

## THE INFLUENCE OF INTERPERSONAL COMMUNICATION, WORK ENVIRONMENT, AND SELF-EFFICACY ON EMPLOYEE PERFORMANCE AT BEST WESTERN PREMIER LA GRANDE HOTEL



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### Abstract

This study aims to obtain empirical evidence on "The Influence of Interpersonal Communication, Work Environment, and Self-Efficacy on Employee Performance at the Best Western Premier La Grande Hotel". The results of this study can be used as a contribution of thought for companies in an effort to improve employee performance through improving interpersonal communication, work environment, and self-efficacy. The research method used is descriptive and verification analysis. Data collection used is interviews using questionnaires accompanied by observation techniques, sampling techniques using saturated samples or censuses totaling 200 people. Data analysis techniques use multiple linear regression, multiple correlation, and the coefficient of determination partially or simultaneously. The results of the study show that simultaneously interpersonal communication, work environment, and self-efficacy have an influence of 55.1% on employee performance at the Best Western Premier La Grande Hotel. Partially, interpersonal communication has an influence of 23.5% on performance, and the work environment has an influence of 22.5% on employee performance. The more comfortable the work environment will improve employee performance at the Best Western Premier La Grande Hotel. Partially self self-efficacy has an influence of 8.8% on employee performance.

**Keywords:** Interpersonal Communication, Work Environment, Self-Efficacy, Employee Performance

## INTRODUCTION

Human resources (HR) constitute the only living assets of an organization, in contrast to non-living assets such as capital, buildings, machinery, and inventory. According to Stefanus & Saputra (2010), this distinctive attributes of HR encompassing cognition, emotions, and behaviors necessitate a management approach that is fundamentally different from that applied to physical resources. When managed effectively, HR can serve as a decisive factor in organizational growth and goal attainment. In the context of intensifying global competition driven by advancements in information and technology, strategic HR management is imperative to enhance organizational competitiveness and ensure sustainability (Ayu Alifia & Fakhriah, 2024). The role of human resources is crucial in achieving an organization's vision and mission, with employee performance defined as the quality and quantity of work in accordance with assigned responsibilities-serving as a key determinant of success. Both individual and organizational performance reflect the company's ability to assign tasks aligned with employees' competencies to ensure customer satisfaction. Indonesian labor laws (Law No.13/2003) stipulate a maximum of 40 hours per week, with excess hours classified as overtime that entitles employees to additional compensation. These regulations also apply to the hospitality industry, including hotels, travel services, and food and beverages, which play a significant role in supporting tourism and the regional economy of Bandung.

Bandung's economy is driven by wholesale and retail trade (25.41%), hospitality (19.01%), and information and communication (14.41%). Despite its contribution to regional GDP, the hospitality sector- including hotels, travel services, and food and beverage - has declined in recent years. Best Western Premier La Grande shows a lower customer rating (4.6 out of 5) than competitors, reflecting possible issues with cleanliness, service, and facilities. Employee performance has also dropped sharply, from a score of 91 in 2018 to 59 in 2023, contrary to expectations for continuous improvement. Declining employee performance at Best Western Premier La Grande is linked to weakened interpersonal communication, a deteriorating work environment, and low self-efficacy. Both vertical (between supervisors and subordinates) and horizontal (among peers), once strong in 2018, declined significantly by 2023, reducing effectiveness in instruction, feedback, and teamwork. Likewise, the physical and non-physical work environment shifted from food to poor, undermining productivity and satisfaction.

Self-efficacy, defined as confidence in completing tasks, has consistently declined among employees at Best Western Premier La Grande since 2018, reflected in weaker problem-solving and increased dependence on others (Nurfadilah & Mahadianto, 2025). Along with interpersonal communication and the work environment, self-efficacy significantly influences performance. This study, therefore, examines the impact of these three factors on employee performance at Best Western Premier La Grande Hotel.

