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The Effect of Self-Efficacy and Perceived Organizational Support on Performance through Readiness for Change as an Intervening Variable in Employees Working at PT Kenza Hospitality Investment

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Abstract
Tourism in Indonesia has experienced significant growth, but along with its expansion, the sector faces challenges related to the readiness of competent human resources (HR). This study aims to analyze the effect of self-efficacy and perceived organizational support on employee performance, with readiness for change as an intervening variable. Using an associative quantitative approach, data were collected through questionnaires distributed to employees of PT Kenza Hospitality Investment in Mandalika, Lombok. The results show that self-efficacy and perceived organizational support positively influence employee performance, both directly and through readiness for change as a mediator. The higher the self-confidence and organizational support, the better the employee performance, and readiness to change also improves their performance. These findings provide implications for companies to enhance employees' self-efficacy and strengthen organizational support to improve performance in the face of change.

INTRODUCTION

Tourism in Indonesia has experienced rapid development and become a priority sector in the Nawa Cita program. The Indonesian government provides significant support to this sector, including the growing halal tourism sector, to encourage the growth of other sectors and support the national economy (Hasibuan et al., 2023). The tourism sector, which contributes significantly to Gross Domestic Product (GDP), reaching 4.01% in the third quarter of 2024 (Marsyanda Hibatullah et al., 2024), is also one of the sectors driving the increase in foreign exchange, given that most of the resources for its development are available domestically (Rahma, 2020).

One of the rapidly developing tourist destinations is the Mandalika Special Economic Zone (KEK) in Central Lombok, which has been designated a Tourism SEZ by the government since 2015 and managed by the Indonesia Tourism Development Corporation (ITDC) (Hafifi, 2024). Mandalika is not only famous for its natural beauty but also hosts various international events, such as MotoGP. Data shows a significant increase in the number of tourists to Mandalika, from 827,047 people in 2023 to 1,241,742 people in 2024, a growth of 51.4% (Kabar Mataram, 2024). This indicates that Mandalika is increasingly becoming a leading destination, where various investments in the hotel sector have emerged, including PT Kenza Hospitality Investments, which plays a role in developing tourism facilities through collaboration with ITDC in the construction of the premium Beach House project in the Mandalika area (SWA, 2023).

However, with the rapid growth of the tourism sector, there are significant challenges related to the availability of competent human resources (HR). HR is a key factor in providing quality service and creating a positive experience for visitors (Jusdiana Ahmad et al., 2024). Therefore, improving employee performance is crucial, especially in the hospitality sector, such as that operated by PT Kenza Hospitality. Optimal employee performance not only plays a role in increasing productivity but also contributes to maintaining the company's competitiveness (Firmandari, 2014).

Factors influencing employee performance include self-efficacy and perceived organizational support. Self-efficacy is an individual's belief in their ability to complete tasks and face challenges (Mahdani et al., 2022). In this case, self-efficacy is defined as an employee at PT Kenza Hospitality's confidence in carrying out their duties in the tourism sector. Perceived organizational support (POS) refers to employees' perceptions of the extent to which the organization supports their well-being and recognizes their contributions (Sehangunaung et al., 2023). These two factors are believed to influence employee performance and their readiness to face changes in the tourism sector.

Change readiness, as an intervening variable, plays a crucial role in mediating the relationship between self-efficacy, perceived organizational support, and employee performance. Change readiness refers to the level of psychological and behavioral readiness of employees to face changes occurring within the organization (Susyanto, 2019). Employees with high self-efficacy and who feel supported by the organization tend to be more prepared for change, which in turn improves their performance (Lesmana et al., 2021).

This study aims to analyze how self-efficacy and perceived organizational support influence employee performance at PT Kenza Hospitality Investment through readiness for change as an intervening variable. This study will also explore the extent to which readiness for change mediates the relationship between these two factors and employee performance. This research is expected to provide insight into how internal and external factors influence employee performance and contribute to improving service quality in the tourism sector.

