



## Self-Efficacy, Motivation, and Employee Performance in Hospitality Industry: A Mediation Analysis

Daniel Yudistya Wardhana<sup>1\*</sup>, Harsono<sup>2</sup>

<sup>1,2</sup> Department Management, Faculty of Business and Economics, Universitas Atma Jaya, Yogyakarta

Received: 05-06-2024; Accepted: 28-06-2024

### Abstract

It is hypothesized in several research that that times of crisis and turbulence can lead to considerable changes in how organizations, especially those in the inherently volatile tourism industry, manage their strategies. This research primarily aimed to investigate the relationship between self-efficacy and employee performance, with an emphasis on the intermediary role of motivation in a hospitality companies located in Yogyakarta, Indonesia. To fulfil this aim, a quantitative approach was adopted, involving a survey distributed to a group of 100 employees. The gathered data was then examined using Partial Least Square-Structural Equation Model (PLS\_SEM) to determine the effect of each variable. The results of the study indicated that Self-Efficacy had significant influence on Motivation and Performance. Also, the results that the indirect path of self-efficacy, motivation and performance is significant and positive and classified as partial mediation. This research offers practical implications for the tourism industry particularly in terms of how effective the management of tourism companies, as business stakeholders maintain their employee's performance effectively through real implementation particularly during periods of crisis.

**Key Words:** Self Efficacy, Employee Performance, Motivation, Hospitality Industry

### Abstrak

Berdasarkan berbagai temuan studi tampak bahwa masa krisis dan turbulensi dapat menyebabkan perubahan besar dalam cara organisasi, terutama yang berada di industri pariwisata yang secara mendasar bergejolak, dalam pengelolaan strategi mereka. Penelitian ini bertujuan untuk menyelidiki pengaruh antara *self-efficacy* dan kinerja karyawan, dengan penekanan pada peran mediasi pada motivasi pada perusahaan sektor pariwisata yang berlokasi di Yogyakarta, Indonesia. Untuk memenuhi tujuan penelitian ini, pendekatan kuantitatif digunakan dengan menggunakan survei yang didistribusikan kepada 100 karyawan. Data yang terkumpul kemudian diuji dengan menggunakan Partial Least Square-Structural Equation Model (PLS\_SEM) untuk mengetahui pengaruh masing-masing variabel. Studi ini bertujuan untuk meningkatkan kajian literatur yang ada dengan menjelaskan hubungan antara *self-efficacy*, motivasi, dan kinerja karyawan dalam sektor perhotelan. Hasil penelitian menunjukkan bahwa *Self-efficacy* berpengaruh signifikan terhadap Motivasi dan Kinerja. Juga, hasil bahwa jalur tidak langsung pada variable *self-efficacy*, motivasi dan kinerja adalah signifikan dan positif dan diklasifikasikan sebagai mediasi parsial. Penelitian ini memberikan implikasi bagi industri pariwisata terutama dalam hal seberapa efektif manajemen perusahaan pariwisata, sebagai pemangku kepentingan bisnis mempertahankan kinerja karyawan mereka secara efektif melalui implementasi nyata terutama pada masa krisis.

**Kata Kunci:** Self Efficacy, Kinerja Karyawan, Motivasi, Industri Pariwisata

JEL Classification: J2, J29, J240, J280

How to cite: Wardhana, D. Y., Harsono, (2024), Self-Efficacy, Motivation, and Employee Performance in Hospitality Industry: A Mediation Analysis, *Jurnal Orientasi Bisnis dan Entrepreneurship (JOBS)*, 5(1), 75-86

Corresponding author: Daniel Yudistya Wardhana ([yudistya.wardhana@uajy.ac.id](mailto:yudistya.wardhana@uajy.ac.id))



This is an open-access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) international license

## 1. Introduction

The tourism industry is currently experiencing a prolonged period of crisis, with numerous factors contributing to this situation. These include climate change and natural disasters, the worldwide recession, political uncertainty, and terrorist threats. Destinations that are particularly susceptible to these impacts are experiencing significant challenges across all sectors of their economy. (Dahles & Susilowati, 2015). The ongoing global Covid-19 pandemic has precipitated the most significant crisis and challenge humanity has faced since the Second World War. (Estiri et al., 2022). The sudden decline in the tourism industry has been the most severely impacted, particularly in terms of international demand (Gössling et al., 2020). However, the tourism industry has demonstrated greater resilience to various crises that affect tourism are specific in duration and location and occur at identifiable times. (Hall, 2010).

