

## The Effect of Employee Training, Organizational Commitment and Self Efficacy on Employee Performance in the Hospitality Industry

Nurdjanah Hamid  
Prodi Manajemen, Universitas Hasanuddin, Indonesia  
[nunung@fe.unhas.ac.id](mailto:nunung@fe.unhas.ac.id)

Slamet Riyadi  
Prodi Manajemen, Universitas Dr. Soetomo, Indonesia  
[slamet.riyadi@unitomo.ac.id](mailto:slamet.riyadi@unitomo.ac.id)

Musran Munizu  
Prodi Manajemen, Universitas Hasanuddin, Indonesia  
[musran@fe.unhas.ac.id](mailto:musran@fe.unhas.ac.id)

Sitti Usmia  
Prodi D3 Kebidanan, Akbid Tahirah Al Baeti Bulukumba, Indonesia  
[sitti.usmia@gmail.com](mailto:sitti.usmia@gmail.com)

Helmi Ali  
Prodi Manajemen, Institut Teknologi dan Bisnis Haji Agus Salim (ITBHAS) Bukittinggi, Indonesia  
[helmi\\_akbary@yahoo.com](mailto:helmi_akbary@yahoo.com)

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### Abstract:

This study examined how self-efficacy, employee development, and organizational commitment affected workers' performance. The sample for this study, which incorporates quantitative research, consists of 70 permanent hotel employees. A saturated sampling approach is used in the sampling process. Techniques for gathering data include surveys, literature reviews, and supplementary secondary data. Validity tests, reliability tests, cross-tabulation tests, correlation tests, determination tests, simple linear regression, multiple linear regression, t-tests, and f-tests with SPSS 26.0 were all used in the data analysis process. The finding of this study demonstrates that organizational commitment, employee training, and self-efficacy are all factors that simultaneously affect employee performance. Employee performance is partially influenced by organizational commitment, employee training, and self-efficacy, but not by either factor alone. 0.647, or 64.7%, for the corrected R square. It is recommended for hotels to improve employee self-efficacy based on the magnitude (self-confidence) indicator. In addition to hotels having to increase employee training based on reaction indicators (participation in hotel activities) and behavior (becoming the best employee), hotels must also increase commitment based on affective indicators (paying attention).

**Keywords:** self-efficacy, training, organizational commitment, performance, hotel.

### Introduction

The tourism sector in Indonesia is one of the leading sectors and makes a major contribution to the domestic economy. The existence of the tourism sector contributes to creating employment opportunities and foreign exchange earnings. Tourism activities are considered to have quite a number of business fields, including hotels, restaurants, and

transportation facilities, which also affect the development of spatial planning and the environment in the process of development of certain areas that have tourism potential. A hotel is a type of accommodation managed by a company in commercial and professional services that provides everyone with comfortable lodging, eating and drinking services, and other facilities intended for guests, such as restaurants, cafes, and bars. Excellent service is performed by the company to provide satisfaction to customers and meet their needs and desires, both as products and as services (Ambarita & Hanafi, 2022).

Improving performance is an important factor in advancing competitiveness in the business world. If the company has high performance, it can increase its business so that it can strengthen its position among competitors. However, if the company has low performance, it is difficult to increase its business, let alone be able to excel in competition. Employee productivity is measured by three factors: employee quality, employee quantity, and employee productivity as measured by outcomes obtained by employees in accomplishing assigned tasks in accordance with their respective duties (Adriyanto & Gita, 2018). Targets, standards, and targets that both parties have agreed upon can all be used to determine how well an employee performed within a given period of time (Ayu et al., 2022).