## REVIEW OF LITERATURE

### Human Resource Management

Human Resource Management (HRM) is both a science and an art concerned with organizing, developing, and maintaining an effective workforce to achieve organizational goals. Hasibuan in Faishal (2019:15) defines HRM as the management of labor relations and roles to support the objectives of companies, employees, and society. Similarity,

Sedarmayanti in Nursani (2018:17) views HRM as the optimal utilization of human resources through planning, mobilization, and control. Griffin (2018:13) describes HRM as a set of organizational activities designed to attract, develop, and retain an effective workforce.

### **Functions of Human Resource Management**

The functions of HRM consist of managerial and operational aspects designed to optimize employee management. Sedarmayanti (2019:6) identifies functions such as planning, organizing, actuating, controlling, procurement, development, compensation, integration, maintenance, and termination. Hasibuan (2018:21), emphasize that these functions are vital to fostering cooperation and sustaining employee performance for the achievement of organizational goals.

### **Objectives of Human Resource Management**

The objective of HRM is to enhance employee productivity while ensuring organizational effectiveness and satisfaction. As noted by Sri Larasati (2018:10), HRM seeks to optimize workforce productivity; Cushway in Rahajeng (2020) highlights communication and motivation; and Sofyandi (2018:11) outlines four key objectives- organizational, functional, social, and individual.

### **Communication Theory**

Communication is essential for the effectiveness of planning, organizing, and strategy. Efendy (2019) defines it as the process of delivering messages to create effects, Mangkunegara (2023) as the transfer of information and understanding, and Cagara (2016) concludes that communication is the sending and receiving of messages through a medium to influence or change the behavior of those involved.

### **Definition of Interpersonal Communication**

Interpersonal communication is direct, face to face interaction aimed at conveying ideas, emotions, and information both verbally and non-verbally. DeVito in Liliweri (2019:26) defines it as the exchange of messages with immediate feedback, while John (2015:27) emphasizes its depth and interdependence. Similarly, Febrina (2015:35) highlight interpersonal communication as interaction that enables individuals to share to share information and feelings.

### **Interpersonal Communication and Its Objectives**

Interpersonal communication is a direct exchange of messages with feedback that enhances understanding, relationships, and behavior. Effendy (2019) defines it as the process of sending and receiving messages with feedback. While, Tubbs and Moss (2018) emphasize its role in fostering comprehension, relationships, and motivation. According to Liliweri (2023) its objectives, self recognition, relationship building, persuasion, and self development, consistent with Rakhmat (2021) that interpersonal communication shapes personality through meaningful interaction.

## **RESEARCH METHOD**

This quantitative research was conducted at the Best Western Premier La Grande Hotel in Bandung, involving all 200 employees through a census sampling technique. Data were collected via observation, interviews, and questionnaires, and then analyzed using validity and reliability test, classical assumption tests, multiple linear regression, correlation, and the coefficient of determination to examine the relationships between variables and test the hypotheses.

## RESULTS AND DISCUSSION

### Instrument Validity Test

The validity test was conducted to assess whether the questionnaire could accurately measure the intended constructs. Following the research methodology, validity was examined using the correlation coefficient between each item score and the total score. According to Barker et al. (2016:70), items with a correlation coefficient  $> 0.30$  are considered valid. Based on the data processing results using the product-moment correlation (r-calculated), the validity test results are as follows.

### Validity test of the interpersonal communication questionnaire

Table 1.

**Validity test results of the interpersonal communication questionnaire**

Item	r-calculated	r-critical	Description
Item 1	0.643	0.30	Valid
Item 2	0.398	0.30	Valid
Item 3	0.441	0.30	Valid
Item 4	0.698	0.30	Valid
Item 5	0.536	0.30	Valid
Item 6	0.460	0.30	Valid
Item 7	0.446	0.30	Valid
Item 8	0.478	0.30	Valid
Item 9	0.423	0.30	Valid
Item 10	0.551	0.30	Valid
Item 11	0.454	0.30	Valid
Item 12	0.612	0.30	Valid
Item 13	0.608	0.30	Valid

*Source: Validity and Reliability Test Output 2025*

In Table 1, the correlation coefficient (r-calculated) of each statement item is greater than the critical value of 0.30. This shows that all statement items in the interpersonal communication questionnaire are valid and suitable to be used as a research measuring tool.

### Validity test of the work environment questionnaire

Table 2.