This study recognized several potential research problems in terms of human resources in hospitality industry. Bundy et al. (2017) asserted A crisis is defined as an event that has a significant impact on an organization, is unexpected, and has the potential to disrupt the organization's goals and have a profound impact on its financial performance, reputation, and relationship with their stakeholders. The constant changes on the workplace, particularly in technology and creativity in new products and services, require organizations to rethink how they treat their people (Ackah, 2014b). In the context of turbulent or crisis periods, it is evident that courage and conviction are essential qualities for those tasked with making difficult decisions. In such circumstances, the implementation of innovative strategies and methods becomes a necessity. This is particularly true in the present world, where volatility, uncertainty, complexity, and ambiguity are prevalent. (Sharma & Rautela, 2022). Those problems could lead to lack of trained and skilled human resources in tourism industry (Darsana & Sudjana, 2022).

To achieve talent in a highly competitive environment, organizations have identified the necessity of engaging their workforce. As Rizal et al. (2014) suggested, workforce performance plays a crucial role in driving efficiency, effectiveness, and high-quality work. An organization's performance, particularly in these uncertain and competitive times, can be gauged from its employees' performance. Concentrating on people management and enhancement is one of the most potent business strategies, given that human resources are integral to every organization. However, it is important to note that each employee within an organization is motivated differently, influenced by a range of intrinsic or extrinsic factors.

Furthermore, according to (Na-nan et al., 2018) there was lack of attention on assessing performance in organization that encompassed organizational strategy to enhance individual and collective capabilities of the workforce in order to facilitate the achievement of organizational objectives. This study was attempted to add some distinctive perspective in term of how people in the organization, particularly risk prone industry as tourism. Also, (Dahles & Susilowati, 2015) suggested that study on how tourism-based business employ their strategy in terms of unpredictable business environment. Specifically in this study, we were focus on how tourism-based business or hospitality sector perceived the influence of employee's self-efficacy, motivation to employee performance.

According to the research background, therefore this study objectives is to seeks and identify the influence between variables by shedding light on the influence of self-efficacy, motivation, and employee performance within the hospitality sector. In addition, this research is organized as follows: First, we introduce a background and literature review, followed by the development of hypotheses. Secondly, we deliver a concise description of the research

methods and instruments. Finally, we discuss the findings, conclusions, and research limitations.

## **2. Literature Review and Hypothesis**

### **Motivation**

The motivation of employees is an essential element to achieve success, whether it is in the public or private sector (Chintaloo & Mahadeo, 2013). According to (Hemakumara, 2020) motivation affected productivity, performance, and persistence. Motivation is fundamentally aimed to accelerate behavioral alteration that enables an individual to act in a manner that is conducive to the achievement of a specific objective. According to (Robbins et al., 2015) there are two types of employee motivation classification: intrinsic and extrinsic. Intrinsic motivation is defined as the intrinsic value of the work itself to the individual. In contrast, extrinsic motivation is derived from the desire to achieve outcomes that are unrelated to the task at hand (Engidaw, 2021) asserted that unmotivated employees tend to put least effort into daily activities, produce low quality work, absenteeism, and even resignation if given the opportunity. Otherwise, motivated employees, on the other hand, are more likely to take on duties willingly, generate high-quality work, and be innovative, persistent, and productive. (Hemakumara, 2020) asserted that motivation has influence on employee's engagement in the organization. Similarly, (Ackah, 2014a) asserted the objective of most companies is to capitalize on constructive employee conduct in the workplace by fostering a mutually beneficial arrangement for both parties. The model of individual behavior represents an optimal vehicle for establishing a mutually advantageous relationship between the employer and employees, enabling an understanding of motivation.

### **Employee Performance**

The evaluation of employee performance includes both the quality and quantity of the output, as well as the employee's presence at work, accommodative and supportive nature, and relevance of output. (Shahzadi, Javed, Shahzaib Pirzada, et al., 2014). Performance of the employee is affected by motivation as when employees are determined, the effort of work and performance will develop (Azar & Shafiqhi, 2013). Therefore, improving employee performance through motivation is still considered as an essential approach for organizations. Employee performance is not entirely independent of other factors; rather, its outcome is significantly dependent on certain factors. These factors can be defined as the financial and non-financial achievement from the employees which can be associated with the organizational goals. In service-based business fields, the degree of employee performance is analytically related to the company's performance, and the implementation of best practices is confirmed. (Siddiqi & Tangem, 2018)

### **Self-Efficacy**

According to (Cherian & Jacob, 2013), they believed that social cognitive capabilities of employees also play some essential role towards their work performance. That capability is often known as self-efficacy. Self-efficacy becomes an important concept that focuses on how individuals develop foundation to achieve some goals. According to (Bandura & Locke, 2003), Self-efficacy is believed can influence on individual's emotional responses and cognitive patterns that can also be defined as a function of self-beliefs with which individuals can complete an assignment. Thus, high determination associated with self-efficacy will lead to increased productivity and performance. An individual's behavior in particular situation is contingent upon the interaction between the environmental context and their cognitive processes, particularly those associated with their self-efficacy beliefs regarding their ability to perform actions in a satisfactory manner (Alwisol, 2009).