Thus, the main objective of this study is to analyze the influence of self-efficacy and perceived organizational support on employee performance at PT Kenza Hospitality Investment, as well as to examine the mediating role of change readiness in the relationship between these two factors and employee performance. This study is expected to provide useful information for HR managers in the tourism sector to formulate more effective strategies to improve employee performance in the hospitality sector, particularly in the Mandalika tourism area.

Method of collecting data

This study employed three primary methods for data collection: questionnaires, interviews, and documentation. Questionnaires were used to obtain primary data from respondents through written questions distributed via Google Forms. Interviews were conducted to gain a deeper understanding of the influence of the research variables, while documentation was used to collect secondary data related to the organization, such as reports and documents related to employee positions.

Population and Research Sample

The population of this study was all employees of PT Kenza Hospitality Investment who work in the formal tourism sector, with a total of 100 people. The use of a saturated or census sampling technique was chosen because the population size is relatively small, so all members of the population were sampled. The sample criteria included employees directly involved in operational activities and services to tourists.

Definition of Variables & Measurement of Variables

The variables examined in this study include self-efficacy, perceived organizational support, readiness for change, and employee performance. Self-efficacy and perceived organizational support were measured using indicators proposed by Bandura (1997) and Eisenberger (1986). Meanwhile, readiness for change and employee performance were measured using a scale developed based on relevant literature, covering aspects of work quality, quantity, and punctuality.

Data Analysis Techniques

The data obtained from the questionnaire will be analyzed using a path analysis model to examine the relationships between variables and the mediating effects. Validity and reliability tests will be conducted to ensure data quality, while classical assumption tests such as normality, multicollinearity, and heteroscedasticity will be conducted to ensure the accuracy of the regression model. Hypothesis testing will use the F-test and t-test to determine the influence of each variable simultaneously and partially.

RESULTS AND DISCUSSION

Table 1. Validity Test Results

Variables	Question Items	r count	r table	Information
Employee Performance (Y)	Y1	0.755	0.304	VALID
	Y2	0.790	0.304	VALID
	Y3	0.762	0.304	VALID
	Y4	0.704	0.304	VALID
Self-Efficacy (X1)	X1.1	0.872	0.304	VALID
	X1.2	0.909	0.304	VALID
	X1.3	0.864	0.304	VALID
	X1.4	0.881	0.304	VALID
	X1.5	0.624	0.304	VALID
Perceived Organizational Support (X2)	X2.1	0.873	0.304	VALID
	X2.2	0.879	0.304	VALID
	X2.3	0.833	0.304	VALID
	X2.4	0.845	0.304	VALID
Readiness for Change (Z)	Z1	0.771	0.304	VALID
	Z2	0.851	0.304	VALID
	Z3	0.859	0.304	VALID
	Z4	0.874	0.304	VALID

Based on the results of the validity test conducted on all variables in this study, it can be concluded that the instruments used in the questionnaire are valid. Each question item for the variables Employee Performance (Y), Self-Efficacy (X1), Perceived Organizational Support (X2), and Readiness for Change (Z) has a calculated r value greater than the table r (0.304), with calculated r values ranging from 0.624 to 0.909 for self-efficacy, 0.704 to 0.790 for employee performance, 0.833 to 0.879 for perceived organizational support, and 0.771 to 0.874 for readiness for change. This indicates that all instruments used in this study are able to reveal data from the variables studied correctly, so they can be considered valid.

Table 2. Reliability Test Results

No	Variables	Alpha Value	Cronbach's Alpha Standard	Information
1.	Performance (Y)	0.793	0.60	Reliable
2.	Self-Efficacy (X1)	0.878	0.60	Reliable
3.	Perceived Organizational Support (X2)	0.879	0.60	Reliable
4.	Readiness for Change (Z)	0.859	0.60	Reliable

Source: primary data processed 2025

The Cronbach Alpha value of all variables is greater than 0.60, so the questionnaire can be considered reliable or consistent.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.81719668
Most Extreme Differences	Absolute	.089
	Positive	.039
	Negative	-.089
Test Statistic		.089
Asymp. Sig. (2-tailed)		.051[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Figure 1. Normality Test Results

The significance value (Asymp) is 0.051, which means that the significance level is greater than 0.05, which means that the four variables tested are normally distributed.

