



The Effect of Work Experience, Work Communication, and Self Efficacy on Employee Performance at The Royal Pita Maha Resort Ubud, Gianyar

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ARTICLE INFO

Article history:

Received: 9 October 2024

Revised: 20 December 2024

Accepted: 6 January 2025

Available online: 31 January 2025

E-ISSN: 2776-6276

P-ISSN: -

How to cite:

Sulastr¹, D.A.N., Mitariani, N.W.E., Hendrawan, I.G.Y., "The Effect of Work Experience, Work Communication, and Self Efficacy on Employee Performance at The Royal Pita Maha Resort Ubud, Gianyar," Journal of Management Analytical and Solution (JoMAS), Vol. 5, No. 1, Jan. 2025, doi: doi.org/10.32734/jomas.v5i1.19847

ABSTRACT

Tourism plays a crucial role in businesses that provide accommodation services, where the quality of human resources must be carefully considered, as it directly impacts overall company performance. A notable phenomenon has been observed in the form of declining company revenue realization and customer complaints expressed through Google Reviews. Therefore, this study aims to examine the influence of work experience, work communication, and self-efficacy on employee performance at The Royal Pita Maha Resort Ubud. The population in this study consists of all 85 employees at the resort. The sampling technique employed is aturated sampling, and the data analysis method used is multiple linear regression analysis. The results of the study indicate that work experience, work communication, and self-efficacy have a positive and significant impact on employee performance. Given these findings, resort management is encouraged to enhance aspects related to improving work experience, communication, and self-efficacy to optimize employee performance and overall service quality.

Keywords: Work Experience, Work Communication, Self Efficacy, Employee Performance



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[http:// doi.org/10.32734/jomas.v5i1.19847](http://doi.org/10.32734/jomas.v5i1.19847)

1. INTRODUCTION

Tourism is one of the development sectors that is currently being promoted by the government. Because tourism has a very important role in Indonesia's development, especially as a foreign exchange earner besides the oil and gas sector. The development of tourism is starting to grow rapidly, especially in accommodation provider services. This is due to the improvement of tourist facilities that continue to be encouraged so as to improve the quality of competitiveness. Accommodation service providers make it easier for tourists to find a place to stay and a temporary place to stay while in a certain area. Hotels are one of the most popular accommodation providers for tourists. Ease of access to stay, complete facilities and quality of service make hotels the right choice for tourists to get comfort. In companies that provide accommodation services, of course, they must pay attention to the quality of their human resources because it will affect performance within the company. If the company is supported by quality human resources, the performance of employees in it will also always increase [1].

Employee performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period [2]. Performance is the appearance of the work of personnel both quantity and quality in an organization [3]. Performance is the result of work achieved by a

person, agency, or organization in carrying out their duties in accordance with the responsibilities given. The results of the work obtained by employees in carrying out their work can be assessed at the level of performance, and employee performance can be assessed based on the achievement of goals within the time period determined by the organization [4]. The problem that companies often face is how to produce employees who have optimal performance. Optimal employee performance is one of the goals to achieve high work productivity.

This research was conducted at The Royal Pita Maha Resort Ubud which is a five-star hotel located in the Ubud Gianyar Bali area which has 25 rooms with different types. *Garden view* rooms with a total of 10 units, *garden view pool* type rooms with a total of 10 units, *duplex pool* type rooms with a total of 4 units and SPA type rooms with a total of 1 unit. In running its operations, of course, The Royal Pita Maha Resort Ubud requires qualified employees so that company goals can be achieved properly. In reality, there is a phenomenon that occurs and concerns employee performance where the results of the pre-survey found that employee performance has not entirely shown optimal results. Based on the results of observations made, it shows that the low performance of employees at The Royal Pita Maha Resort Ubud can be seen from the realization of revenue that does not meet the target.