### Research Framework and Hypothesis Development

Several academic research on self-efficacy discovered that self-control, resilience of failure, effective problem solving are some of characteristics that appears on individual with high self-efficacy (Bandura et al., 1987; Bergström & García Martínez, 2016; Cherian & Jacob, 2013). Employee performance is believed to be an important indicator that reflect the work output of individuals, departments, and organizations. The company's management expects effective performance from all employees, which should result in the realization of potential and the delivery of the expected output (Na-Nan & Sanamthong, 2020). In general, it is proven that self-efficacy predictd overall work performance (Çetin & Aşkun, 2018). This conclusion leads to the formulation of the research hypothesis 1 for this study, which is as follows:

**Hypothesis 1:** Self Efficacy has a significant influence on Employee Performance.

According to social cognitive theory, self-efficacy is a key function in influencing motivation and ethical behaviour (Iroegbu, 2015). Self-efficacy can also influence an individual's moral judgment and actions, as they consider the consequences and implications of their behaviour for themselves and others. Self-efficacy can be improved by providing positive feedback, modelling successful performance, creating experiences of mastery, and reducing anxiety and stress. Ethical behaviour can also be influenced by an individual's moral climate, which is the shared norms and expectations of the group or organization to which they belong. Ethical behaviour can have positive or negative consequences for individuals and others, such as rewards, punishments, reputations, and trust (Maddux & Kleiman, 2021). This conclusion leads to the formulation of the research hypothesis 1 for this study, which is as follows:

**Hypothesis 2:** Self Efficacy has a significant influence on Motivation.

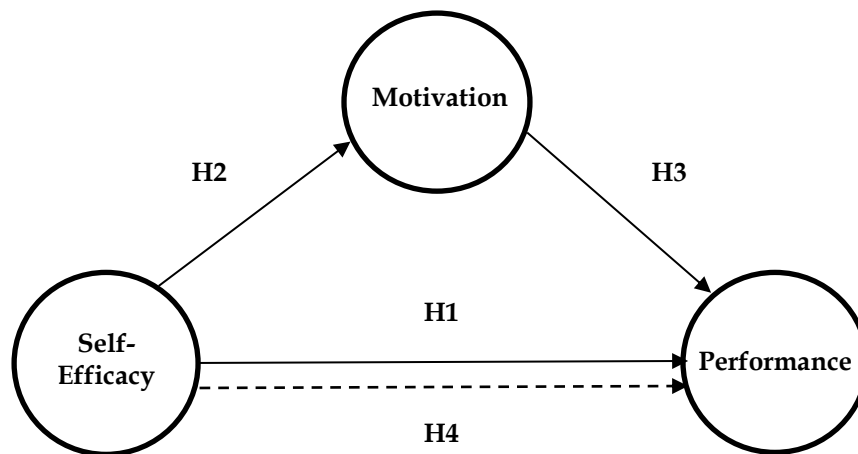
In addition, (Day & Allen, 2004) emphasized that individual self-efficacy can affect motivation and performance. Accordingly, (Singh et al., 2009) stated high confidence and self-efficacy increase the ability in resolving various problems. Similarly, (Sartono & Ardhani, 2015) found that self-efficacy, motivation and job satisfaction can determine the employees job performance. This conclusion leads to the formulation of the research hypothesis 1 for this study, which is as follows:

**Hypothesis 3:** Motivation has a significant influence on Employee Performance.

Self-efficacy also influences individuals in terms of determining the action to achieve a specific goal, however, individual commonly have various driven due to their personal needs, goal to be achieved and other expectation (Ayundasari et al., 2017). Therefore, it can be demonstrated that motivation influence employee performance. Motivated employees tend to apply greater effort to their work, which in turn leads to improved performance (Shahzadi, Javed, Shahzaib Pirzada, et al., 2014) This conclusion leads to the research hypothesis 4 development on this study as follows:

**Hypothesis 4:** Motivation Mediated the influence of Self Efficacy and Employee Performance.

To elaborate the relationship of every variable, the research framework can be seen in this following picture:



