



(RESEARCH ARTICLE)



## The Role of Career Development in Mediating the Influence of Self-Efficacy and Competence on Employee Performance in the Hospitality Industry in Gianyar

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World Journal of Advanced Research and Reviews, 2026, 30(03), 570-580

Publication history: Received on 21 April 2026; revised on 02 June 2026; accepted on 04 June 2026

Article DOI: <https://doi.org/10.30574/wjarr.2026.30.3.1587>

### Abstract

Ubud is a popular tourist destination in Gianyar Regency, home to numerous star-rated hotels. The tourism industry, which relies on service as its primary asset, requires competent employees capable of providing satisfactory service to customers. This study aims to determine and analyze the role of career development in mediating the influence of self-efficacy and competence on employee performance in the hotel industry in Gianyar. This study used a quantitative descriptive design, with the research locations being Eritel Hotel and Sabana Hotel Ubud. The study population consisted of all 65 employees at Eritel Hotel and 45 employees at Sabana Hotel Ubud, resulting in a total population of 110 employees. Using a saturated sampling technique, the entire population was sampled. Data were analyzed using Partial Least Squares (PLS) statistical methods. The results of the study indicate that self-efficacy, competence, and career development has a positive and significant effect on employee performance, self-efficacy and competence has a positive and significant effect on employee career development in the hotel industry in Gianyar. Career development mediates the relationship between self-efficacy and employee performance, and career development mediates the relationship between competence and employee performance in the hotel industry in Gianyar. It is recommended that the hotel industry in Gianyar provide more training to employees in accordance with their field of work to strengthen their self-efficacy and improve their competence to achieve optimal performance.

**Keywords:** Self-Efficacy; Competence; Career Development; Employee Performance

### 1. Introduction

The island of Bali is world-famous, and foreign tourists often choose Bali as their preferred destination when vacationing in Indonesia. Bali's development as a tourist destination is directly proportional to the rapid growth of the tourism accommodation industry, including hotels, resorts, villas, tour and travel agencies, which further support tourism growth in Bali (1). Bali boasts numerous tourist destinations renowned for their natural beauty, particularly the Ubud area in Gianyar Regency. Its pristine and well-preserved environment makes Ubud a compelling destination (2). Ubud is the most popular tourist destination in Gianyar, leading to the majority of tourism accommodations, such as hotels, being located in Ubud.

Based on data from the Central Statistics Agency of Bali Province regarding the number of hotels in Gianyar Regency, it can be seen that the number of star-rated hotels experienced a significant increase in 2024, where from 2023 there were a total of 35 star-rated hotels which then increased to 49 hotels in 2024. This increase was dominated by 5-star hotels which increased to 27 hotels in 2024 from 12 hotels in 2023, where most of these hotels are located in Ubud, Gianyar. This certainly indicates that there has been a significant increase in the tourism sector in Ubud, as well as the economic life of the community, most of whom work in the tourism sector.

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This research was conducted at Eritel Hotel, a 3-star hotel in Ubud that has been operating since 2015 with 65 employees, and Hotel Sabana Ubud, which has been operating since 2011 with 45 employees. Both hotels were chosen because they have a large number of employees and are strategically located, easily accessible from the city center and tourist destinations in Ubud and its surroundings. The advantages of these strategic locations do not necessarily make the two hotels able to compete well amidst the increasing interest of tourist visits to Ubud, but another important point that needs to be prioritized is satisfactory service for every visitor.

The issue of employee performance at Eritel Hotel and Sabana Hotel Ubud is evident from the ongoing complaints from tourists who use the hotel's services. Based on Google Reviews, Eritel Hotel and Sabana Hotel Ubud are still receiving complaints about unsatisfactory service. Several tourists who have stayed at the hotel gave a rating of 1 out of 5, with comments that are mostly dissatisfied with the service provided by the employees, which indicates that the performance of hotel employees in providing services to tourists is not optimal. These reviews will certainly affect the level of tourist visits to the hotel, considering that Google reviews are accessible to everyone, including tourists who will reconsider using the services of a hotel with poor reviews.