Data from The Royal Pita Maha Resort Ubud (2024) shows that employee performance is not in accordance with company expectations [5]. This can be seen from the non-achievement of the company's expected revenue targets from 2020 to 2023, namely in 2020 the revenue realization was achieved by 91 percent, in 2021 the revenue realization was only achieved by 86.7 percent, in 2022 the revenue realization was achieved by 86.6 percent and in 2023 the revenue realization was achieved by 85.4 percent. Based on the data above, it can be explained that there is a phenomenon where employee performance has not been maximized at The Royal Pita Maha Resort Ubud. This can be seen from the cleanliness of each villa is not maintained properly so that there are many complaints from customers because employees in the *housekeeping* section do not carry out their work properly. One of the factors that influence the phenomenon of decreased employee performance at The Royal Pita Maha Resort Ubud is employee work experience.

Work experience is a skill, knowledge and ability that employees have to carry out the responsibilities of the previous job [6]. According to Chusna et al (2022) work experience is the level of mastery of a person's knowledge and skills in his job which can be measured from the length of service and from the level of knowledge and skills he has. Experienced people are prospective employees who are ready to use. An applicant's work experience should be the main consideration in the selection process [7]. Experience is important in the employee selection process. Experience can show what a prospective employee can do at the time he applies. Skills and experience are two qualifications that are always considered in the employee selection process. Generally, companies are more likely to choose experienced workers.

The *research gap* in the results of previous studies, namely research conducted by [8]-[11] and research [12] which states that work experience has a positive effect on employee performance. This means that the better the work experience, the more employee performance will increase. In contrast to research conducted by [13] shows that work experience has no effect on employee performance.

In addition to employee work experience, employee work communication is also a factor that affects employee performance. According to [14] that communication suggests that a thought, a thought, a meaning or a message is shared. Meanwhile [15] argue that pragmatically communication is the process of delivering a message by one person to another to inform or change attitudes, opinions or behavior, either directly orally or indirectly through the media. The definition of communication is very simple and easy to understand, but in practice it is very difficult to understand, especially if those involved in communication have different references, or in one-way communication, for example mass media, of course, to form this equation will experience many obstacles [16].

Based on previous *research*, there is a *research gap* in research results, namely research conducted by [17]-[22] which states that communication has a positive effect on employee performance. This means that the better the communication in the company, the more employee performance will increase. In contrast to research conducted by [23] which states that communication has a negative effect on employee performance. This means that the better the communication, the lower the employee performance.

Another factor that can affect employee performance is *self-efficacy*. According to [24] the definition of *self-efficacy* is a person's belief in his ability to organize and carry out a series of actions needed to produce the results to be achieved. [25] states that self-efficacy refers to self-beliefs about their ability to motivate the cognitive resources and actions needed to succeed in carrying out certain tasks as well as possible, so that work effectiveness can be achieved. *Self-efficacy* is a person's belief that he is able to perform a certain task well [26]. With this belief, individuals are able to assess whether they have the strength to produce the desired effect or not. *Self-efficacy* is needed in developing employee performance because the presence of this in the

individual will cause confidence in his ability to complete the work given by his superiors in a timely manner [27].

The *research gap* in the results of previous studies, namely research conducted by [28]-[32] which states that *self-efficacy* has a positive effect on employee performance. This means that the higher the *self-efficacy* of an employee, the performance will increase. In contrast to research conducted by [33] which states that *self-efficacy* has no effect on employee performance. Moreover, most prior research has been conducted in general business and corporate settings, with limited studies focusing on the hospitality industry, particularly in the hotel sector [34],[35]. The tourism and hospitality sector has unique work dynamics, requiring further investigation into whether self-efficacy, along with work experience and work communication, plays a significant role in employee performance. Additionally, there is a lack of research specifically addressing this issue in the Ubud area, a prominent tourism destination [36],[37]. To address these gaps, this study aims to examine the effect of work experience, work communication, and self-efficacy on employee performance at The Royal Pita Maha Resort Ubud, Gianyar. This research contributes to the literature by providing industry-specific insights, particularly in the hospitality sector, and by clarifying the role of self-efficacy in employee performance within a tourism-driven work environment.