**Validity test results of the work environment questionnaire**

Item	r-calculated	r-critical	Description
Item 1	0.733	0.30	Valid
Item 2	0.606	0.30	Valid
Item 3	0.452	0.30	Valid
Item 4	0.533	0.30	Valid
Item 5	0.480	0.30	Valid
Item 6	0.488	0.30	Valid

*Source: Validity Test Output 2025*

Similar to above, all items exceed the critical value, confirming their validity.

**Validity test of the self-efficacy questionnaire**

**Table 3.**

**Validity test results of the self-efficacy questionnaire**

Item	r-calculated	r-critical	Description
Item 1	0.643	0.30	Valid
Item 2	0.398	0.30	Valid
Item 3	0.441	0.30	Valid
Item 4	0.608	0.30	Valid

*Source: Validity Test Output*

All items in Table 3 are valid and appropriate as a measuring tool.

**Validity test of the employee performance questionnaire**

**Table 4.**

**Validity test results of the employee performance questionnaire**

Item	r-calculated	r-critical	Description
<b>Item 1</b>	0.530	0.30	Valid
<b>Item 2</b>	0.686	0.30	Valid
<b>Item 3</b>	0.600	0.30	Valid
<b>Item 4</b>	0.432	0.30	Valid
<b>Item 5</b>	0.553	0.30	Valid
<b>Item 6</b>	0.619	0.30	Valid
<b>Item 7</b>	0.556	0.30	Valid
<b>Item 8</b>	0.500	0.30	Valid
<b>Item 9</b>	0.450	0.30	Valid
<b>Item 10</b>	0.420	0.30	Valid

*Source: Validity Test Output*

**Instrument Reliability Test**

The reliability test was conducted to determine whether the questionnaire is reliable, meaning it yields consistent results when repeated. Statistically, if the reliability coefficient exceeds 0.70, the instrument is considered reliable (Barker et al., 2016:70). Using the Spearman-Brown split-half method, the reliability results are shown below:

**Table 5**

**Reliability Test**

Questionnaire	Reliability Coefficient	Critical Value	Description
Interpersonal Communication	0.871	0.7	Reliable
Work Environment	0.846	0.7	Reliable
Self-Efficacy	0.758	0.7	Reliable
Employee Performance	0.798	0.7	Reliable

*Source: Reliability Test Output*

All variables exceed 0.70, confirming their reliability.

**Multicollinearity Test**

Tolerance > 0.10 and VIF < 10 confirm no multicollinearity, as shown below:

**Table 6.**  
**Multicollinearity Test**

Variable	Tolerance	VIF
Interpersonal Communication	0.935	1.069
Work Environment	0.913	1.095
Self-Efficacy	0.954	1.048

**Verification Analysis and Hypothesis Testing**

This section includes multiple linear regression, multiple correlation, determination analysis, and hypothesis testing (t and F tests).

**Multiple Linear Regression**

**Table 7.**  
**Multiple Linear Regression Test**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 <sup>a</sup>	.551	.536	.40338

a. Predictors: (Constant), Komunikasi Interpersonal, Lingkungan Kerja, Self-Efficacy

b. Dependent Variable: Kinerja Karyawan

The regression equation obtained is:

$$Y = 0.252 + 0.409X_1 + 0.352X_2 + 0.505X_3$$

Where:

- Interpersonal Communication (X<sub>1</sub>) positively influences performance.
- Work Environment (X<sub>2</sub>) positively influences performance.
- Self-Efficacy (X<sub>3</sub>) positively influences performance.

Table 7 shows that the multiple correlation coefficient (R) between interpersonal communication, work environment, and self-efficacy with employee performance is 0.742, indicating a strong relationship between these variables and employee performance at Best Western Premier La Grande Hotel. Based on the results of the analysis, the correlation coefficient between interpersonal communication and employee performance at Best Western Premier La Grande Hotel is as follows:

**Table 8**  
**Correlation Between Interpersonal Communication and Employee Performance**

Employee Performance	Interpersonal Communication
Pearson Correlation	1
Sig. (2-tailed)	
N	200
Pearson Correlation	.612**
Sig. (2-tailed)	.000
N	200

Note: Correlation is significant at the 0.01 level (2-tailed).