To predict and understand the factors influencing suboptimal employee performance at Eritel Hotel and Sabana Hotel Ubud, this study will utilize Social Cognitive Theory developed by Albert Bandura (3). This theory states that individual behavior is formed through the reciprocal interaction between personal factors such as thoughts, beliefs, emotions, the social environment, and concrete actions. This means that employee performance is not only determined by external factors such as work systems or leadership, but also by internal factors such as self-confidence, competencies, and other personal capacities.

To strengthen the phenomenon of self-efficacy, competence, and career development at Eritel Hotel and Sabana Hotel Ubud, a pre-survey was conducted on 30 employees regarding the variables of self-efficacy, competence, and career development. The results of the pre-survey on the self-efficacy variable showed that more employees stated that they were not confident in their ability to complete new tasks, find solutions to work problems, and had not made a serious effort to complete the assigned tasks. The results of the pre-survey on the competence variable showed that more employees did not have adequate abilities, understanding, and skills in carrying out their tasks. The results of the pre-survey on the career development variable showed that more employees stated that showing work performance did not necessarily lead to a better career path, there were no opportunities to improve their abilities, and there was no adequate support from superiors in terms of employee career development.

This study aims to determine the effect of career development in mediating the influence of self-efficacy and competence on employee performance in the hotel industry in Gianyar. The results of this study are expected to provide recommendations for hotel management in Gianyar Regency to improve employee performance by strengthening employee self-efficacy and competence, as well as planning and implementing more structured career development programs.

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## **2. Material**

### **2.1. Employee Performance**

Performance is a reflection of the level of achievement related to the implementation of programs or policies for the goals, vision and mission of the organization formulated in terms of strategic planning (4). Performance is real behavior that is displayed as work results according to each role in the company, while the objectives of performance assessment include improving work ethic, motivation, and providing appropriate rewards (5). Performance is the result of a person's work at a specified time with several possibilities such as targets, rules and norms that have been set (6).

### **2.2. Self-Efficacy**

Self-efficacy is a person's belief in their ability to organize and carry out a series of actions required to complete a specific task (7). Self-efficacy is the result of a cognitive process in the form of a decision, belief, or expectation about the extent to which an individual estimates their ability to carry out certain tasks or actions required to achieve the desired results (8). Self-efficacy is a self-assessment, whether one can carry out actions well or badly, right or wrong, can or cannot do according to requirements (9).

### **2.3. Competence**

Competence is a person's ability to perform a job correctly and excel based on topics related to knowledge, skills, and attitudes (10). Expertise can generate income or employment based on the skills, experience, support, and work

attitudes required of employees (11). Higher employee competency will also result in higher employee performance, which is because competence is the driving force of performance, the high or low quality of performance, and the good or bad performance of the implementation of certain activities (12).

## 2.4. Career Development

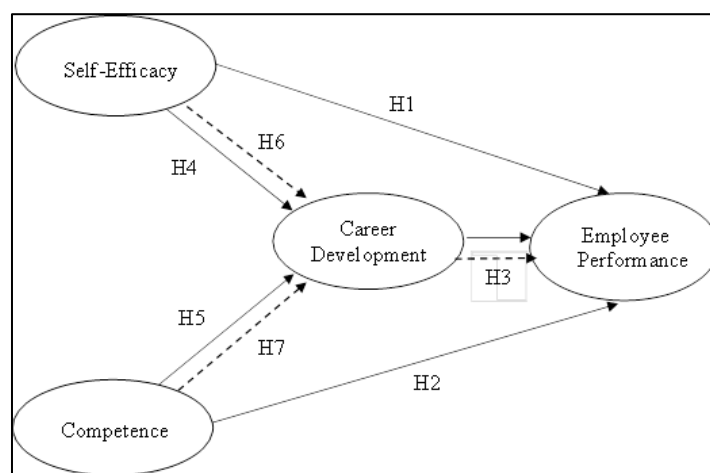
Career development is an activity carried out to help an employee develop himself to the maximum by planning his future career in the organization (13). Career development is the process of improving an individual's work abilities in order to achieve the desired career (14). A career is the entirety of a person's job positions or positions within an organization, and a career goal is the highest position a person will occupy in an organization (15).