2. METHODS

This research was conducted at The Royal Pita Maha Resort Ubud, Bali, with a focus on factors that influence employee performance, namely work experience, work communication, and self-efficacy as independent variables, and employee performance as the dependent variable. Data collection was conducted through observation, interviews, documentation studies, and questionnaires with a Likert scale. The research population was all 85 resort employees, where the sampling technique used was saturated sampling. The data used includes quantitative data in the form of sales targets and realizations, as well as qualitative data such as company history and organizational structure. Data analysis was carried out using validity and reliability tests with the SPSS program, as well as multiple linear regression analysis to determine the effect of the independent variable on the dependent variable. Classical assumption tests such as normality, multicollinearity, and heteroscedasticity were conducted to ensure the accuracy of the regression model.

3. RESULTS AND DISCUSSION

3.1 Classical Assumption Test Results

1. Normality Test

This test is carried out to test whether a regression model has a normal distribution or not. Testing the normality of residual data in this study using the one-way *Kolmogorov-Smirnov* test. the following Table 1 presents the results of the research normality test as follows:

Table 1. Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		85
Normal Parameters ^{a,b}	Mean	0.0000007
	Std. Deviation	1.60762784
Most Extreme Differences	Absolute	0.080
	Positive	0.048
	Negative	-0.080
Test Statistic		0.733
Asymp. Sig. (2-tailed) ^c		0.655

Source: Data processed (2024)

Table 1 shows that the significant value of *asymptotic sig 2 tailed* is greater than 0.05. This means that the residual data used in this study are normally distributed.

2. Multicollinearity Test

The multicollinearity test aims to determine whether the regression model found a correlation between independent variables (Independent) (Ghozali, 2018: 107). Multicollinearity can be seen from the *tolerance*

value and *variance inflation factor* (VIF). If the tolerance value is more than 0.10 or VIF is less than 10, it is said that there is no multicollinearity in study. And vice versa, if the *tolerance* value is less than 0.10 or VIF is greater than 10, there is a multicollinearity disorder in the study. The following is presented in Table 2 the results of the heteroscedasticity test:

Table 2. Multicollinearity Test Results

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Work experience	0.530	1.888
	Work communication	0.634	1.578
	Self-efficacy	0.652	1.533

a. Dependent Variable: Employee Performance

Source: Data Processed, (2024)

Based on Table 2, the *tolerance* value of each variable is above 0.100 and the VIF value is < 10 based on this, the data is free from multicollinearity test.

3. Heteroscedasticity Test

Heteroscedasticity test aims to determine whether in the regression model there is an inequality of variance from the residuals of one observation to another (Ghozali, 2018: 137). This test is carried out with the Glejser test, namely by regressing the *absolute residual* value of the estimated model on the independent variable. If the significance value between the independent variable and the absolute residual value is more than 0.05, there is no heteroscedasticity problem. The following is presented in Table 3 the results of the heteroscedasticity test.

Table 3. Heteroscedasticity Test Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.432	0.817		5.425	0.000
	Work Experience	-0.062	0.070	-0.123	-0.886	0.378
	Work Communication	-0.091	0.046	-0.252	-1.977	0.051
	Self Efficacy	-0.048	0.054	-0.111	-0.885	0.379

a. Dependent Variable: ABSRES

Source: Data Processed, (2024)

Based on Table 3, the significant value of each variable shows that the value > 0.05, so it is concluded that there is no heteroscedasticity in the regression model. These findings align with motivation theories, particularly Goal-Setting and Self-Efficacy Theories, by confirming that work experience, communication, and self-efficacy influence employee performance in a stable and predictable manner. The absence of heteroscedasticity strengthens the validity of these theoretical relationships, providing empirical support for their role in enhancing workplace productivity.

3.2 Model Feasibility Test (F-test)

According to Ghozali (2018) the simultaneous test is used to determine whether the independent variables jointly affect the dependent variable and to measure the accuracy of the sample regression function in estimating the actual value through *goodness of fit*. The following presents the results of the simultaneous F test in Table 6.