Table 8 shows a correlation coefficient of 0.612 between interpersonal communication and employee performance, indicating a strong positive relationship. This implies that improved interpersonal communication is associated with higher employee performance at Best Western Premier La Grande Hotel. Based on the analysis results, the correlation coefficient between the work environment and employee performance at Best Western Premier La Grande Hotel is as follows:

**Table 9**  
**Correlation Between Work Environment and Employee Performance**

<b>Employee Performance</b>	<b>Work Environment</b>
Pearson Correlation	1
Sig. (2-tailed)	
N	200
Pearson Correlation	.665**
Sig. (2-tailed)	.000
N	200

Table 9 presents a correlation coefficient of 0.665 between the work environment and employee performance, indicating a strong positive relationship. This suggests that a better work environment is associated with improved employee performance at Best Western Premier La Grande Hotel. Based on the analysis results, the correlation coefficient between self-efficacy and employee performance at Best Western Premier La Grande Hotel is as follows:

**Table 10**  
**Correlation Between Self-Efficacy and Employee Performance**

<b>Employee Performance</b>	<b>Self-Efficacy</b>
Pearson Correlation	1
Sig. (2-tailed)	
N	200
Pearson Correlation	.661**
Sig. (2-tailed)	.000
N	200

Table 10 shows a correlation coefficient of 0.661 between self-efficacy and employee performance, indicating a strong positive relationship. This implies that higher self-efficacy is associated with improved employee performance at Best Western Premier La Grande Hotel.

**Determination Analysis**

Determination analysis aims to measure how much influence exists between variables. The following Table 11 provides the guidelines for interpreting the determination coefficient:

**Table 11**  
**Guideline for Interpreting the Determination Coefficient**

<b>Interval (%)</b>	<b>Category</b>
>4	Very low influence
5–16	Low but certain

17–49	Moderate influence
50–81	High or strong influence
<80	Very high influence

Source: Sugiono (2022)

The researcher then formulated the class interval division in this study as follows:

**Table 12**

**Guideline for Interpreting the Determination Coefficient in This Research**

Interval (%)	Category	Level of Relationship
>4	Very low influence	Very small
5–16	Low but certain	Small
17–49	Moderate influence	Moderate
50–81	High or strong influence	Large
<80	Very high influence	Very large

Source: Sugiono (2022)

**Simultaneous Determination Coefficient Analysis**

Next, the determination coefficient is calculated to determine the simultaneous influence of interpersonal communication, work environment, and self-efficacy on employee performance at Best Western Premier La Grande Hotel. The determination coefficient value is obtained as shown in the following table:

**Table 13**

**Simultaneous Determination Coefficient**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.742	.551	.536	.40338

*Predictors: (Constant), Interpersonal Communication, Work Environment, Self-Efficacy. Dependent Variable: Employee Performance*

From the determination coefficient (R Square), it is known that 55.1% of employee performance at Best Western Premier La Grande Hotel is simultaneously caused by interpersonal communication, work environment, and self-efficacy. The remaining 44.9% is influenced by other factors.

**Partial Determination Coefficient Analysis**

Partial determination coefficient analysis is calculated to determine the extent of the individual influence of interpersonal communication, work environment, and self-efficacy on employee performance at Best Western Premier La Grande Hotel.

**Table 14**

**Partial Determination Coefficients**

Variable	Beta	Zero-order
Interpersonal Communication	.384	.612
Work Environment	.343	.665
Self-Efficacy	.135	.661

*Dependent Variable: Employee Performance*

- a. Interpersonal Communication:  $0.384 \times 0.612 = 0.2350.384 \times 0.612 = 0.235$  (23.5%)
- b. Work Environment:  $0.343 \times 0.665 = 0.2280.343 \times 0.665 = 0.228$  (22.8%)

c. Self-Efficacy:  $0.135 \times 0.661 = 0.0880.135 \times 0.661 = 0.0880.135 \times 0.661 = 0.088$  (8.8%)

Next, the partial determination coefficient analysis of interpersonal communication is shown below:

**Table 15**  
**Effect of Interpersonal Communication on Employee Performance**

Variable	Beta	Zero-order
Interpersonal Communication	.384	.612

*Dependent Variable: Employee Performance*

**Table 16**  
**Summary of Interpersonal Communication Effect**

Determination Coefficient	Ho
23.5%	Rejected

The coefficient indicates that interpersonal communication significantly affects employee performance.