Picture 1. Research Framework

### 3. Data and Method

#### Sampling Procedures

This study is a descriptive and quantitative survey with a questionnaire. The study performed a purposive sampling method with non-probability sampling to employees with minimum 1 year working tenure, to make sure the respondents had adequate understanding and work experience in the company. The target sample for this research were managerial and operational staff in hospitality industry in Yogyakarta, Indonesia. Due to the lack of access of the actual total population of employees in various company, we used a rule of thumb of unknown population, with a minimum number of respondents and at least ten times greater than the number of variable items Roscoe's theory (1975) in (Sekaran & Bougie, 2016), thus, this study required minimum 30 respondents. The questionnaires were distributed in online form. We distributed the online questionnaire directly to the companies and tourism association. Therefore, after data collecting, of 110 responses, 100 questionnaires were selected, 10 respondents were excluded due to the unmatched criteria.

#### Measurements

There were two sections in the questionnaire, first was the demographic section and the second was all the variables item instrument. The questionnaire has 14 questions. All the instruments were examined using established scales, motivation variable adopted form (Ackah, 2014b) using the 5 items scale that consist of several indicators include salary increase, work promotion, working environment, job security and training & development. Self-efficacy variable developed by (Smith & Betz, 2000; Bandura et al., 1987) that include the level of difficulty of the task, the degree of individual's strength related to beliefs or ability, the field of behavior in which the individual feels confident and the cognitive conditions which are associated with individual capability to perform satisfactory actions, and for the employee performance instruments were adopted from (Na-nan et al., 2018) that include quality of work, work initiative, promptness, capability and communication.

Table 1. Instrument Indicators

Variable	Indicators
<b>Motivation</b> (Ackah, 2014)	1. Salary Increase
	2. Work Promotion
	3. Work Environment
	4. Job Security
	5. Training & development

<b>Self-Efficacy (Bandura, 1987; Smith&amp;Betz, 2000)</b>	1.	The level of difficulty of the task
	2.	The level of individual's strength related to beliefs or ability
	3.	The area of behavior in which the individual feels assured.
	4.	The cognitive conditions which are associated with individual capability to perform satisfactory actions
<b>Employee performance (Na-Nan et.al, (2018).</b>	1.	Quality of Work
	2.	Work Initiative
	3.	Promptness
	4.	Capability
	5.	Communication

### Data Analysis

Structured Equation Modeling-Partial Least Square (SEM-PLS) with SMART PLS 3 is used to analyze the data gathered through this survey. The outer and inner models assessed by SEM-PLS that effectively used with small to medium sample size. Also, this analytical method offers more suitability to provide more accurate prediction in mediation model. Thereafter, to measure the outer model, several evaluations are needed. Hair et al. (2017) provided some procedures to assess the models. Convergent validity is evaluated by observing the Average Variance Extracted or AVE (value > 0.50). On the contrary, discriminant validity is evaluated by observing the Fornell and Lacker Criterion and Heterotrait-Monotrait Ratio (HTMT). Additionally, Henseler et al. (2015) propose a threshold value of 0.90 when the path model includes constructs that are conceptually highly similar. However, when the constructs in the path model are conceptually more distinct, researchers should consider a threshold of 0.85 for the HTMT.

Regarding to the evaluation of the outer model, the inner model should also undergo a series of assessments to determine whether all paths indicating the relationship between one construct, and another exhibit an acceptable level of goodness of fit. The structural model is assessed through  $R^2$ , size and significance of path coefficient and  $f^2$ . Since our research has a mediating hypothesis, we performed three procedures from (Hair Jr et al., 2021) First, we evaluated the indirect effect, beta, which is required to be significant. Subsequently, if the direct effect is found to be significant, it is considered to be partial mediation. In the event that the direct effect is not significant, the mediation is considered to be full mediation.

### 4. Results

Table 2 displayed that majority of the respondents were male with 52 percent and female 48 percent, also all the respondents were permanent workers in this industry. In terms of department, most of the respondents were from food and beverages. According to the working tenure, majority of the respondents distributed within two different sections at the same percentage 30 percent were working for the company under 1 year and 2-3 years respectively.