## 2.5. Research Gap

Although there have been several studies examining employee performance related to influencing factors such as self-efficacy and employee competency, there are still some similarities from these studies, namely very few that connect it to career development. Every employee working in a company certainly wants a better career advancement to occupy a higher position and get a better salary. On the other hand, many previous studies on employee performance have focused on manufacturing companies and there are still few studies examining the service industry sector, especially the hospitality sector which really needs employees with good socialization and guest handling skills so that every service provided can be satisfactory and will increase the interest of the guest/consumer to come back.

## 2.6. Conceptual Framework

The conceptual framework of the career development role model in mediating the influence of self-efficacy and competence on employee performance in the hospitality industry in Gianyar is presented in Figure 1 below.



Source: processed by Author

**Figure 1** Conceptual Framework

## 2.7. Hypothesis of Research

- H1: Self-efficacy has a positive effect on employee performance
- H2: Competence has a positive effect on employee performance
- H3: Career development has a positive effect on employee performance
- H4: Self-efficacy has a positive effect on career development
- H5: Competence has a positive effect on career development
- H6: Career development mediates the relationship between self-efficacy and employee performance
- H7: Career development mediates the relationship between competence and employee performance

## 3. Method

This study uses a quantitative descriptive design, with the research location at two hotels in Ubud, Gianyar, namely Hotel Eitel and Hotel Sabana Ubud. The research population is all employees who work at the two hotels that are the research locations, namely 65 employees at Hotel Eitel and 45 employees at Hotel Sabana Ubud, so the total population in this study is 110 employees. The sampling technique used is non-probability sampling with saturated sampling

techniques or total sampling. The research data by its nature consists of quantitative data from the results of questionnaire distribution, and qualitative data in the form of company data and presentation of the results of questionnaire distribution data. Based on its source, the research data consists of primary data in the form of observation results and questionnaire distribution, as well as secondary data in the form of data and records from company archives.

Data collection was conducted through observation, interviews, questionnaires, and research documentation. Questionnaire data were scored using a Linkert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data were analyzed using the Partial Least Squares (PLS) statistical method with the help of the SEM PLS 3.0 program. Data analysis began with descriptive analysis, which is research conducted to determine the existence of independent variables, whether one or more variables, without making comparisons or linking them to other variables (16). Next, a Structural Equation Model Partial Least Squares (SEM-PLS) analysis was performed, which yielded the following equation:

Substructure 1:

$$M = \beta_1X_1 + \beta_2X_2 + e$$

Substructure 2:

$$Y = \beta_1X_1 + \beta_2X_2 + \beta_3Y_2 + e$$

Where:

Y1 = Mediator Variable (Career Development)

Y2 = Dependent Variable (Employee Performance)

X1 = Independent Variable (Self-Efficacy)

X2 = Independent Variable (Competence)

e = residual value/standard error

## 4. Results and discussion

### 4.1. Outer Model Evaluation (Measurement Model)

#### 4.1.1. Convergent Validity

**Table 1** Outer Loading Value of Model Estimation Results

Indicator	Outer Loading	P Values	Explanation
X1.1 <- Self-efficacy (X1)	0,664	0,000	Valid
X1.2 <- Self-efficacy (X1)	0,823	0,000	Valid
X1.3 <- Self-efficacy (X1)	0,624	0,000	Valid
X1.4 <- Self-efficacy (X1)	0,824	0,000	Valid
X1.5 <- Self-efficacy (X1)	0,821	0,000	Valid
X2.1 <- Competence (X2)	0,697	0,000	Valid
X2.2 <- Competence (X2)	0,853	0,000	Valid
X2.3 <- Competence (X2)	0,647	0,000	Valid
X2.4 <- Competence (X2)	0,872	0,000	Valid
X2.5 <- Competence (X2)	0,863	0,000	Valid
Y1.1 <- Career development (Y1)	0,774	0,000	Valid
Y1.2 <- Career development (Y1)	0,755	0,000	Valid
Y1.3 <- Career development (Y1)	0,744	0,000	Valid
Y1.4 <- Career development (Y1)	0,569	0,000	Valid