For the work environment:

**Table 17**  
**Effect of Work Environment on Employee Performance**

Variable	Beta	Zero-order
Work Environment	.343	.665

*Dependent Variable: Employee Performance*

**Table 18**  
**Summary of Work Environment Effect**

Determination Coefficient	Ho
22.8%	Rejected

For self-efficacy:

**Table 19**  
**Effect of Self-Efficacy on Employee Performance**

Variable	Beta	Zero-order
Self-Efficacy	.135	.661

*Dependent Variable: Employee Performance*

**Table 20**  
**Summary of Self-Efficacy Effect**

Determination Coefficient	Ho
8.8%	Rejected

Hypothesis Test (t-test)

**Table 21**  
**Partial Hypothesis Test Results**

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	.252	.301		.837	.406
Interpersonal Communication	.409	.116	.323	3.520	.001
Work Environment	.352	.091	.384	3.864	.000
Self-Efficacy	.505	.105	.478	4.820	.000

All three independent variables significantly and positively influence employee performance.

### Hypothesis Test (F-test)

**Table 22**  
**Simultaneous Hypothesis Test Results**

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	1050.594	3	500.814	22.425	.000
Residual	993.723	200	22.333		
Total	2044.317	197			

Since F-significance  $< 0.05$ , it is concluded that interpersonal communication, work environment, and self-efficacy simultaneously influence employee performance.

### Discussion

This section explains the influence of interpersonal communication, work environment, and self-efficacy on employee performance at Best Western Premier La Grande Hotel. Everything is discussed in the descriptive analysis and the verification analysis.

#### Descriptive Analysis

The discussion of the descriptive analysis is used to answer the research question about how interpersonal communication, work environment, self-efficacy, and employee performance are at Best Western Premier La Grande Hotel.

##### 1. Interpersonal Communication

Based on the data processing results, the interpersonal communication variable - measured using 4 dimensions and 13 statement items-obtained an average score of 3.12, which falls within the interval of 2.61–3.40 and is categorized as poor or uncommunicative. This indicates that most employees at Best Western Premier La Grande Hotel perceive interpersonal communication as inadequate, particularly in terms of listening to colleagues ‘complaints and supervisors’ responsiveness.

##### 2. Work Environment

Based on the data processing results, the work environment variable - measured through 2 dimensions and 6 indicators - obtained an average score of 3.52, which falls within the interval of 3.40–4.20 and is categorized as good or comfortable. This suggests that most employees at Best Western Premier La Grande Hotel perceive their work environment as favorable. However, certain indicators require attention from company, particularly those related to “*Harmonious relationships among colleagues of the same level*” and “*Harmonious relationships between superiors and employees.*” Which scored below the average.

##### 3. Self-Efficacy

Based on the data processing results, the self-efficacy variable - measured through 3 dimensions and 4 indicators - obtained an average score of 3.25, which falls within the interval of 2.61–3.40 and is categorized as low or lacking confidence. This indicates that employees at Best Western Premier La Grande Hotel still demonstrate low levels of self-efficacy. Several indicators require need immediate attention from the company, particularly those related to employees “*Employees believe in their ability to complete tasks,*”

*“Employees believe they can work hard, diligently, and persistently,”* and *“Employees believe they can endure challenges at work.”*

#### 4. Employee Performance

Based on the data processing results, the employee performance variable - measured through 5 dimensions and 10 indicators - obtained an average score of 3.38, which falls within the interval of 2.61–3.40 and is categorized as poor or low performance. This indicates that, overall, employees at Best Western Premier La Grande Hotel still demonstrate relatively low performance. Several indicators require immediate managerial attention, particularly those related to *“Accuracy in completing work,”* *“Job satisfaction in collaborating,”* *“Always fostering collaboration at work,”* and *“Employees have independence in their work.”*

#### Verification Analysis

The discussion of the verification analysis in this section explains each variable in terms of the evidence from the multiple linear regression analysis, correlation analysis, determination analysis, and t-test and F-test.