**Table 2. Demographic Profile of Respondents**

Gender	Frequency	Percentages
Male	52	52
Female	48	48
Total	100	100%
Work Status	Frequency	Percentages
Permanent	100	100
Contract	0	0
	100	100%

Department	Frequency	Percentages
Front Office	23	23
F&B	24	24
House Keeping	13	13
General Affair	10	10
Managerial	23	23
Others	7	7
Total	100	100%
Working Tenure	Frequency	Percentages
<1 year	30	30
2-3 years	30	30
4-5 years	14	14
>5 years	26	26
	100	100%

### Outer Model Analysis

As displayed in table 3, the Cronbach's Alpha and composite reliability values for each construct value more than 0,7. Particularly, all values AVE value surpasses the threshold of acceptable value which at 0,5, as asserted by (Hair et al., 2021)

The discriminant validity is typically employed to assess the extent of interrelation among research variables by calculating all potential correlation values among them. In this research can be presented for the Fornell-Lacker Criterion value that greater than its correlation value within another construct. Lastly, the HTMT value for each construct are less or equal to the threshold value 0,90.

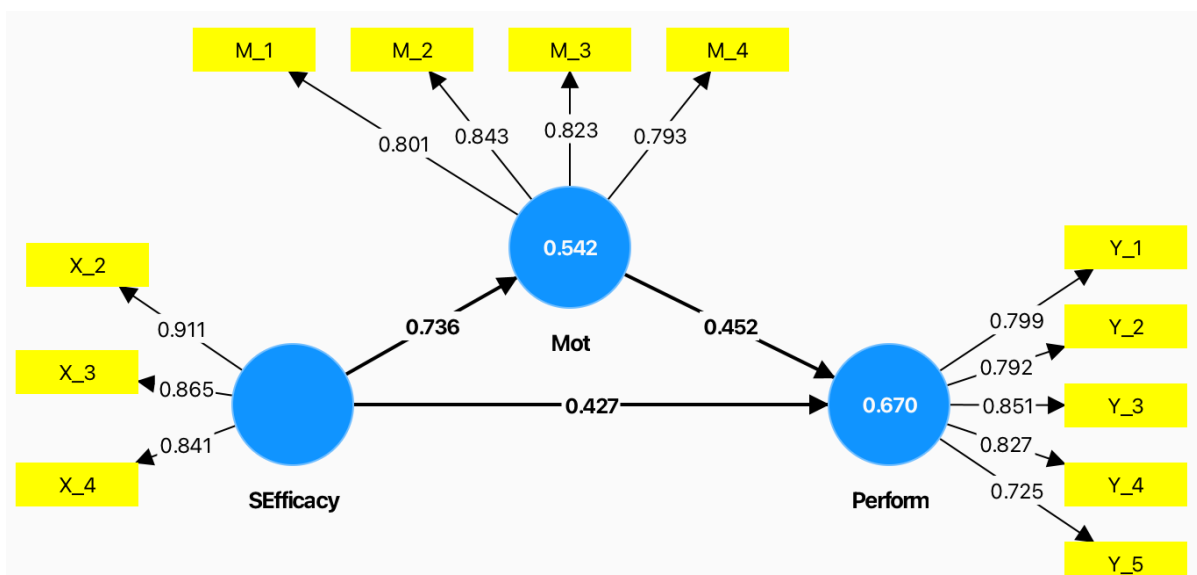
**Table 3. Outer Model (Convergence Validity, Reliability and Discriminant Validity)**

	Cronbach's Alpha (*)	Composite Reliability (**)	Average Variance Extracted (AVE) (***)	Fornell-Larcker Criterion			HTMT (****)		
				Motivation	Performance	Self-Efficacy	Motivation	Performance	Self-Efficacy
<b>Motivation</b>	0,832	0,888	0,815						
<b>Performance</b>	0,859	0,899	0,640	0,766	0,800		0,900		
<b>Self- Efficacy</b>	0,843	0,906	0,762	0,736	0,759	0,873	0,874	0,888	

\* CA >0,7; \*\*CR >0,7; \*\*\*AVE >0,5 ; \*\*\*\* HTMT < 0,90

### Inner Model Analysis

In this second section of the assessment, we conducted structural model assessment to ensuring the goodness of fit. As presented in table 4 the inner model evaluation shown that all paths are significant with p-value (direct & indirect) < 0,05. By viewing at table 4, the coefficient determination R<sup>2</sup> is 0,542 for Motivation and 0,670 for Performance that means the total variance can be described by the exogenous variables. Following also presented the PLS-SEM algorithm results model.



Picture 2. Structural Equation Model

According to the analysis on the table 4 below, the Self Efficacy → Performance path shows a significant value with a positive beta, based on this, **the hypothesis 1 in this study was accepted**. The f-square value of this path shows a value of less than 0.35. According to Cohen (1988), if the f-square value is more than and equal to 0.35, it means that the path's impact on variation in endogenous constructs is in the small category.

