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THE INFLUENCE OF SELF-EFFICACY AND MOTIVATION ON PERFORMANCE THROUGH INNOVATION AS AN INTERVENING VARIABLE AMONG GENERATION Z EMPLOYEES AT VIVERE HOTEL, ARTOTEL CURATED

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ABSTRACT

The influence of self-efficacy and motivation on employee performance has become a key focus in the hospitality industry, particularly among Generation Z employees. This study examines the impact of self-efficacy and motivation on employee performance, with innovation serving as an intervening variable, in the context of VIVERE Hotel, ARTOTEL Curated. A quantitative research approach was employed to analyze data collected from 133 employees through structured questionnaires. The results indicate that self-efficacy significantly influences both innovation and employee performance, while motivation also demonstrates a strong positive impact on innovation and performance. Innovation acts as a vital mediating factor, amplifying the effects of self-efficacy and motivation on employee performance. The findings reveal that self-efficacy positively and significantly affects employee performance both directly and indirectly through innovation. Similarly, motivation was found to have a substantial influence on innovation and employee performance. Innovation, as an intervening variable, significantly enhances the relationship between self-efficacy, motivation, and performance. These results underscore the critical role of self-efficacy and motivation in fostering employee innovation and achieving superior performance outcomes. The study contributes to theoretical advancements in understanding the dynamics between self-efficacy, motivation, innovation, and performance within the hospitality sector. Practically, the findings offer valuable insights for hotel management in designing strategies to enhance the performance of Generation Z employees through targeted initiatives aimed at building self-efficacy, fostering motivation, and promoting innovation.

KEYWORDS: - Self-Efficacy, Motivation, Innovation, Employee Performance, Generation Z, Hospitality Industry.

1. INTRODUCTION

The rapid development of the hospitality industry has been significantly influenced by the dynamics of the Fourth Industrial Revolution, which emphasizes digital transformation and innovation. As an integral part of the service sector, the hospitality industry has evolved to accommodate increasing consumer demands for personalized and efficient services. This innovation aims to deliver exceptional guest experiences by combining creative design and tailored services, making it an ideal choice for modern travelers. However, alongside this growth, the industry faces challenges in managing human resources, particularly among Generation Z employees, who bring distinct preferences and work behaviors into the workforce.

Retention and performance of Generation Z employees have become pressing issues. High turnover rates among this demographic pose significant challenges for maintaining operational stability and service quality. Generation Z employees are known for valuing autonomy, meaningful work, and opportunities for personal development, which require organizations to adopt adaptive human resource strategies. Factors such as self-efficacy, motivation, and innovation have emerged as key determinants of employee performance, particularly in dynamic environments such as the hospitality sector. Addressing these factors is essential for achieving both organizational goals and employee satisfaction.

Self-efficacy and motivation are critical elements in shaping employee behavior and performance. Self-efficacy refers to an individual's belief in their capability to perform tasks and achieve goals, which directly impacts their confidence and ability to tackle challenges. Motivation, on the other hand, serves as a driving force that propels employees to pursue and accomplish objectives. When combined with a culture of innovation, these factors create an environment conducive to creativity, problem-solving, and sustained performance. This study explores the relationships between these variables, focusing on their influence on the performance of Generation Z employees at VIVERE Hotel.

This research is both timely and relevant, given the increasing emphasis on leveraging human potential in competitive industries. By examining the mediating role of innovation, the study aims to contribute to the theoretical understanding of human resource management and provide actionable insights for practitioners. The findings are expected to assist VIVERE Hotel and similar organizations in developing strategies to enhance employee performance, reduce turnover, and foster a culture of innovation that aligns with the aspirations of Generation Z employees.

2. LITERATURE REVIEW

The hospitality industry has undergone significant evolution due to rapid technological advancements and the growing expectations of a dynamic workforce. Self-efficacy, defined as an individual's belief in their ability to perform tasks and achieve goals, plays a pivotal role in shaping employee behavior and organizational outcomes (Bandura, 1997). High levels of self-efficacy are associated with greater confidence, resilience, and productivity among employees, particularly in high-pressure environments such as the hospitality industry. Research by Amelia (2021) highlights that employees with strong self-efficacy demonstrate enhanced problem-solving abilities and are

more likely to embrace challenging tasks, thereby contributing positively to organizational performance.