##### 1. Influence of Interpersonal Communication on Employee Performance

In the multiple linear regression analysis, this variable is as follows:

$$Y=0.252+0.409X1$$

In this equation, its constant value of 0.252 represents the average employee performance when interpersonal communication ( $X_1$ ) is zero, indicating a low baseline performance. The regression coefficient of interpersonal communication ( $X_1$ ) is positive at 0.409, meaning that employee performance increases by indicating the increase in employee performance if interpersonal communication increases by 0.409 units for every one-unit increase in interpersonal communication. This positive coefficient demonstrates that better interpersonal communication leads to improved employee performance at Best Western Premier La Grande Hotel.

These findings align with previous research demonstrating that interpersonal communication significantly influences employee performance. Benny Usman (2013) found that interpersonal communication has a positive and significant impact on employee performance. Similarly, studies by Nida Alfia et al. (2023), Desak Nyoman Indriyani (2023), Sazali & Siregar (2020), and Kharisma Wahyu Hendrawati (2024), also confirmed that interpersonal communication positively and significantly affects employee performance.

Furthermore, the correlation analysis results in Table 4.39 show that the correlation coefficient between interpersonal communication and employee performance is 0.612, indicating a strong relationship between the two variables at Best Western Premier La Grande Hotel. The positive value suggests that improvements in interpersonal communication are accompanied by increases in employee performance. Meanwhile, the partial determination coefficient in Table 4.46 shows that interpersonal communication contributes 23.5% ( $0.384 \times 0.612 = 0.235$ ) to employee performance.

To test this effect, a hypothesis test (t-test) was conducted with a beta coefficient of interpersonal communication of 0.323. The calculated t-value was 3.520, with a significance

level of  $\alpha=0.10$ , and degrees of freedom  $(n-k-1) = (200-1-1) = 198$ . Since  $t_{calc} (3.520) > t_{table} (1.660)$ , and  $\text{sig.} t=0.000 < \alpha$ , the decision is to reject  $H_0$  and accept  $H_a$ . This indicates that interpersonal communication has a positive and significant effect on employee performance at Best Western Premier La Grande Hotel.

## 2. Influence of Work Environment on Employee Performance

In the multiple linear regression analysis, this variable is as follows:

$$Y=0.252+0.352X_2$$

The constant value of 0.252 indicates the average employee performance when the work environment ( $X_2$ ) is zero, meaning that in an uncomfortable work environment, employee performance remains low. The regression coefficient of 0.352, which is positive, shows that each one-unit improvement in the work environment increases employee performance by one unit. This confirms that a more comfortable work environment enhances performance at Best Western Premier La Grande Hotel. This finding is consistent with previous research summarized in the literature, including Salma Halida Fadilah (2021), Aprilia, Ananda & Anggia Sari Lubis (2021), Wardhani et al. (2016), Tekni Megaster (2023), and Mieke Rahayu et al. (2018) all of which demonstrated that the work environment has a positive and significant effect on employee performance. A supportive and comfortable environment is expected to encourage employees to work with greater responsibility, as they are free from disturbances in carrying out their duties.

The correlation analysis results show a coefficient of 0.665, indicating a strong positive relationship between the work environment and employee performance. The partial determination coefficient is  $0.343 \times 0.665 = 0.228$  or 22.8%, meaning that the work environment contributes 22.8% to employee performance. The hypothesis testing (t-test) further confirms this effect, with a beta coefficient of 0.384 and a calculated t-value of 3.864. At a significance level of  $\alpha=0.10$ ,  $df=198$ , where  $t_{table}=1.660$ , the result shows that  $t_{calc} > t_{table}$  or  $(3.864 > 1.660)$  and  $\text{sig.} t=0.000$ , therefore,  $H_0$  is rejected, and  $H_a$  is accepted. Indicating that the work environment significant and positive impact on employee performance at Best Western Premier La Grande Hotel.