Table 6. F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	258.152	3	86.051	32.106	0.000 ^b
Residuals	217.095	81	2.680		
Total	475.247	84			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Self Efficacy, Job Communication, Work Experience

Source: Data processed (2024)

Table 6 shows that the F value is 32,106 and the significance is $0.000 < 0.05$. This means that the variables of work experience, work communication, and *self-efficacy* have a simultaneous influence on employee performance and the regression model used is feasible.

3.3 Hypothesis Test (t-test)

The t statistical test is intended to show how far the influence of one independent variable on the dependent variable assumes other independent variables are constant (Ghozali, 2018: 179). This can be seen from the significance value of t from the calculation results if the significance value ≤ 0.05 , then the independent variable individually affects the dependent variable, but if the significance value > 0.05 then there is a significant influence between one independent variable on the dependent variable. The following presents the results of the t test in Table 7.

Table 7. Results of the t-test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.009	1.403		4.432
	Work Experience	0.230	0.120	0.197	2.891
	Work Communication	0.285	0.079	0.341	3.619
	Self Efficacy	0.351	0.093	0.350	3.768

a. Dependent Variable: Employee Performance

Source: Data Processed, (2024)

From the analysis results in Table 7, each test is explained as follows:

- 1) The effect of work experience on employee performance
Based on the results in Table 7, it shows that the t_{count} value is 2.891 so it can be concluded that work experience has a positive effect on employee performance
- 2) The effect of work communication on employee performance
Based on the results in Table 7, it shows that the value of t_{count} value is 3.619 so it can be concluded that work communication has a positive effect on employee performance.
- 3) The effect of *self-efficacy* on employee performance
Based on the results in Table 7, it shows that the value of the t value t_{count} 3.768 so it can be concluded that *self-efficacy* has a positive effect on employee performance.

3.4 Discussion

1. The Effect of Work Experience on Employee Performance

Based on the results of the analysis, it shows that work experience has a positive and significant effect on employee performance. This means that the better the work experience in the company, the employee performance will increase. Based on goal setting theory, work experience is included in task complexity, namely giving tasks to employees must be in accordance with their abilities, because giving tasks that are too complicated will affect the performance of an employee in achieving company goals. Work experience is an important factor in the development of a business, especially jobs that require expertise, skills and initiative in creativity, so as to produce better products in terms of quantity and quality. According to Hasibuan (2019: 135), experienced people are prospective employees who are ready to use. An applicant's work experience should be the main consideration in the selection process. According to Chusna, et.al., (2022) work experience is the level of mastery of a person's knowledge and skills in his job which can be measured from the length of service and from the level of knowledge and skills he has. Business experience, especially work that requires a lot of expertise, skill and initiative in reacting, so as to produce better products in terms of quantity and quality. Work experience shows the ability of the work that a person has done and provides a great opportunity for a person to do a better job. Based on this, the better the employee's work experience, the more employee performance will increase. The results of this study are in line with research conducted by Girsang and Tinambunan (2022), Noviyanti and Rushadiyati (2021), Ratnawati, et.al (2020), Sutaguna, et.al (2023), Rosmi and Syamsir (2020) which state that work experience has a positive effect on employee performance.

2. The Effect of Work Communication on Employee Performance

Based on the results of the analysis, it shows that work communication has a positive and significant effect on employee performance. This means that the better the work communication established in the

company, the more employee performance will increase. Based on goal setting theory, work experience is included in clarity, namely if the communication that exists in the company has clear and measurable goals so that employee performance in the company can run effectively in achieving the set goals. According to Putri (2022) that communication suggests that a thought, a thought, a meaning or a message is shared. Meanwhile Anandita, et.al (2021) argue that pragmatically communication is the process of conveying a message by one person to another to inform or change attitudes, opinions or behavior, either directly orally or indirectly through the media. The definition of communication is indeed very simple and easy to understand, but in practice it is very difficult to understand, especially if those involved in communication have different references, or in one-way communication such as mass media, of course, to form this equation will experience many obstacles (Wandari, 2022). The better work communication in the company, the more employee performance will increase. The results of this study are in line with research conducted by Wandari (2022), Anandita, et.al (2021), Kalogiannidis (2020), Widayati, et.al (2021), and Idayanti, et.al (2020) which state that work communication has a positive effect on employee performance.

