

**THE EFFECT OF TRAINING QUALITY AND SELF EFFICACY ON
EMPLOYEE PERFORMANCE AT OAKWOOD HOTEL & RESIDENCE
SURABAYA**

SKRIPSI



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**FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS PEMBANGUNAN NASIONAL “VETERAN”
JAWA TIMUR**

2026

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**Diajukan Untuk Memenuhi Sebagian Persyaratan
Dalam Memperoleh Gelar Sarjana Manajemen
Program Studi Manajemen**



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Yang Menyatakan


(Febrinda Galuh Kirana)

PREFACE

Foremost, the researcher extends her deepest gratitude to Almighty God for His boundless blessings, direction, strength, and grace throughout the completion of this undergraduate thesis entitled **“The Effect of Training Quality and Self-Efficacy on Employee Performance at Oakwood Hotel & Residence Surabaya.”** Without His blessings and guidance, the researcher would not have been able to complete this thesis successfully.

This thesis serves as a partial requirement for the attainment of a Bachelor's Degree in Management at the Faculty of Economics and Business, UPN "Veteran" Jawa Timur. Throughout the process of conducting the research, collecting data, analyzing the results, and writing this thesis, the researcher encountered various challenges and valuable learning experiences that contributed significantly to both academic and personal development.

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The researcher recognizes that this thesis still contains shortcomings, particularly in terms of content and analytical depth. As a result, constructive input and recommendations are highly welcomed for the enhancement of future research. Nevertheless, it is anticipated that this research will add value to the existing literature and function as a reference point for academics pursuing related topics. Furthermore, the researcher hopes that the findings will generate practical implications for organizations, particularly those within the hospitality industry, concerning the significance of elevating training quality and reinforcing employee self-efficacy to achieve improved performance outcomes.

Surabaya, 17 June 2026

Researcher

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Employee performance constitutes a fundamental determinant of success within hospitality industry, as service excellence largely depends on employee ability to perform their tasks effectively. In order to enhance performance outcomes, organizations must address both organizational factors, such as training quality, and individual factors, such as self-efficacy. Therefore, this study aims to examine the effect of Training Quality and Self-Efficacy on Employee Performance at Oakwood Hotel & Residence Surabaya.

A quantitative methodology was employed, utilizing PLS-SEM as the analytical technique. The population consisted of 77 employees from all departments at Oakwood Hotel & Residence Surabaya, and a total sampling technique was applied, resulting in 77 respondents. Data were collected through questionnaires using a multi-source approach, in which Training Quality and Self-Efficacy were assessed by employees, while Employee Performance was evaluated by supervisors to enhance objectivity and reduce common method bias. The analysis was performed using SmartPLS, covering both measurement and structural model assessments.

The results demonstrate that Training Quality and Self-Efficacy each produce a positive and significant effect on Employee Performance. Training Quality emerged as the predominant predictor, whereas Self-Efficacy served as a complementary factor in fostering performance enhancement.

Keywords: Training Quality, Self-Efficacy, Employee Performance, Hospitality Industry.