Moreover, **hypothesis 2 was also accepted** because the Self-Efficacy → Motivation path has a positive beta with an f2 value of more than 0.35 and can be included in the high category (Cohen, 1988). For the third hypothesis, Motivation → Performance has a positive beta, therefore **the hypothesis 3 in this study was accepted** and the f-square value of less than 0.35 and is categorized as low.

Finally, which is the mediation hypothesis, **the hypothesis 4 in was accepted**. This is concluded from the value of the path indirect effect Self-Efficacy → Motivation → Performance which is significant and positive (0.332), so according to (Hair Jr, et al., 2021)), mediation in this study is classified as complementary partial mediation.

Table 4. Inner Model (Path Coefficient, p-value, t-statistic, f<sup>2</sup> and R<sup>2</sup>)

	Path coefficients	t statistics	p- values*	f <sup>2</sup> **	R <sup>2</sup> **	Standard deviation
Direct Effect						
<b>Mot -&gt; Perform</b>	0.452	3.520	0.000	0.284	0.542	0.134
<b>SEfficacy -&gt; Mot</b>	0.736	14.230	0.000	1.182	0.670	0.057
<b>SEfficacy -&gt; Perform</b>	0.427	3.288	0.001	0.253		0.128
Indirect Effect						
<b>SEfficacy -&gt; Mot -&gt; Perform</b>	0.332		0.000			
<b>Product direct*indirect</b>						

\*p-value <0,05; \*\*f<sup>2</sup> R<sup>2</sup> 0-1; t-statistic >1.98



## 5. Discussion

According to the hypothesis 1 result, self-efficacy appeared to have a positive and significant effect on performance. This result was aligned with the previous study from (Na-Nan & Sanamthong, 2020) that observed that self-efficacy significantly effects on performance. Similar results were also implied by (Arifin et al., 2021) that self-efficacy had a positive and significant effect on employee performance. In this study, employees in the tourism sector had working spirit and resilience behavior that shows confidence in their work, this is considered the result of specific education and training in tourism sector before they enter the workplace.

The results of hypothesis 2 indicated that self-efficacy influenced the motivation of employees. Self-efficacy is considered as a crucial process in social cognitive theory; thus, it is a critical motivational development that leads to solid motivational results (Schunk & DiBenedetto, 2021) the finding also supported (Shin, 2018) study that self-efficacy was significantly related to motivation. The results of this study show that employees in the tourism sector have provided room to grow with adequate motivation from the company.

The results of hypothesis 3 indicated that employee motivation affected employee performance, that is aligned with previous studies from (Azar & Shafighi, 2013) and (Shahzadi, et al., 2014), that indicated the significant influence of motivation to employee performance. It appeared that if employee motivation developed, their performance will also expect to significantly increase.

The result of mediation on hypothesis 4 indicated that the indirect path of self-efficacy, motivation, and performance is significant, and thus classified as partial mediation. This is aligned with research result from (Çetin & Aşkun, 2018) that indicated self-efficacy and motivation effects on work performance and motivation as a partial mediator was supported. Consequently, in partial mediation, the significance of the indirect effect indicated that while motivation of the employee mediated part of the relationship, self-efficacy also had a positive impact on performance. Consequently, at individual level, motivation can contribute to the improvement of employee self-efficacy, which eventually will improve the employee productivity and performance. However, (Tims et al., 2014) argued that self-efficacy and performance relationship were also related to another proactive work behavior.

## 6. Conclusion

From the results of this study, can be outlined that Self-Efficacy significantly effect on Performance. Accordingly, it showed that the cognitive ability of employees is fundamental for individuals to show their best performance. Employees will specifically increase Self-Efficacy when given motivation from the organization in terms of resource support to ensure that the organization has focused on employee development. Likewise, Motivation appears to have a positive effect on Performance. This displays that excellent performance requires high motivational support in various conditions, both when experiencing difficulties and facing work challenges.

Motivation is demonstrated a significant role in mediating the correlation between Self-Efficacy and Performance. From the research results, it appears that the mediating role is partial. Therefore, the existence of Motivation will contribute to the improvement of employee job performance.

This research proposes some practical implications for the tourism industry regarding human resource management, particularly with respect to the effective management of self-efficacy,

motivation, and job performance, particularly during periods of crisis. Furthermore, tourism companies, as business stakeholders, should be able to maintain their employees effectively through real implementation, for instance more specific onboarding program for new employees, workload analysis to examine the current employees and providing intrinsic and extrinsic motivation treatment in the organization.