Motivation is another critical factor influencing employee performance. Derived from internal and external drivers, motivation determines the level of effort and commitment employees invest in achieving their goals (Nugraha, 2023). Theories of motivation, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, emphasize the importance of fulfilling physical, social, and self-actualization needs to maintain employee satisfaction and performance. Empirical studies, such as those conducted by Fitriana et al. (2023), indicate that a supportive work environment and recognition of employee contributions significantly enhance motivation, which in turn improves overall organizational effectiveness.

Innovation is increasingly recognized as a crucial component for organizational success, particularly in industries that demand creativity and adaptability, like hospitality. According to Den Hartog (2010), innovation involves a multi-phase process encompassing idea exploration, generation, championing, and implementation. Employees who actively engage in innovative behaviors can drive operational improvements, enhance service quality, and respond effectively to market trends. Research by Noerchoidah et al. (2020) emphasizes the mediating role of innovation in strengthening the relationship between organizational support and employee performance, showcasing its potential as a transformative force within workplaces.

The integration of self-efficacy, motivation, and innovation into organizational practices has demonstrated significant benefits in enhancing employee performance, particularly among Generation Z employees. This demographic, characterized by their adaptability and preference for meaningful work, thrives in environments that support creativity and development (Rahmah & Syarifah, 2022). Studies by Akhmad et al. (2019) and Huda & Abdullah (2022) confirm that these factors collectively contribute to higher productivity and job satisfaction. By fostering a culture that prioritizes these elements, organizations in the hospitality sector, such as VIVERE Hotel, can achieve sustained success while addressing the unique challenges of managing a diverse and evolving workforce.

3. RESEARCH METHOD

This study employs a quantitative research approach to analyze the relationships between self-efficacy, motivation, innovation, and employee performance among Generation Z employees at VIVERE Hotel, ARTOTEL Curated. The quantitative approach emphasizes the use of numerical data and statistical analysis to identify patterns, correlations, and causal relationships among the studied variables. Structural Equation Modeling-Partial Least Square (SEM-PLS) was utilized as the analytical tool, as it is effective in handling complex models with multiple variables and indicators, even when the data does not meet the assumption of multivariate normality.

The population in this study comprises all Generation Z employees at VIVERE Hotel. To determine the sample size, the formula provided by Hair et al. (2016) was adopted, which recommends multiplying the number of indicators by a factor between 5 and 10. Based on this guideline, with 19 indicators, a total sample size of 133 respondents was determined to be representative of the

population. Data collection was conducted through structured questionnaires distributed over three weeks, from February 18 to March 4, 2024. The questionnaire used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to measure respondents' perceptions of the study variables.

The research model includes four main variables: self-efficacy, motivation, innovation, and employee performance. Each variable is defined operationally with specific indicators. For example, self-efficacy is measured using indicators such as level, strength, and generality, while motivation is assessed based on physical needs, safety, social needs, esteem, and self-actualization. Innovation is evaluated through stages such as idea exploration, idea generation, idea championing, and idea implementation. Employee performance is measured using indicators such as quality, quantity, timeliness, and effectiveness. These variables and their relationships are represented in a conceptual framework and analyzed using SEM-PLS to evaluate both direct and indirect effects.

Data analysis follows a systematic process, beginning with evaluating the measurement model (outer model) to ensure validity and reliability, followed by assessing the structural model (inner model) to test hypotheses and relationships among variables. Key statistical criteria include Average Variance Extracted (AVE), composite reliability, Cronbach's alpha, and path coefficients. This comprehensive approach allows for a robust examination of the role of innovation as an intervening variable in the relationship between self-efficacy, motivation, and employee performance. The findings are expected to provide valuable insights into effective human resource management practices in the hospitality industry, particularly for addressing the unique challenges and opportunities associated with Generation Z employees.