Employee performance is not at its best, according to the results of a pre-survey about the work of 15 permanent employees (Bagyono, 2014). The responses of the 86.6 percent of respondents who experienced situations in which they frequently did not finish their assignment on time demonstrate this, so they often received reprimands from Human Resources, based on reports from the heads of each department who felt that their employee's performance had decreased. According to previous research, one of the aspects involved in decreasing employee performance is self-efficacy in each individual. Self-efficacy is the conviction that one can plan and carry out the sequence of actions required to achieve the intended objectives. Individual self-efficacy will result in a belief in one's capacity to fulfill the work assigned by superiors. High self-efficacy workers are more likely to complete challenging tasks. Employees with poor self-efficacy, on the other hand, are more likely to avoid their given activities and perceive them as a burden. This is in accordance with field data showing that 86.6 percent of employees have some difficulty doing their work in each department (Arta et al., 2022).

In addition to self-efficacy, the existence of employee training is one of the efforts that is very necessary in improving employee performance (Hikmah & Hari, 2018). Employee training is an educational program that is carried out methodically, efficiently, and under the direction of experts. In addition to improving and developing employees' attitudes, behaviors, abilities, and knowledge in accordance with the company's intentions, this increases the ability in the workplace to achieve the work goals sought by the organization. Other aspects in employee performance, such as organizational commitment, can enhance employee performance in addition to the use of self-efficacy and employee training (Mangkunegara, 2017). High-commitment employees are expected to be able to promote a productive and professional work environment. Nonetheless, it can be shown from the outcomes of the self-efficacy pre-survey that 86.6 percent of employees want to work for a different firm. They feel unsatisfied at work because they do not feel that they have experienced an increase in work from promotion opportunities in a long enough career path; they easily complain about the workload, negative statements in the work environment, and an attitude of not caring about the problems that exist in the company.

## Literature Review

In general, self-efficacy is taken from the word self," which means a form of personality, and "efficacy" means self-assessment in carrying out good or bad actions, right or wrong, whether or not you can do the job as instructed. Self-efficacy is the conviction that one is capable of carrying out a task, confident that individuals have a competent and effective attitude (Martoyo, 2000). Self-efficacy is a matter of the ability that is believed by individuals to overcome certain conditions related to the assessment of the ability and skills to carry out an action related to a specific task (Tikson et al., 2018). There is also training aimed at implementing staff to improve their technical knowledge and skills. Training is also an effort to develop or explore the abilities possessed by someone so that they have skills, ways of thinking, and improved attitudes according to what is needed by a company or a particular agency so that they can solve problems that may be faced in the future (Munizu & Riyadi, 2021). Since the firm actually requires people with a high level of commitment in order to continue to exist and enhance the services or goods it offers, organizational commitment is a very crucial behavior for the organization (Tannady et al., 2020). Organizational commitment is a

person's behavior towards the company in the form of loyalty and the achievement of the company's vision, mission, and goals (Munizu & Hamid, 2018). Strong trust and acceptance of the organization's objectives and principles, a strong desire to work for the company, and a strong desire to stay a member of the organization are all indications of a person's high level of commitment to the organization (Rahayu et al., 2019). Employee productivity is the end result of each person working hard to complete their tasks in accordance with the obligations assigned to them. To meet established organizational goals, a firm or organization must work to enhance employee performance (Riyadi & Sumardi, 2017).

## Methodology

All 70 participants in this study were full-time, permanent hotel employees. This study used a saturated sample sampling method. because there are fewer than 100 research participants. The writer will collect 70 samples in total. The authors employed primary data gathering methods including questionnaires and interviews to get data for this study. The questionnaire in this study used an instrument, namely the Likert scale. Meanwhile, unstructured interviews, where interviewers are freer to express their opinions because they use open-ended questions to obtain information about the company and distribute questionnaires. The secondary data employed comes from library research, which can offer a theoretical foundation derived from illustrative books, scholarly publications, the internet, and other sources pertinent to the subject of study. The instrument used in conducting this research was an online questionnaire created by utilizing technology in the form of Google Forms because using this medium is more efficient. In this study, the questionnaire used was a closed-model questionnaire in which the answer to each question was available, making it easier for respondents to choose answers that matched their opinions and choices. The data quality test and the traditional assumption test are the data analysis techniques employed by the researchers in this study. Data analysis methods included hypothesis testing and multiple linear regression analysis. Coefficient (a) represents the size of a constant, and coefficient (b1, b2, and b3) represents the magnitude of each independent variable and the regression coefficient, respectively. Given that there are several independent variables, multiple regression analysis was utilized to examine the quantitative secondary data used in this study. The estimation technique for the independent variables that underlies this technique is ordinary least squares. The essence of OLS is to estimate something.

