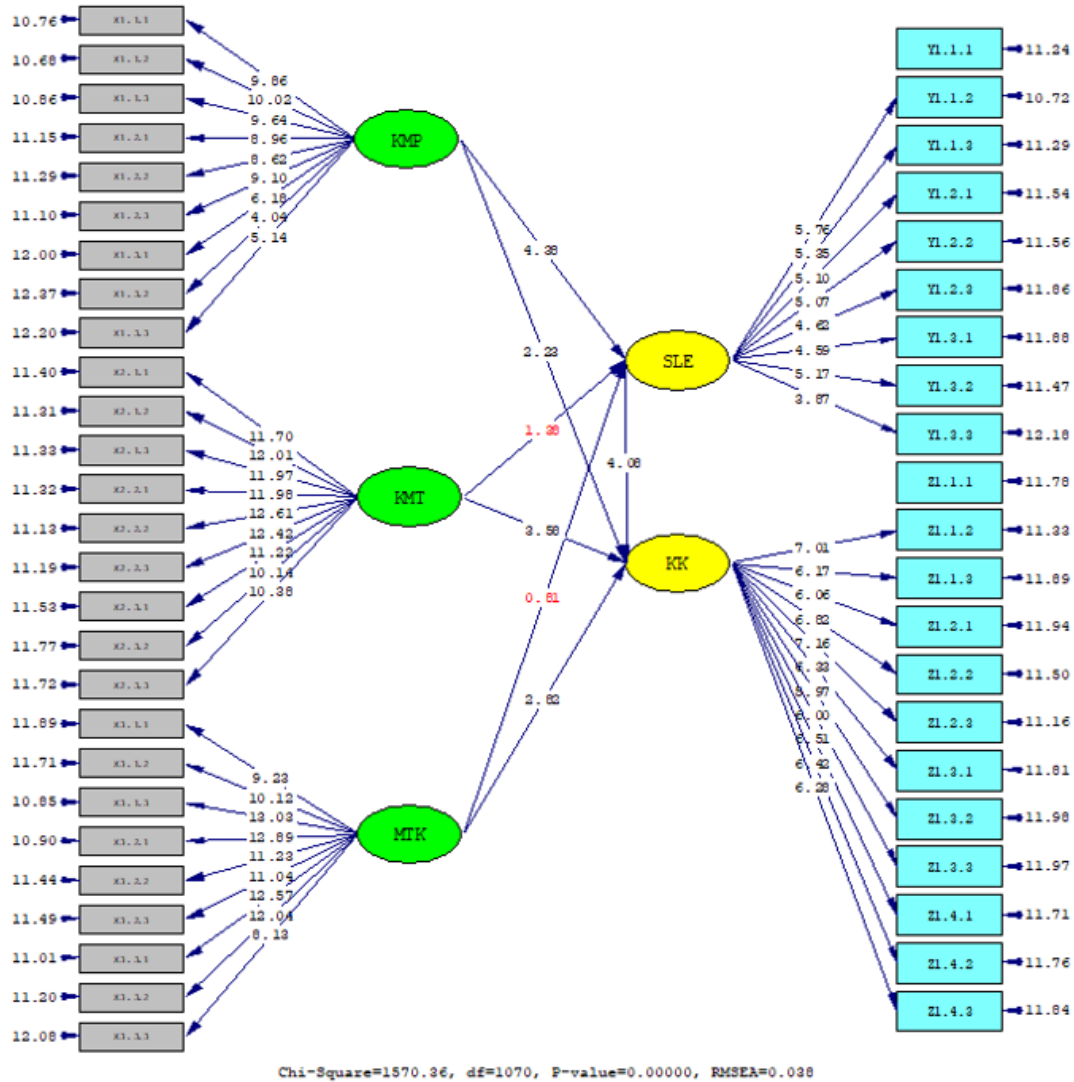


Figure 2.
Conceptual Model Testing.

4.2. Best Model Test Simulation

The structural model has met the criteria for the structural model suitability requirements. This can be seen from the significant influence of exogenous variables on endogenous variables. The suitability of the model can also be seen from the value of the coefficient that meets the criteria for the determination of the structural model analysis (see Figure 2). The results of the structural model suitability test of the study can be seen in Table 1.

Table 1.
Best Alternative Model Fit.