Coefficients[a]

Model		Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	Self-Eficacy	.551	1.816
	Perceived Organizational Support	.551	1.816

a. Dependent Variable: Kinerja

Figure 2. Multicollinearity Test Results

The VIF Multicollinearity Value on variable (X1) is 1.816, on variable (X2) is 1.816 where both independent variables are smaller or <10. The tolerance value of variable (X1) is 0.551 on variable (X2) is 0.551 where both independent variables are greater than 0.10. So it can be concluded that the data is free from multicollinearity symptoms which means there is no correlation between the independent variables.

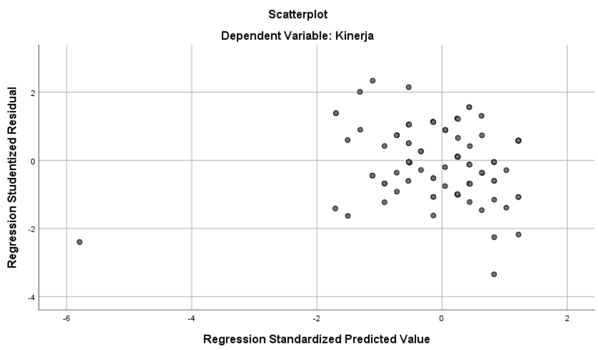

Figure 3. Heteroscedasticity Test Results

Based on the image above, it can be seen that the data displayed does not form certain patterns and the points are spread randomly, so it can be concluded that there is no heteroscedasticity, so that a good and ideal regression model can be fulfilled.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.637	1.439		3.221	.002
	Self-Eficacy (X1)	.426	.076	.487	5.589	.000
	Perceived Organizational Support (X2)	.433	.106	.355	4.080	.000

a. Dependent Variable: Kinerja

Figure 4. Results of path analysis (Path Analysis) Path coefficient significance value 1

Z= 4.637 + 0.487 + 0.355 + el (As structural equation 1)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.354	1.440		2.328	.022
	Self-Eficacy (X1)	.340	.078	.388	4.347	.000
	Percevied Organizational Support (X2)	.343	.106	.282	3.244	.002
	Kesiapan Perubahan (Z)	.273	.088	.248	3.097	.003

a. Dependent Variable: Kinerja (Y)

Figure 5. Results of path analysis (Path Analysis) Path coefficient significance value 2

Y = 3.354 + 0.388 + 0.282 + 0.248 + el2 (As structural equation 2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.771[a]	.595	.587	1.836

a. Predictors: (Constant), Perceived Organizational Support, Self-Eficacy

b. Dependent Variable: Kinerja

Figure 6. R square value 1

Where the influence of error is determined by the following formula:

$e=\sqrt{1-R^2}$

$=\sqrt{1-595}$

$= 0.636$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679[a]	.461	.442	2.05961

a. Predictors: (Constant), Z, X2, X1

Figure 7. R square value 2

The total determination coefficient value of 0.781 means that 78.1% of variable Y is explained by X1, X2, and Z, while the remaining 21.9% is explained by other variables not included in this model.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	480.322	2	240.161	71.258	.000[b]
	Residual	326.918	97	3.370		
	Total	807.240	99			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Perceived Organizational Support, Self-Eficacy

Figure 8. F1 test

Based on the results of the simultaneous test calculation (F test), the calculated F value was 71.258. This value was then compared with the F table at a significance level of 0.05, with degrees of freedom df1 = 2 (number of independent variables) and df2 = 97 (number of residuals). Based on the F distribution table, the F table value = 4.09.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	510.020	3	170.007	54.911	.000[b]
	Residual	297.220	96	3.096		
	Total	807.240	99			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Kesiapan Perubahan, Perceived Organizational Support, Self-Eficacy

Figure 9. F2 test

Based on the results of the simultaneous test (F test), it was obtained that the calculated F value was 71.258, while the F table value at a significance level of 0.05, with degrees of freedom df1 = 3 (number of independent variables) and df2 = 96 (number of residuals), was 2.70. Because the calculated F (71.258) is greater than the F table (2.70), it can be concluded that the regression model used in this study is significant.