## 3. Influence of Self-Efficacy on Employee Performance

The multiple linear regression analysis:

$$Y=0.252+0.505X_3$$

The constant value of 0.252 indicates the average employee performance when self-efficacy ( $X_3$ ) equals zero. This means that when self-efficacy is low, employee performance is also low at 0.252. The regression coefficient for self-efficacy is positive at 0.505, showing that each one unit increase in self efficacy leads to a one -unit increase in employee performance. This confirms that higher self-efficacy improves employee performance at Best Western Premier La Grande Hotel. These findings are consistent with previous research, including Machmud (2018), Shinta Ramadanis et al. (2023), Sembiring (2022), Yannik Ariyati & Program (2018), and Mahawati et al. (2021), all of which found that self-efficacy has a positive and significant effect on employee performance. Self-efficacy is essential for achieving high performance, as it enables employees to work diligently and persistently, thereby supporting organizational goals. For this reason, the company must continuously motivate employees to enhance their confidence and persistence in completing task.

The correlation analysis shows a coefficient of 0.661, indicating a strong relationship and positive relationship between self-efficacy and employee performance. The partial determination coefficient is  $0.135 \times 0.661 = 0.088$  or 8.8%, meaning that self-efficacy contributes 8.8% to employee performance. The hypothesis testing (t-test) further support this result. With a beta coefficient of 0.478, a calculated t-value of 4.820, compared to a ttable of 1.660 at  $\alpha=0.10$  and  $df=198$ , and  $\alpha$  significance level of 0.000, the test shows  $t_{calc} > t_{table}$  ( $4.820 > 1.660$ ). therefore,  $H_0$  is rejected and  $H_a$  is accepted, confirming that self-efficacy significantly and positively affects employee performance at Best Western Premier La Grande Hotel.

#### 4. Influence of Interpersonal Communication, Work Environment, and Self-Efficacy on Employee Performance

The multiple linear regression analysis:

$$Y=0.252+0.409X_1+0.352X_2+0.505X_3$$

The constant value of 0.252 indicates low performance if all three independent variables are poor. The positive regression coefficients for interpersonal communication, work environment, and self-efficacy show that improvement in any of these variables leads to higher employee performance. These Findings are consistent with previous studies by Nida Alfia et al. (2023), Pontoh (2013), Vicky (2023), Novi Eka (2019), and Salman et al. (2016), all of which demonstrated that these three factors have a positive influence on employee performance. The multiple correlation coefficient (R) of 0.742 indicates a strong relationship between the three independent variables and employee performance. Meanwhile, the simultaneous coefficient of determination ( $R^2$ ) of 0.551 shows that 55.1% of employee performance is explained by interpersonal communication, work environment, and self-efficacy, while the remaining 44.9% is influenced by other factors. The F-test result ( $F_{calc}=22.425 > F_{table}=2.353$ ,  $sig=0.000$ ) confirms that these three variables simultaneously have a significant effect on employee performance. Overall, the regression analysis shows that interpersonal communication contributes the most to improving performance, followed by the work environment and then self-efficacy.

#### **Managerial Implications**

This section explains the research findings and field findings, providing practical guidelines for managers and company leaders.

#### **Research Findings**

It was found that interpersonal communication positively affects employee performance, the work environment positively affects employee performance, and self-efficacy positively affects employee performance.

#### **Field Findings**

It was found that the employees feel interpersonal communication is still uncommunicative, while the work environment is already good or comfortable. Employees' self-efficacy is still low, which indicates that overall, the employees feel their performance is poor. Employee performance is crucial because it significantly impacts the organization's or company's achievement of goals. Good performance is optimal performance that meets organizational standards. Employees with good performance contribute greatly to the company's activities and help achieve its goals.

## CONCLUSION

Based on the discussion of this study, it can be concluded that employee performance at Hotel Best Western Premier La Grande is less satisfactory, as weak interpersonal communication and low self-efficacy persist despite a supportive work environment. The findings further reveal that interpersonal communication, work environment, and self-efficacy each significantly and positively affect performance, and collectively exert a strong influence. Among these factors, interpersonal communication has the greatest impact, while the work environment and self-efficacy contribute relatively smaller but still meaningful effects.

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