### **Limitations and Future Research**

This study was conducted only in the tourism industry on different types of businesses so that cannot indicate the generalization of data from the results. Thus, future research suggested to be conducted on several industries and compare the results to understand the overall level of employee performance in various industries. In addition, the limitation of this research related to the proposed variables. However, other variables can also be used as a suggestion for future research for instance organizational justice or employee engagement.

### **Funding**

This work was supported by the Universitas Atma Jaya Yogyakarta under LPPM Grant.

### **Acknowledgment**

The authors are grateful to the LPPM-UAJY and Management Department, Faculty of Business and Economics (Universitas Atma Jaya Yogyakarta) for the support received.

### **References**

- Ackah, D. (2014a). Global Journal of Management Studies and Researches the Impact of Motivation on Employee Performance in the Manufacturing Industry in Ghana. *Global Journal of Management Studies and Researches*, 1(5), 291–310. [www.academicjournalscenter.org](http://www.academicjournalscenter.org)
- Ackah, D. (2014b). The Impact of Motivation on Employee Performance in the Manufacturing Industry in Ghana. *Global Journal of Management Studies and Researches*, 1(5).
- Alwisol. (2009). *Psikologi Kepribadian. Edisi Revisi*. UMM Press.
- Arifin, Z., Marzuki Husein, N., Jihadi, M., Prima Rini, H., Prasada, D., & Wijoyo, H. (2021). The Role of Employees Engagement and Self-Efficacy On Employee Performance: An Empirical Study On Palm Oil Company. In *Volatiles & Essent. Oils* (Vol. 8, Issue 4).
- Ayundasari, D. Y., Sudiro, A., & Irawanto, D. W. (2017). Improving Employee Performance Through Work Motivation and Self-Efficacy Mediated by Job Satisfaction. *Journal of Applied Management*, 15(4). <https://doi.org/10.21776/ub.jam.2017.015>
- Azar, M., & Shafighi, A. A. (2013). The Effect of Work Motivation on Employees' Job Performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation). *International Journal of Academic Research in Business and Social Sciences*, 3(9). <https://doi.org/10.6007/ijarbss/v3-i9/231>
- Bandura, A., & Locke, E. A. (2003). Negative self-efficacy and goal effects revisited. *Journal of Applied Psychology*, 88(1), 87–99. <https://doi.org/10.1037/0021-9010.88.1.87>
- Bandura, A., O'leary, A., Taylor, C. B., Gauthier, J., & Gossard, D. (1987). Perceived Self-Efficacy and Pain Control: Opioid and Nonopioid Mechanisms. In *Journal of Personality and Social Psychology* (Vol. 53, Issue 3).
- Bergström, E., & García Martínez, M. (2016). *The Influence of Intrinsic and Extrinsic Motivation on Employee Engagement A qualitative study of the perceptions of managers in public and private sector organizations*.
- Bundy, J., Pfarrer, M. D., Short, C. E., & Coombs, W. T. (2017). Crises and Crisis Management: Integration, Interpretation, and Research Development. *Journal of Management*, 43(6), 1661–1692. <https://doi.org/10.1177/0149206316680030>