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.637	1.439		3.221	.002
	Self-Eficacy (X1)	.426	.076	.487	5.589	.000
	Perceived Organizational Support (X2)	.433	.106	.355	4.080	.000

a. Dependent Variable: Kinerja

Figure 10. T-test of equation 1

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.354	1.440		2.328	.022
	Self-Eficacy (X1)	.340	.078	.388	4.347	.000
	Percevied Organizational Support (X2)	.343	.106	.282	3.244	.002
	Kesiapan Perubahan (Z)	.273	.088	.248	3.097	.003

a. Dependent Variable: Kinerja (Y)

Figure 11. T-test of equation 2

The partial coefficient value of Self-Eficacy = 0.388 with a T count of 4.347 and a significance of 0.000 (Positive and significant influence). The partial coefficient value of Percevied Organizational Support (X2) = 0.282 with a T count of 3.244 and a significance of 0.002 (Positive and significant influence). The partial coefficient value of Readiness for Change = 0.248 with a T count of 3.097 and a significance of 0.003 (Positive and significant influence).

The Influence of Self-Efficacy on Performance

The research results show that self-efficacy has a positive and significant effect on employee performance. A coefficient of 0.388 with a significance level of 0.000 indicates that employee confidence in their abilities is a key determinant of optimal performance.

This finding makes sense, as employees with high self-efficacy tend to be more confident in completing tasks, less likely to hesitate, and less likely to be affected by work pressure. They view challenges as something that can be overcome through effort and the right strategies. Conversely, employees with low self-efficacy often avoid tasks, are prone to anxiety, and are unsure of their ability to complete tasks, resulting in lower performance quality.

Theoretically, these results align with Bandura's view that self-efficacy is the foundation of a person's work behavior. When individuals believe in their abilities, they will try harder, persist longer in the face of difficulties, and take initiative in completing complex tasks.

These findings further emphasize that, in practice, improved performance depends not only on technical skills but also on employees' psychological confidence in their own abilities. Employees who believe in their abilities will contribute more effectively than those who doubt their abilities.

The Influence of Perceived Organizational Support on Performance

This study also found that Perceived Organizational Support (POS) had a positive and significant effect on performance, with a coefficient of 0.282 and a significance level of 0.002. This indicates that employees' perceptions of the extent to which the organization cares about and values their contributions have a direct impact on the quality of their work.

When employees feel valued, listened to, and cared for by the organization, they reciprocate through increased commitment, engagement, and dedication to their work. Support such as clear instructions, assistance from superiors, adequate work facilities, opportunities for development, and recognition for good work are factors that drive high performance.

Psychologically, organizational support fosters a sense of security and comfort at work. Employees who feel supported are less burdened by anxiety or uncertainty, allowing them to focus their energy on completing their work. This is why POS can improve decision-making quality, enhance work timeliness, and increase productivity. These results confirm that performance is not solely the result of personal abilities, but also the interaction between employees and their organizational environment.

The Influence of Self-Efficacy on Readiness for Change

The results of the study indicate that self-efficacy has a significant positive effect on readiness for change, with a coefficient value of 0.487 and a significance level of 0.000. This finding provides an important message that self-confidence is a psychological factor that greatly influences whether or not employees are ready to face organizational change.

Employees with high self-efficacy tend to be more optimistic and calm when faced with change. They feel capable of adapting, learning new things, and facing the challenges that arise from change. These employees not only embrace change but also see it as an opportunity for growth.