Y1.5 <- Career development (Y1)	0,677	0,000	Valid
Y1.6 <- Career development (Y1)	0,671	0,000	Valid
Y2.1 <- Employee performance (Y2)	0,659	0,000	Valid
Y2.2 <- Employee performance (Y2)	0,589	0,000	Valid
Y2.3 <- Employee performance (Y2)	0,675	0,000	Valid
Y2.4 <- Employee performance (Y2)	0,737	0,000	Valid
Y2.5 <- Employee performance (Y2)	0,672	0,000	Valid

Source: processed field data

The outer loading calculation results for each variable's indicators showed an outer loading value  $> 0.50$  and a p-value  $< 0.05$ . This proves that the indicators forming the latent variable are valid and significant.

#### 4.1.2. Discriminant Validity

**Table 2** Cross Loading Calculation Results

	Employee performance (Y2)	Competence (X2)	Career development (Y1)	Self-efficacy (X1)
X1.1	0,484	0,551	0,274	0,926
X1.2	0,433	0,556	0,342	0,881
X1.3	0,515	0,360	0,343	0,701
X1.4	0,519	0,589	0,197	0,880
X1.5	0,509	0,554	0,198	0,878
X2.1	0,765	0,803	0,236	0,482
X2.2	0,749	0,911	0,427	0,528
X2.3	0,500	0,721	0,238	0,608
X2.4	0,546	0,853	0,566	0,477
X2.5	0,608	0,905	0,519	0,513
Y1.1	0,313	0,338	0,823	0,248
Y1.2	0,230	0,230	0,829	0,134
Y1.3	0,280	0,323	0,847	0,179
Y1.4	0,322	0,336	0,709	0,419
Y1.5	0,444	0,487	0,863	0,268
Y1.6	0,431	0,499	0,807	0,264
Y2.1	0,877	0,605	0,244	0,437
Y2.2	0,752	0,571	0,319	0,254
Y2.3	0,711	0,513	0,370	0,628
Y2.4	0,715	0,681	0,510	0,514
Y2.5	0,864	0,582	0,225	0,404

Source: processed field data

The results of the loading factor calculations for each indicator of employee performance constructs, self-efficacy, competence, and career development have the highest loading factor for the intended construct compared to the loading factor and are declared valid.

**Table 3** Calculation Results  $\sqrt{\text{AVE}}$  and Correlation Values Between Variables

Construct	AVE	Coefficient Correlation			
		Y2	X2	Y1	X1
Employee performance (Y2)	0,620	0,787			
Competence (X2)	0,708	0,760	0,842		
Career development (Y1)	0,663	0,436	0,481	0,814	
Self-efficacy (X1)	0,734	0,580	0,610	0,321	0,857

Source: processed field data

The Average Variance Extracted (AVE) value for all constructs is > 0.50, thus fulfilling the validity requirements based on the discriminant validity criteria.

4.1.3. Composite Reliability and Cronbach Alpha

**Table 4** Composite Reliability and Cronbach Alpha Test

Construct	Cronbach's Alpha	rho_A	Composite Reliability
Employee performance (Y2)	0,844	0,845	0,890
Competence (X2)	0,895	0,910	0,923
Career development (Y1)	0,900	0,920	0,922
Self-efficacy (X1)	0,907	0,905	0,932

Source: processed field data

The composite reliability and Cronbach Alpha values of all constructs have shown values greater than 0.70, thus fulfilling the reliable requirements based on the composite reliability criteria.