Model Alignment	Coefficient	Criteria	Decision
Chi-square (χ^2)	9.18	Small (non-significant)	Good, fulfilled
P-Value	0.145	≥ 0.05	Good, fulfilled
Cmin (χ^2/Df)	1.203	≤ 2.00	Good, fulfilled
RMR (standardized)	0.00	≤ 0.08	Good, fulfilled
RMSEA	0.049	≤ 0.08	Good, fulfilled
GFI	0.99	≥ 0.90	Good, fulfilled
AGFI	0.98	≥ 0.90	Good, fulfilled
CFI	1.00	≥ 0.94	Good, fulfilled
IFI	0.95	≥ 0.94	Good, fulfilled
NNFI atau TLI	0.98	≥ 0.94	Good, fulfilled
AIC (Model)	54.57	Small, relatively	Good, fulfilled

Based on Table 1 above, the decision regarding the hypothesis proposed in this study can be seen in Table 2.

Table 2.
Hypothesis Testing Results.

Hypothesis	Conclusion
Competence influences employee performance in the hospitality sector.	Accepted
Commitment influences employee performance in the hospitality sector.	Accepted
Work motivation influences employee performance in the hospitality sector.	Accepted
Self-efficacy influences employee performance in the hospitality sector.	Accepted
Competence influences employee performance in the hospitality sector through self-efficacy.	Accepted
Commitment influences employee performance in the hospitality sector through self-efficacy.	Accepted
Work motivation influences employee performance in the hospitality sector through self-efficacy.	Rejected

5. Discussion

5.1. The Influence of Competence on Employee Performance in the Hospitality Sector

The results of this study indicate that competence has a significant effect on employee performance. Thus, the first hypothesis in this study is accepted. Employee competence plays a very important role in determining the success and productivity of the company. There are several main competencies that are often sought and developed in the industrial world, such as technical skills, problem-solving & decision-making, teamwork skills, adaptability & flexibility, and customer orientation. Understanding customer needs and expectations and the ability to provide satisfactory service. For companies, identifying, recruiting, and developing employees with the right competencies is the key to long-term success, in line with the opinion of Olazo [64] which states that competence is knowledge, skills, or abilities demonstrated by a person. Competence can also be assessed from a person's attitude, as expressed by Rehan, et al. [36] that competence is not just knowledge but also personal characteristics that develop through the education process and are then shaped by the situation in an organization.

Employee competence in the context of the hospitality industry is very important to ensure quality service to guests, efficient operational management, and improve the hotel's reputation. The ability to provide friendly, professional, and responsive customer service along with communication with guests and coworkers is very important in the hospitality industry. In line with the opinion of [64, 65] it is stated that having skilled human resources is an organization's task to create employee competence because it can create increased occupancy in hotel operations with process standardization and employee ability to improvise in the face of unexpected events. Employees in various hotel departments, such as room service, restaurant, or cleaning, must have technical skills appropriate to their jobs and must be ready to work in changing situations. Good training, development, and supervision can help hotel employees acquire and improve these competencies. Regular performance measurement and assessment can also help identify

areas where employees can improve their competencies to achieve better results in the hospitality industry.

5.2. The Influence of Commitment on Employee Performance in the Hospitality Sector

Commitment has a significant effect on employee performance, so the second hypothesis in this study can be accepted. Employee commitment reflects the level of involvement, loyalty, and dedication to work, organization, or company goals. Employees with high commitment tend to be more motivated to work well, consistently, and continuously. It is important for organizations to develop employees through training in order to increase their emotional attachment to the organization. Organizational commitment, according to Al-Romeedy and Khairy [18] is a state in which employees support organizational goals and want to stay. Committed employees tend to be more loyal and have higher retention rates. In line with the views of Hsiao, et al. [66], Shamim, et al. [67], and Tariq, et al. [68] that organizations need to develop employee skills to increase commitment and competitive advantage, especially in the hospitality sector, which often experiences high turnover. Employee commitment to performance is an important aspect, where those who have high commitment will be more dedicated to achieving organizational goals.

5.3. The Influence of Work Motivation on Employee Performance in the Hospitality Sector

It has been found that work motivation has an influence on employee performance. Thus, the third hypothesis in this study can be accepted. Motivation is an important factor in influencing how well an employee carries out his duties and responsibilities and tends to complete his tasks quickly and more efficiently because they have an internal drive to achieve good results. Work motivation is a psychological force within a person that determines the direction of a person's behavior in an organization, level of effort, and persistence in the face of obstacles Tian, et al. [59]. Motivated employees can influence the overall performance of the team. They can be a source of inspiration for their coworkers and improve collaboration and communication within the team. It should be noted that recognition, rewards, training, career development, and good communication are some of the ways that can help increase employee motivation. It is stated that high-quality employee motivation can contribute to the success of the organization where there is continuous job satisfaction between work motivation and motivation due to the feedback received in the hospitality industry [69-71]. Motivated employees will tend to work more effectively, have high morale, and provide better service to guests so that there is recognition and financial rewards in the form of service charges.