Conversely, employees with low self-efficacy will experience excessive anxiety, doubt their abilities, and easily feel overwhelmed when faced with change. This makes them more susceptible to resisting change.

Practically, these results show that one way to increase readiness for change is not only through policy socialization, but also through strengthening employee self-confidence in their ability to face change.

The Influence of Perceived Organizational Support on Readiness for Change

The results of the study showed that POS had a significant influence on readiness for change with a coefficient of 0.355 and a significance level of 0.000. This indicates that organizational support plays a crucial role in building employee mental readiness to face change.

When organizations provide support in the form of guidance, clear instructions, adequate facilities, and attention to employee well-being, employees no longer feel alone in facing change. This support creates a sense of security that makes them more prepared to adapt. Employees will feel that the organization is truly committed to helping them through the change process.

In principle, organizational change often creates uncertainty. Employees who feel unsupported will perceive change as a threat. Conversely, when substantial support is provided, employees will believe that any change has a clear direction and that the organization is behind them.

The Influence of Change Readiness on Performance

Readiness for change has been shown to significantly influence performance, with a coefficient of 0.248 and a significance level of 0.003. This indicates that employees who are ready for change will more easily adapt to new procedures, systems, and work methods.

Employees who are ready for change are more open, flexible, and committed to maintaining the quality of their work despite shifts in the work environment. They are able to maintain stable performance and even improve results when changes require rapid adaptation.

This finding strengthens the argument that organizations need not only create change policies, but also ensure that employees are truly ready to implement them.

The Influence of Self-Efficacy on Performance Through Readiness for Change

Mediation analysis shows that readiness for change mediates the influence of self-efficacy on performance, with an indirect effect value of 0.120 and a significant Sobel test ($t = 2.486$). This means that self-efficacy not only improves performance directly but also through increasing employee readiness for change.

Employees who are confident in their abilities are more prepared to accept change, and this preparedness enables them to perform their jobs more effectively. Thus, self-efficacy has a multi-layered effect:

a) increase self-confidence.
b) increase readiness to face change.
c) improve employee performance.

This mediation emphasizes that the individual's psychological aspects play an important role in determining the quality of acceptance of change.

The Influence of Perceived Organizational Support on Performance Through Readiness for Change

The analysis also showed an indirect effect of POS on performance through readiness for change of 0.088. Although the effect was not as strong as the mediation of Self-Efficacy, this result still indicates that readiness for change plays a role in the relationship between organizational support and improved performance.

The point is: when employees feel supported by the organization, they are better prepared for change, and that preparedness helps them work more effectively. Organizational support provides a sense of security, and that security fosters mental readiness for change, which ultimately contributes to better performance.

CLOSING

Conclusion

Based on the results of the research that has been conducted, it can be concluded that Self-Efficacy and Perceived Organizational Support have a positive and significant effect on employee performance, both directly and through readiness for change as a mediating variable. The higher the employee's self-confidence in their abilities (Self-Efficacy), the better the performance displayed, and the more prepared they are to face change. Support provided by the organization (Perceived Organizational Support) also has a positive effect, where employees who feel supported by the organization will improve their performance and readiness for change. Readiness for change has been shown to mediate the relationship between Self-Efficacy and Perceived Organizational Support on performance, which means that internal factors such as self-confidence and external factors such as organizational support, which are strengthened by employee readiness, contribute greatly to improving employee performance.

Suggestion

Based on the conclusions above, it is recommended that companies focus on improving employee self-efficacy through regular training and motivation, as well as strengthening organizational support so that employees feel valued and supported. Furthermore, companies need to build readiness for change by effectively communicating policies and changes to be implemented. This will help employees be more prepared to adapt and improve their performance. For further research, it is recommended to add other variables that can influence employee performance, such as leadership and work culture, and develop research methods with a qualitative or mixed-method approach to gain a deeper understanding. Researchers can also expand the research object to different work units or use more complex analysis techniques, such as SEM or PLS, to increase the precision in testing the relationships between variables.

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