4.2. Inner Model Evaluation (Structural Model)

4.2.1. R-Square (R2)

**Table 5** R-Square (R2)

Construct	R Square	R Square Adjusted
Employee performance (Y2)	0,605	0,594
Career development (Y1)	0,232	0,218

Source: processed field data

The R2 value of employee performance is 0.605; based on the criteria, the model is included in the strong model criteria, meaning that variations in competency and self-efficacy are able to explain variations in employee performance by 60.5 percent, the remaining 39.5 percent are explained by variations in other variables. Meanwhile, the career development variable has an R-square value of 0.232 or is included in the moderate model, meaning that variations in self-efficacy, competency, and career development are able to explain employee performance by 23.2 percent, the remaining 76.8 percent is explained by variations in other constructs outside the model.

4.2.2. Q-Square Predictive Relevance (Q2)

The results of the Q2 calculation show that a value of 0.6966 (69.66%) can be explained by the relationship between employee performance, self-efficacy, competence, and career development variables, while the remaining 30.34% is

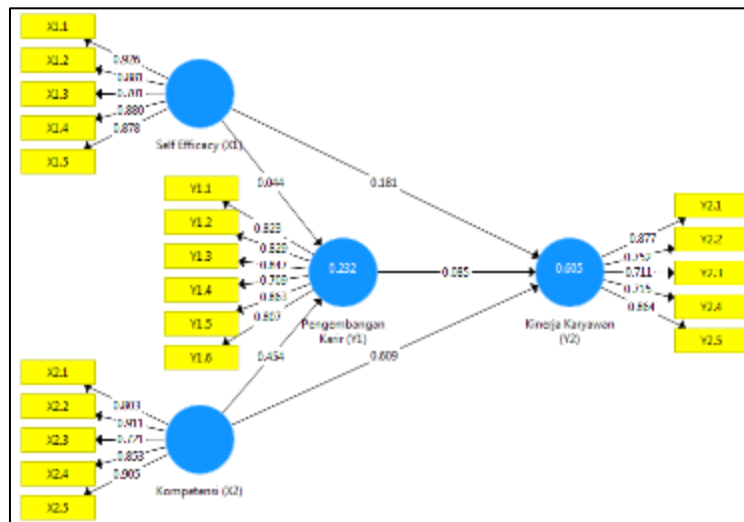
due to other factors outside the research model. Based on these results, the estimated global model is included in the strong criteria.

4.2.3. Goodness of Fit (GoF)

The calculation of the Goodness of Fit (GoF) value of 0.59 refers to the criteria for the strength and weakness of the measurement model through the Goodness of Fit (GoF) of this research model, which is classified as a strong (large) model.

4.3. Hypothesis Test

Measurement of the relationship between variables or models is predicted using the t-test parameter and to explain the hypothesis, it can be seen from the significance value of the comparison of the t-table value with the calculated t-value at a significant level of  $\alpha = 0.05$  (alpha 95%). The decision-making criteria for the t-test are H0 is accepted if: P-value  $\geq 0.05$  and H1 is accepted if: P-value  $\leq 0.05$ . In terms of testing hypotheses, the results of SmartPLS 3.0 data processing are displayed in the form of images, as shown in Figure 2 as follows:



Source: processed field data

Figure 2 Path Diagram

Table 6 Path Analysis

Construct	Path Coefficient	T Statistics	P Values	Explanation
Self-efficacy (X1) -> Work performance (Y2)	0,309	3,402	0,001	Significant
Competence (X2) -> Work performance (Y2)	0,319	3,000	0,003	Significant
Career development (Y1) -> Work performance (Y2)	0,224	3,371	0,001	Significant
Self-efficacy (X1) -> Career development (Y1)	0,263	2,882	0,004	Significant
Competence (X2) -> Career development (Y1)	0,270	2,652	0,008	Significant

Source: processed field data

The test of the path coefficient between the self-efficacy construct and employee performance was 0.309 with a t-statistic coefficient of 3.402 > t-table 1.96, and a significance value of 0.001 < 0.05, indicating that self-efficacy has a positive and significant influence on employee performance. The results of this test prove that the first hypothesis (H1), which states that self-efficacy has a positive and significant influence on employee performance in the hotel industry in Gianyar, can be accepted.