- Çetin, F., & Aşkun, D. (2018). The effect of occupational self-efficacy on work performance through intrinsic work motivation. *Management Research Review*, 41(2), 186–201. <https://doi.org/10.1108/MRR-03-2017-0062>
- Cherian, J., & Jacob, J. (2013). Impact of Self Efficacy on Motivation and Performance of Employees. *International Journal of Business and Management*, 8(14). <https://doi.org/10.5539/ijbm.v8n14p80>
- Chintaloo, S., & Mahadeo, J. D. (2013). *Effect of Motivation on Employees' Work Performance at Ireland Blyth Limited*.
- Dahles, H., & Susilowati, T. P. (2015). Business resilience in times of growth and crisis. *Annals of Tourism Research*, 51, 34–50. <https://doi.org/10.1016/j.annals.2015.01.002>
- Darsana I M, & Sudjana I M. (2022). A Literature Study of Indonesian Tourism Human Resources Development in the Era of Society 5.0 I Made Darsana 1, I Made Sudjana 2. *Al-Ishlah: Jurnal Pendidikan*, 14(3), 2691–2700. <https://doi.org/10.35445/alishlah.v14i1.2014>
- Day, R., & Allen, T. D. (2004). The relationship between career motivation and self-efficacy with protégé career success. *Journal of Vocational Behavior*, 64(1), 72–91. [https://doi.org/10.1016/S0001-8791\(03\)00036-8](https://doi.org/10.1016/S0001-8791(03)00036-8)
- Engidaw, A. E. (2021). The effect of motivation on employee engagement in public sectors: in the case of North Wollo zone. *Journal of Innovation and Entrepreneurship*, 10(1). <https://doi.org/10.1186/s13731-021-00185-1>
- Estiri, M., Heidary Dahooie, J., & Skare, M. (2022). COVID-19 crisis and resilience of tourism SME's: a focus on policy responses. *Economic Research-Ekonomiska Istrazivanja*, 35(1), 5556–5580. <https://doi.org/10.1080/1331677X.2022.2032245>
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 1–20. <https://doi.org/10.1080/09669582.2020.1758708>
- Hair Jr Joseph F, Hult G. Tomas M., Ringle Christian M, Sarstedt Marko, Danks NicholasP., & Ray Soumya. (2021). *Classroom Companion: Business Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R AAWorkbook*.
- Hall, M. C. (2010). Crisis events in tourism: Subjects of crisis in tourism. *Current Issues in Tourism*, 13(5), 401–417. <https://doi.org/10.1080/13683500.2010.491900>
- Hemakumara, H. (2020). The Impact of Motivation on Job Performance: A Review of Literature. *Journal of Human Resources Management and Labor Studies*, 8(2). <https://doi.org/10.15640/jhrmls.v8n2a3>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Iroegbu, N. M. (2015). Self Efficacy and Work Performance: A Theoretical Framework of Albert Bandura's Model, Review of Findings, Implications and Directions for Future Research. *Psychology and Behavioral Sciences*, 4(4), 170. <https://doi.org/10.11648/j.pbs.20150404.15>
- Maddux, J. E., & Kleiman, E. M. (2021). *Self-Efficacy: The Power of Believing You Can*.
- Na-nan, K., Chaiprasit, K., & Pukkeeree, P. (2018). A validation of the performance management scale. *International Journal of Quality and Reliability Management*, 35(6), 1253–1267. <https://doi.org/10.1108/IJQRM-04-2017-0064>
- Na-Nan, K., & Sanamthong, E. (2020). Self-efficacy and employee job performance: Mediating effects of perceived workplace support, motivation to transfer and transfer of training. *International Journal of Quality and Reliability Management*, 37(1), 1–17. <https://doi.org/10.1108/IJQRM-01-2019-0013>
- Robbins, S. P., Judge, T. A., & Millett, B. (2015). *OB: the essentials*. Pearson Higher Education AU.

- Sartono, H., & Ardhani, M. (2015). *Work Engagement, Intrinsic Motivation and Job Satisfaction among Employees of a Coal Mining Company in South Borneo*.
- Schunk, D. H., & DiBenedetto, M. K. (2021). Self-efficacy and human motivation. In *Advances in Motivation Science* (Vol. 8, pp. 153–179). Elsevier Ltd. <https://doi.org/10.1016/bs.adms.2020.10.001>
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons, Ltd.
- Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of Employee Motivation on Employee Performance - CORE Reader. *European Journal of Business and Management*, 6(23).
- Shahzadi, I., Javed, A., Shahzaib Pirzada, S., Nasreen, S., & Khanam, F. (2014). Impact of Employee Motivation on Employee Performance. In *European Journal of Business and Management www.iiste.org ISSN* (Vol. 6, Issue 23). Online. [www.iiste.org](http://www.iiste.org)
- Sharma, S., & Rautela, S. (2022). Entrepreneurial resilience and self-efficacy during global crisis: study of small businesses in a developing economy. *Journal of Entrepreneurship in Emerging Economies*, 14(6), 1369–1386. <https://doi.org/10.1108/JEEE-03-2021-0123>
- Shin, M.-H. (2018). Effects of Project-based Learning on Students' Motivation and Self-efficacy. *English Teaching*, 73(1), 95–114. <https://doi.org/10.15858/engtea.73.1.201803.95>
- Siddiqi, T., & Tangem, S. (2018). Impact of Work Environment, Compensation and Motivation on The Performance of Employees in The Insurance Companies of Bangladesh. *South East Asia Journal of Contemporary Business, Economics and Law*, 15.
- Singh TD, Bhardwaj G, & Bhardwaj V. (2009). Effect of Self-Efficacy on the Performance of Athletes. In *Journal of Exercise Science and Physiotherapy* (Vol. 5, Issue 2).
- Smith, H. M., & Betz, N. E. (2000). *Development and Validation of a Scale of Perceived Social Self-Efficacy*.
- Tims, M., Bakker, A. B., & Derks, D. (2014). Daily job crafting and the self-efficacy - Performance relationship. *Journal of Managerial Psychology*, 29(5), 490–507. <https://doi.org/10.1108/JMP-05-2012-0148>