5.4. The Influence of Self-Efficacy on Employee Performance in the Hospitality Sector

Self-efficacy has a significant effect on employee performance. This shows that the fourth hypothesis in this study can be accepted. Employees with high levels of self-efficacy are more motivated, have a strong belief in completing difficult tasks, and increase their intrinsic motivation. They tend to try harder to achieve desired results, do not give up easily when faced with obstacles, and are more creative in finding solutions. According to Bandura [43], self-efficacy is the perception of one's ability to function in certain situations and is closely related to the belief in the ability to carry out expected actions. Mujeeb, et al. [72] and Sürücü, et al. [53] stated that a supportive work environment can help increase self-efficacy, which in turn reduces turnover. Employees with high self-efficacy are more likely to behave with high expectations, resulting in the performance expected by the company. In addition, self-efficacy contributes to teamwork, encourages active participation and creativity, and helps employees manage stress and maintain work-life balance, which are important for innovation and job satisfaction in the hospitality sector.

5.5. The Influence of Competence on Employee Performance in the Hospitality Sector through Self-Efficacy

Competence through self-efficacy has a significant effect on employee performance. This finding successfully proves the sixth hypothesis in this study. The combination of strong competence and self-efficacy often results in higher productivity and the ability to adapt to changes in the work environment

[50]. Providing training accompanied by positive feedback can increase employee self-efficacy so that they feel able to contribute positively, do not give up easily, and have the ability to overcome failure. Employees also support the organizational culture where the culture supports growth and learning. Competence and self-efficacy (belief in ability) are two interrelated factors. Both work together to form effective performance [54]. Employees who have relevant competence in their duties and a high level of self-efficacy in carrying out their duties tend to achieve better performance and high motivation.

5.6. The Influence of Commitment on Employee Performance in the Hospitality Sector through Self-Efficacy

Commitment through self-efficacy has a significant effect on employee performance. This shows that the sixth hypothesis is accepted. The relationship between the two forms a positive cycle, where employees who have high work commitment and strong self-efficacy are able to complete tasks consistently and achieve good performance. Edgar, et al. [31] and Olazo [64] stated that organizational commitment is positively related to self-efficacy, especially when changes occur, because self-efficacy helps employees respond positively. In the hospitality industry, where service levels and guest interactions are critical, employee commitment and self-efficacy affect guest experience and operational success. Employees with high self-efficacy and strong commitment are able to overcome difficult situations, stay calm, focus on solutions, and provide creative service, which also contributes to lower employee turnover.

5.7. The Influence of Work Motivation on Employee Performance in the Hospitality Sector through Self-Confidence

Work motivation through self-efficacy shows a negative and insignificant influence on employee performance, so it can be stated that the seventh hypothesis is not accepted. In contrast to the previous one, in this result, work motivation through self-efficacy shows a negative and insignificant influence on employee performance. This is because previous work experience plays a major role in the formation of self-efficacy. And the reality in the field is that the mastery of the latest technology, such as Google Nest, is still low, which has an impact on guest complaints, in addition to the low ability of employees to provide solutions to several complaints from visitors. If someone has a positive experience in completing a task, it can increase their self-efficacy and ultimately affect work motivation. Very different from the opinion of Christensen-Salem, et al. [51] and Tariq, et al. [68] which states that work motivation is an important factor that can affect employee performance in various industries and has a positive effect on employee self-efficacy and work quality.

6. Conclusions

This research provides an in-depth insight into the impact of motivation, competence, and commitment on employee performance in the hospitality sector, with self-efficacy as the intervening variable. The main finding of this study is that competence, commitment, and work motivation directly affect employee performance, but the effect of work motivation is not significant in the context of this study. Self-efficacy has been shown to play an important role as an intervening variable, mediating the relationship between competence, commitment, and employee performance. Employees with high levels of competence exhibit strong self-efficacy, which in turn increases their work motivation and performance. High self-efficacy allows employees to feel more confident and committed to their tasks and helps them overcome obstacles and challenges more effectively. Employees' commitment to work is also strengthened by self-efficacy, making them more engaged and contributing to better performance.