The test of the path coefficient between competency and employee performance construct was 0.319 with a t-statistic coefficient of 3.000 > t-table 1.96, and a significance value of 0.003 < 0.05, indicating that competency has a positive and significant influence on employee performance. The results of this test prove the second hypothesis (H2), which states that competency has a positive and significant influence on employee performance in the hotel industry in Gianyar, can be accepted.

The test of the path coefficient between career development towards employee performance construct was 0.224 with a t-statistic coefficient of 3.402 > t-table 1.96, and a significance value of 0.001 < 0.05, indicating that career development has a positive and significant influence on employee performance. The results of this test prove the third hypothesis (H3), which states that career development has a positive and significant influence on employee performance in the hotel industry in Gianyar can be accepted.

The test of the path coefficient between self-efficacy and the career development construct was 0.263 with a t-statistic coefficient of 2.882 > t-table 1.96, and a significance value of 0.004 < 0.05, indicating that self-efficacy has a positive and significant influence on career development. The results of this test prove that the fourth hypothesis (H4), which states that self-efficacy has a positive and significant influence on career development of employees in the hospitality industry in Gianyar, can be accepted.

The test of the path coefficient between competency and career development construct was 0.270 with a t-statistic coefficient of 2.652 > t-table 1.96, and a significance value of 0.008 < 0.05, indicating that competency has a positive and significant influence on career development. The results of this test prove the fifth hypothesis (H5), which states that competency has a positive and significant influence on career development of employees in the hospitality industry in Gianyar, can be accepted.

**Table 7** Total Indirect Effect

Construct	Path Coefficient	T Statistics	P Values	Explanation
Self-efficacy (X1) -> Career development (Y1) -> Work performance (Y2)	0,059	2,092	0,037	Significant
Competence (X2) -> Career development (Y1) -> Work performance (Y2)	0,061	1,995	0,047	Significant

Source: processed field data

The test results showed a path coefficient between self-efficacy and employee performance mediated by career development of 0.059, with a t-statistic coefficient of 2.092 > t-table 1.96 and a significance value of 0.037 < 0.05. The test results demonstrate that career development positively and significantly mediates the influence of self-efficacy on employee performance in the hospitality industry in Gianyar.

The test results showed a path coefficient between competence and employee performance mediated by career development of 0.061, with a t-statistic coefficient of 1.995 > t-table 1.96 and a significance value of 0.047 < 0.05. The test results demonstrate that career development positively and significantly mediates the influence of competence on employee performance in the hospitality industry in Gianyar.

## 5. Discussion

The results of this test prove that the first hypothesis (H1), which states that self-efficacy has a positive and significant effect on the performance of employees in the hospitality industry in Gianyar, is acceptable. This means that the higher the self-efficacy of employees in the hospitality industry in Gianyar, the higher the performance produced by those employees. Based on the Social Cognitive Theory proposed by Albert Bandura (3), it states that individual behavior is formed through reciprocal interactions between personal factors such as thoughts, beliefs, emotions, social environment, and real actions. An individual's belief in their abilities plays an important role in how they respond to work challenges, set targets, and maintain enthusiasm in difficult situations. Employees with high self-efficacy are more likely to undertake challenging tasks, exert greater effort, and persist through difficulties, which usually results in superior performance.

The results of this test prove the second hypothesis (H2), which states that competence has a positive and significant effect on the performance of employees in the hotel industry in Gianyar, can be accepted. This means that the higher the competence possessed by employees in the hotel industry in Gianyar, the higher the performance demonstrated by the employee. Social Cognitive Theory developed by Albert Bandura (3), states that self-confidence is an important basis that influences productive and resilient work behavior, self-confidence arises because of the high skills possessed by the person. Competence is the driving force of a performance, the high or low quality of a performance, and the good or bad performance of the implementation of certain activities. Increasing employee competence including knowledge, skills, and attitudes will directly increase the effectiveness, speed, and accuracy of employees in working which impacts the performance they show.