## Case studies

The characteristics of the respondents based on gender showed that the male respondents were 54, or 77.1%, and the female respondents were 16, or 22.9%, of the respondents. This explains that the majority of employees are dominated by male employees. Respondents' last education was dominated by SMA/K graduates by 40% and D4/S1 graduates by 38.6%. Diploma III graduates as much as 21.4%. Respondents' ages ranged from 21–30 years by 38.6%, employees with an age range of 31–40 years by 34.3%, employees with an age range of 41–50 years by 24.3%, and employees with an age range > 50 years by as much as 2.9%. The length of time the respondents worked varied. Starting from those who have just worked < 2 years, as much as 15.7%, a working period of 2-3 years as much as 32.9%, a working period of 4-5 years as much as 15.7%, and a working period > 5 years as much as 35.7%. Respondents who attended training 1–5 times were 52.8%; those who worked 5–10 times were 18.5%; and those who worked > 10 times were 28.5%.

The self-efficacy variable has an average total answer of 94.93 and a standard deviation of 9.703 with a minimum number of respondents received from the results of distributing the questionnaires at 63 and a maximum of 115. According to the findings of distributing the surveys, the employee training variable had the fewest responses from respondents. The average total response was 88.96, with a standard deviation of 9.366 and a range of responses from 61 to 105. Minimum and maximum responses for the organizational commitment variable were determined by the results of survey distribution. The average total response was 63.61, with a standard deviation of 8.417. The employee performance variable has a minimum answer of 50 and a maximum answer of 85. Based on the results of distributing questionnaires, the average total answer was 72.33, with a standard deviation of 7.932.

The *r* value of each assertion for each variable appears to be valid based on the study's findings. This is evident from the fact that the *r* computed value for each statement is higher than the *r* table value for all statement items with a

significance level of 0.05. All of the independent variables (X1, X2, and X3) and the dependent variable (Y) have Cronbach's alpha values that are greater than 0.07. This demonstrates that all claims regarding each variable in this study are true and trustworthy enough to be used in other studies. It can be inferred from the results of the Kolmogorov-Smirnov test that the residual values are normally distributed and are capable of being used to predict the independent variables, namely self-efficacy, employee training, organizational commitment, and employee performance. This test also produced asymptotic signal (2-tailed) output results of 0.051, which is greater than 0.05. The three independent variables can be seen to have a tolerance value of self-efficacy (X1) = 0.345, employee training (X2) = 0.383, and organizational commitment (X3) = 0.377, as well as a variance inflation factor (VIF) value of self-efficacy (X1) = 2.895, employee training (X2) = 3.053, and organizational commitment (X3) = 2.655. The tolerance value was greater than 0.10 and the VIF value was less than 10, indicating that the three independent variables were successful and that multicollinearity was absent. It is understood that H0 is accepted and H1 is refused if the asymptotic signal (2-tailed) is 0.149 greater than 0.05. This implies that the remaining data happens arbitrarily.