However, high work motivation does not always have a positive impact on performance if it is not supported by adequate skills and commitment. In the hospitality sector, where quality service and positive interactions with guests are crucial, factors such as competence and self-efficacy become even more crucial in determining employee performance. The research also revealed that differences in employees' work backgrounds and changes in the work environment can affect outcomes, emphasizing the need for effective leaders to manage change and support employee development. Overall, it suggests that organizations in the hospitality sector should focus on developing employees' competencies and self-efficacy and increase support for commitment to achieve optimal performance. In addition, this research provides insights into

how organizations can support their employees to reach maximum potential. Organizations need to create a supportive work environment where employees feel valued, supported, and empowered to grow. Interventions such as training, recognition of achievements, and career development can significantly improve employees' self-efficacy. In the long run, this not only improves individual performance but also positively impacts organizational productivity and sustainability.

To sum up, this research confirms the close relationship between competence, commitment, motivation, and self-efficacy with employee performance. Self-efficacy is not only an important indicator in assessing individual potential but also a factor that can be strengthened through various development strategies, both in the workplace and in the educational process. With the right approach, both organizations and educational institutions can prepare individuals to face challenges and opportunities in the world of work, creating a generation of professionals who are resilient, adaptive, and innovation-oriented.

7. Practical Implications and Limitation of the Study

7.1. Practical Implications

The findings of this study have implications for researchers, hoteliers, and policymakers, especially those related to improving human resources in the hospitality industry. Training and development programs designed to improve skills and knowledge can improve employee performance. Increasing employees' self-efficacy levels can be an effective strategy to improve performance. This can be done through providing positive feedback, providing challenges that match ability levels, and facilitating the development of self-confidence. Management should create a work environment that supports employees' commitment to the organization. This can include building a positive organizational culture, recognizing employee contributions, and improving internal communication.

Boosting work motivation involves a deep understanding of what drives employees. Appropriate reward systems, meaningful job placements, and recognition of achievements can be ways to increase work motivation. Psychological interventions can be used to strengthen self-efficacy. This may involve social skills training, stress management, and other self-development strategies to help employees feel more confident in tackling work tasks. Improvements in one area can have a positive impact on others, so a holistic approach to employee development can be more effective. Identify competency deficiencies that may affect employee performance. Based on the findings, companies can design appropriate training programs to improve employees' skills and knowledge.

Self-efficacy acts as a mediator; companies can direct efforts at increasing employee self-efficacy. Training, mentoring, and special projects can help strengthen self-efficacy and employee commitment to the organization and can help companies understand the extent to which employees feel attached and loyal. Strategies can be designed to increase commitment through building a positive organizational culture and providing appropriate incentives. the need to design appropriate motivation programs. This could involve introducing an effective reward system, clear career development, and providing challenging tasks. Conducting periodic assessments of employee performance considering variables such as competence, commitment, work motivation, and self-efficacy can provide further insights. Constructive feedback and personal development plans can help employees to continuously improve.

Finally, managers can play an important role as coaches in helping employees develop self-efficacy. Providing support, listening, and giving constructive direction can help boost employees' self-efficacy. Creating a work environment that supports initiative, collaboration, and recognition can motivate employees to perform better.

7.2. Limitation of the Study

This research was conducted at Archipelago International Group hotels in Makassar City. The limitation arises because differences in organizational characteristics can constrain the generalizability of the findings. Additionally, the data collected through questionnaires or interviews may be influenced by the subjective perceptions and interpretations of respondents, potentially introducing bias and reducing

the validity of the results. External factors such as changes in the economic environment, changes in company policy, or changes in the industry can affect employee performance and obscure the relationship between the variables studied. Even if there is a positive relationship between certain variables, the study may not be able to show definitive causality. For example, high employee performance may be due to other factors not measured in the study.

However, behind these limitations, the novelty of this research lies in the context of work motivation through self-efficacy not having a significant impact on employee performance at the Archipelagi Hotel Group in Makassar City due to previous work experience playing a big role in the formation of self-efficacy. Lack of technological skills that are up to date so that it has an impact on guest complaints; besides that, there is still a low ability of employees to provide solutions to several complaints from visitors. One of the efforts to increase work motivation through self-efficacy needs to be accompanied by a deep understanding of the work context and employee needs and by providing appropriate support and guidance.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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