4. RESULTS AND DISCUSSIONS

The results of this study reveal significant relationships between self-efficacy, motivation, innovation, and employee performance among Generation Z employees at VIVERE Hotel, ARTOTEL Curated. The findings indicate that self-efficacy positively influences both innovation and employee performance. Employees with strong self-efficacy are more confident in their ability to perform tasks, overcome challenges, and achieve organizational goals. This aligns with Bandura's theory, which emphasizes the importance of self-belief in driving individual performance. Notably, self-efficacy also promotes innovative behavior, as employees with high confidence are more likely to explore new ideas, take calculated risks, and implement creative solutions.

Motivation emerges as another critical factor in driving employee performance. The study highlights that both intrinsic and extrinsic motivational factors contribute significantly to enhancing innovation and performance. Intrinsic motivation, such as personal growth and job satisfaction, encourages employees to engage in meaningful work and invest effort in achieving organizational objectives. Meanwhile, extrinsic factors, such as recognition and rewards, further strengthen their commitment. These results corroborate Maslow's hierarchy of needs, which underscores the role of motivation in fulfilling employees' physiological, social, and self-actualization needs to boost performance.

Innovation is found to mediate the relationship between self-efficacy, motivation, and employee performance. Employees who exhibit innovative behaviors—such as idea exploration, generation, and implementation—demonstrate higher levels of productivity and adaptability in their roles. The mediating role of innovation underscores its importance as a catalyst for translating self-efficacy and motivation into tangible performance outcomes. This finding aligns with Den Hartog's (2010) framework, which highlights the critical stages of innovation in organizational success. The study further suggests that organizations fostering a culture of innovation through supportive policies and infrastructure can enhance employee engagement and productivity.

The implications of these findings are particularly relevant for managing Generation Z employees in the hospitality sector. This demographic values meaningful work, creativity, and opportunities for growth. Therefore, organizations like VIVERE Hotel must adopt strategies that integrate self-efficacy-building initiatives, motivational programs, and innovation-promoting practices. By addressing these interconnected factors, hospitality businesses can not only enhance employee performance but also reduce turnover rates and create a sustainable competitive advantage. These results provide actionable insights for human resource managers to design targeted interventions that align with the unique characteristics and preferences of Generation Z employees.

5. CONCLUSION

Based on the results this study examines the influence of self-efficacy and motivation on employee performance, with innovation serving as an intervening variable, among Generation Z employees at VIVERE Hotel, ARTOTEL Curated. The findings highlight the significant role of self-efficacy in shaping employee performance. Employees with high self-efficacy demonstrate greater confidence in their abilities, resilience in overcoming challenges, and a stronger inclination to contribute creatively. This suggests that fostering self-efficacy through targeted training and development programs is essential for enhancing employee performance in the hospitality industry.

Motivation emerges as another critical determinant of employee performance. Both intrinsic and extrinsic motivational factors, such as recognition, career advancement opportunities, and a supportive work environment, significantly contribute to employees' commitment and productivity. The study reveals that motivation not only directly influences performance but also enhances employees' capacity to engage in innovative behaviors. This underscores the need for organizations to create policies and practices that prioritize employee motivation as a key driver of success.

Innovation plays a vital mediating role in the relationship between self-efficacy, motivation, and performance. Employees who engage in idea exploration, generation, championing, and implementation are better equipped to address organizational challenges and deliver exceptional results. The findings suggest that promoting a culture of innovation within the workplace, supported by adequate resources and management encouragement, can significantly amplify the positive impact of self-efficacy and motivation on performance.

Overall, this research provides valuable insights for hospitality management, particularly in addressing the unique needs and preferences of Generation Z employees. By integrating self-efficacy, motivation, and innovation into human resource strategies, organizations can not only

improve employee performance but also foster a sustainable competitive advantage. The results offer practical implications for VIVERE Hotel and similar establishments to design comprehensive approaches that enhance workforce productivity while aligning with the aspirations of a dynamic and evolving workforce.

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