3. The Effect of Self-efficacy on Employee Performance

Based on the results of the analysis, it shows that self-efficacy has a positive and significant effect on employee performance. This means that the better self-efficacy of employees will be able to improve employee performance. Based on goal setting theory, work experience is included in feedback, namely employee confidence in their abilities, which will focus on controlling progress, realizing existing obstacles, and there are suggestions and solutions in achieving set goals. According to Daniswara (2023) the definition of self-efficacy is a person's belief in his ability to organize and carry out a series of actions needed to produce the results to be achieved. Triastini (2022) states that self-efficacy refers to self-beliefs about one's ability to motivate the cognitive resources and actions needed to succeed in carrying out certain tasks as well as possible, so that work effectiveness can be achieved. Self-efficacy is a person's belief that he is able to perform a certain task well (Arifin et al., 2021). According to Budiyanto et al (2021), the definition of self-efficacy is a person's belief in his ability to organize and carry out a series of actions needed to produce the results to be achieved. The better the self-efficacy in the company, the more employee performance will increase. The results of this study are in line with research conducted by Sari (2023), Wirayanti (2023), Arifin, et.al (2021), Purwanto (2022), and Yan, et.al (2020) which state that self-efficacy has a positive effect on employee performance.

4. Managerial Implications

To improve employee performance at The Royal Pita Maha Resort Ubud, management can enhance work experience, communication, and self-efficacy through targeted strategies. First, enhancing work experience can be achieved by implementing structured skill-based training programs to ensure employees are well-prepared for their roles, establishing mentorship programs where experienced staff guide new hires, and recognizing long-serving employees with promotions or incentives to maintain motivation and performance. Second, improving work communication requires the establishment of clear communication channels through regular meetings, feedback sessions, and digital platforms to align employees with company goals. Encouraging two-way communication, where employees can freely express concerns or suggestions, and leveraging technology such as chat platforms or intranet systems can also streamline information flow and minimize misunderstandings. Lastly, boosting employee self-efficacy can be done by providing positive reinforcement through recognition and constructive feedback, setting achievable yet challenging goals to foster a sense of accomplishment, and offering autonomy in decision-making to strengthen employees' confidence in their abilities. By implementing these strategies, The Royal Pita Maha Resort Ubud can build a highly skilled, well-coordinated, and motivated workforce, ultimately enhancing service quality and ensuring operational success in the hospitality industry.

4. CONCLUSION

Based on the data analysis and discussion, it can be concluded that work experience, work communication, and self-efficacy have a positive and significant effect on employee performance. Better work experience enhances employee performance, as the longer an individual works, the higher their level of expertise and understanding of assigned tasks. Effective work communication also contributes to improved employee performance, as clear communication between superiors and subordinates, as well as among colleagues, fosters a harmonious work environment and minimizes misunderstandings. Furthermore, self-efficacy, or an employee's confidence in their ability to perform tasks, plays a crucial role in enhancing performance. The

higher an individual's self-efficacy, the greater their motivation and capability to overcome workplace challenges.

Based on these findings, several recommendations can be made. In terms of work experience, the lowest-rated indicators were the length of service and the level of knowledge and skills possessed. Therefore, companies should provide regular training programs to enhance employees' skills, ensuring that the quality of their performance continues to improve. Regarding work communication, the lowest-rated indicator was enjoyment in communication. To address this, companies should foster effective communication between superiors, subordinates, and colleagues to create a more harmonious work environment and reduce misunderstandings. Additionally, for self-efficacy, the lowest-rated indicator was enjoyment in handling challenging tasks. To improve this, companies should encourage employees to enhance their skills through relevant training programs, enabling them to better handle work challenges and increase productivity. Moreover, future research should consider incorporating additional independent variables such as work environment, compensation, or other relevant factors to expand the scope of the study and gain a deeper understanding of the determinants of employee performance. Future research could also be conducted on larger companies to obtain more representative findings and better reflect real-world conditions in the workplace.

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