The results of this test prove the third hypothesis (H3), which states that career development has a positive and significant effect on the performance of employees in the hospitality industry in Gianyar. This means that the better the career development system perceived by employees in the hospitality industry in Gianyar, the higher the performance produced by those employees. Based on the Social Cognitive Theory developed by Albert Bandura (3), it states that the performance produced by employees can be determined by external factors such as work systems, one form of which is the career development system owned by each company. Career development has a close relationship with the performance of employees in the hospitality industry in Gianyar, where consistent and structured career development will encourage the enthusiasm of employees in the hospitality industry in Gianyar to provide the best work results.

The results of this test prove that the fourth hypothesis (H4), which states that self-efficacy has a positive and significant effect on the career development of employees in the hospitality industry in Gianyar, is accepted. This means that the higher the self-efficacy of employees, the better the career development of employees in the hospitality industry in Gianyar. Social Cognitive Theory developed by Albert Bandura (3) states that internal factors such as self-efficacy greatly determine the actions taken by employees in various situations in their work. Hospitality industry employees in Gianyar who have high self-efficacy tend to be more capable of showing a good attitude in facing every work challenge that arises. This proves that self-efficacy has a significant influence on the level of employee career development.

The results of this test prove the fifth hypothesis (H5), which states that competence has a positive and significant effect on the career development of employees in the hospitality industry in Gianyar, is acceptable. This means that the higher the competence possessed by employees, the higher the career development that can be achieved by employees in the hospitality industry in Gianyar. Social Cognitive Theory developed by Albert Bandura (3) states that an individual's belief in their abilities plays an important role in how they respond to work challenges, set targets, and maintain enthusiasm in difficult situations. Hospitality industry employees in Gianyar who have good competence, including a combination of knowledge, skills, and attitudes relevant to their work and work environment, tend to have a higher level of career development.

The results of this test prove the sixth hypothesis (H6), which states that career development is able to mediate the relationship between self-efficacy and employee performance in the hospitality industry in Gianyar. This means that the career development system provided by the company is able to influence the relationship between employee self-efficacy and the performance of employees in the hospitality industry in Gianyar. Social Cognitive Theory developed by Albert Bandura (3) states that internal factors such as self-efficacy greatly determine the actions taken by employees in various situations in their work. Employees who have confidence in their abilities are higher than others will be more likely to take on more challenging tasks that are rarely taken by employees with lower self-efficacy. Thus, these employees will have a better career path, where they face less competition.

The results of this test prove the seventh hypothesis (H7), which states that career development is able to mediate the relationship between competency and employee performance in the hospitality industry in Gianyar. This means that the career development system provided by the company is able to influence the relationship between employee competency and employee performance in the hospitality industry in Gianyar. Social Cognitive Theory developed by Albert Bandura (3) states that self-confidence is an important basis that influences productive and resilient work behavior, self-confidence arises because of the high skills possessed by the person. Employees in the hospitality industry in Gianyar who are competent in their field of work will find it easier to get higher career promotions, on the other hand, with the competency they have, of course, these employees can realize better performance compared to other employees with lower competencies.

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## 6. Conclusion

Conclusions related to the role of career development in mediating the influence of self-efficacy and competence on employee performance in the Hospitality Industry in Gianyar, namely: Self-efficacy, competence, and employee career

development have a positive and significant influence on employee performance in the hospitality industry in Gianyar. Self-efficacy and competence has a positive and significant effect on employee career development in the hospitality industry in Gianyar. Career development is able to mediate the relationship between self-efficacy and employee performance in the hospitality industry in Gianyar. Career development is able to mediate the relationship between competence and employee performance in the hospitality industry in Gianyar.

The results of this study can provide input to the hotel industry in Gianyar to further train its employees in motivating themselves to work harder, be able to face obstacles and difficulties that arise from each task given, so that the work results shown can be further improved.

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## Compliance with ethical standards

### *Acknowledgements*

The author would like to express his gratitude to the management and all staff of Hotel Evitel and Hotel Sabana Ubud who have granted research permission and assisted in data collection for the completion of this research.

### *Disclosure of Conflict of interest*

The Authors wish to declare that none has any interest to disclose.

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