According to the test results, the t-count value is  $1.845 < t\text{-table } 1.996$  and the significance for the effect of the self-efficacy variable (X1) on employee performance (Y) is  $0.069 > 0.05$ . Hence, it may be said that H0 is accepted and H1 is rejected, indicating that there is no discernible relationship between the self-efficacy measure and employee performance. The findings of this study concur with those of Paolo Rossi, L. Ambarita, Agustina Hanafi, and Yuliani (2022), who showed that self-efficacy had no discernible impact on performance. The significance value of the self-efficacy variable (X1) was  $0.759 > 0.05$  or more on the t-test. The significance for the influence of the employee training variable (X2) on employee performance (Y) is known from the t test findings to be  $0.04 < 0.05$ , and the value of the t count is  $2.982 > t\text{ table } 1.996$ . This means that the employee training variable has a considerable impact on employee training and that H0 is rejected and H2 is accepted. The findings of this study are consistent with earlier research, which has shown that training has a major impact on performance.

The significance for the influence of the organizational commitment variable (X3) on employee performance (Y) is known from the t-test findings to be  $0.015 < 0.05$ , and the t count value is known to be  $2.488 > t\text{-table } 1.996$ . This means that the organizational commitment variable has a substantial impact on employee performance as H0 is rejected and H3 is accepted. The findings of this study are consistent with those of other researchers, who found that organizational commitment significantly affects performance. It can be concluded that H4 is rejected based on the results of the simultaneous testing of self-efficacy (X1), employee training (X2), and organizational commitment (X3) on employee performance (Y), which resulted in an f-count of  $(43.110) > f\text{-table } (2.74)$  and a significance value of less than 0.05 or a value of  $0.000 < 0.005$ . This means that all three variables (X1, X2, and X3) together have a significant impact on (Y). The corrected R square value is 0.647, or 64.7%, indicating a simultaneous effect of 64.7% on employee performance from the independent variables of self-efficacy, employee training, and organizational commitment. Other elements, such as the organizational structure, which depends on cooperation because it is not linear but stratified, explain the difference of 35.3% ( $100\% - 64.7\%$ ), and this is because self-confidence in one's ability to perform is still low. The investigation of multiple linear regression produced the following findings: Because the self-efficacy variable (X1), the employee training variable (X2), and the organizational commitment variable have no effect on the employee performance variable, we can conclude that a value of 9.407 is a constant (X3). Employee performance does not alter if the independent variable does not exist. When the self-efficacy variable is increased by 1 unit, performance will increase by 0.184, provided no other factors are present (regression coefficient x1) of 0.184 demonstrates that the variables in the self-efficacy variable have a positive influence on performance. The employee training variable has a positive effect on performance, as shown by the (Regression coefficient value x2) of 0.316, which suggests that, assuming no other factors are present, every 1 unit increase in the employee training variable will affect performance by 0.316. Given that there are no other factors, the organizational commitment variable has a positive influence on performance, as shown by the (regression coefficient value x3) of 0.273, which means that every 1-unit increase in the organizational commitment variable will raise performance by 0.273. The self-efficacy variable (X1) has a value of  $0.069 > 0.05$  in the multiple linear regression equation above, which indicates that it is not significant. Following that, the employee training variable (X2) has a value of  $0.004 > 0.05$ , indicating that it is important. Following that, the organizational commitment variable (X3) has a value of  $0.015 < 0.05$ , indicating that it is important.

## Conclusion

Performance of the workforce is unaffected by the self-efficacy variable. Performance among employees is improved via employee training. On employee performance, the organizational commitment variable has a favorable impact. Employee performance is positively impacted by the characteristics of self-efficacy, employee training, and organizational commitment. According to the study's findings, self-efficacy has no impact on employees' performance because teamwork, which is dependent on organizational structure and is not linear but stratified, still lacks self-confidence. The lowest response from respondents who agreed was in the magnitude dimension, according to the results of the distribution of the questionnaire responses, and there were still some respondents who answered neutrally or disagreed. Performance among employees is impacted by employee training. The lowest responses from respondents who agreed were in the dimensions of reaction and conduct, according to the results of the distribution of questionnaire responses, but there were still some respondents who answered neutrally or disagreed. Performance among employees is influenced by organizational commitment. The statements relating to the affective component yielded the lowest scores from respondents who selected agree.

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