Research Article

The Role of Self-efficacy in Enhancing Employee Performance: A Phenomenological Analysis of Malaysian Hotel Sector

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Abstract: The hospitality industry faces significant challenges in maintaining consistent service quality amidst increasingly intense global competition. Employee Self-efficacy, or confidence in one's own abilities, is a crucial factor influencing service performance; however, an in-depth understanding of its mechanisms within a multicultural context remains limited. This study aims to explore the Self-efficacy experiences of employees in international hotels in Malaysia and examine how these experiences impact their service performance. The findings reveal that employee Self-efficacy manifests in three key dimensions: confidence in technical abilities, adaptability, and interpersonal skills. The development of Self-efficacy occurs through four stages: acclimatization to workplace culture, experiential learning, internalization of organizational values, and the cultivation of specific expertise. Key supporting factors include comprehensive training systems, social support, fair reward systems, career development opportunities, team cultural diversity, and autonomy in decision-making. Self-efficacy plays a central role in determining the quality of hotel employee performance through complex mechanisms influenced by the multicultural workplace context. These findings provide theoretical contributions to the development of Self-efficacy theory within multicultural organizations and practical implications for human resource management in the hospitality industry.
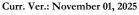
Keywords: Self-efficacy; employee performance; hospitality industry; phenomenology; multicultural

1. Introduction

The hospitality industry in Malaysia has undergone significant transformation in recent decades, developing into one of the most strategic economic sectors for the country (Economics, 2025). This industry's contribution to the national gross domestic product reached 14.7% in 2023, making it an important pillar in Malaysia's economy (Lim et al., 2022; Safri et al., 2020; Thoo et al., 2019; Yeap et al., 2021). As an international tourism destination relying on global reputation, Malaysia faces continuous challenges to maintain hospitality service standards that not only meet domestic expectations but are also capable of competing at the international level (Al-Sharafi et al., 2023; Saleem et al., 2022). In the context of increasingly fierce global competition, hotel service quality becomes a determinant factor in determining a country's tourism destination competitiveness (Darmawan et al., 2021; Nisar et al., 2024; Rabiul et al., 2022).

The operational complexity of international hotels in Malaysia is further compounded by the diversity of guest expectations from various cultural, social, and economic backgrounds (Darmawan et al., 2021; Nisar et al., 2024; Rabiul et al., 2022). Hotel employees are not only required to master operational technical skills but must also be able to adapt to highly varied service dynamics according to international guest characteristics (Alhadabi & Karpinski, 2020; Darmawan et al., 2021; Huang et al., 2020; Payne, 2020; Yang et al., 2022). This challenge becomes increasingly complex when considering that hotel service performance does not solely depend on employees' technical competence but is also strongly

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influenced by psychological factors underlying their work motivation, attitudes, and behavior (Agustini et al., 2022; Claranzia, 2022; Mahita et al., 2023; Putri & Zakia, 2025; Rahmi, 2020; Setiady et al., 2021; Uma & Anasrulloh, 2023; Wicaksono & Lutfi, 2022).

Self-efficacy or self-confidence has been identified as one of the most influential psychological constructs on individual performance in work environments (Laksono et al., 2021; Q. Li et al., 2025). Self-efficacy is an individual's belief in their ability to organize and execute actions necessary to achieve certain performance levels   (Maria et al., 2022; Thi et al., 2024). In the hospitality industry, employee self-efficacy becomes a crucial element influencing their ability to face guest service challenges, manage unexpected situations, solve problems creatively, and maintain high service standards even under intensive work pressure conditions (Palupiningtyas et al., 2021, 2023, 2024, 2025; Setyaningrum & Ardi, 2021; Wijoyo, 2023). The phenomenon of self-efficacy in the hospitality industry becomes increasingly complex when associated with the multicultural context that characterizes international hotels (Ahmed et al., 2022; Cao et al., 2022; Ekowati et al., 2022). International hotel employees in Malaysia must be able to interact effectively with guests from various countries with diverse cultural norms, communication styles, and service expectations. In this situation, employee self-efficacy is not limited to technical aspects of work but also encompasses confidence in their interpersonal and intercultural abilities. Initial observations show significant variation in hotel employee self-efficacy levels, where those with high self-efficacy tend to demonstrate superior performance in terms of responsiveness to guest needs, creativity in problem-solving, flexibility in facing changing situations, and ability to adapt to various operational challenges.

Conversely, employees with low self-efficacy often experience difficulties in facing challenging work situations, tend to avoid additional responsibilities, require more intensive supervision, and show higher stress levels when confronted with complex work demands. This condition not only impacts individual performance but also potentially affects overall service quality and ultimately can decrease guest satisfaction levels and hotel reputation.

Although the importance of self-efficacy in organizational performance contexts has been extensively studied in various literature, in-depth understanding of how hotel employee self-efficacy is formed, develops, and operates in specific work contexts remains very limited (Jallad & Işık, 2022; Kong et al., 2021; Nisar et al., 2024; Noerchoidah et al., 2022; Panadero et al., 2023; Serrano et al., 2020; Shenhav et al., 2021; L. Wang, 2022). Previous research on self-efficacy in the hospitality industry has largely used quantitative approaches focusing on measuring statistical relationships between certain variables, while in-depth exploration of employees' subjective experiences in developing and applying their self-efficacy in real work situations is rarely conducted (Abdulkareem & Mohd Ramli, 2022; Abuelhassan & AlGassim, 2022; Sofiatun & Mansyur, 2021; Teng & Zhang, 2020; L. Wang, 2022; Y. Wang et al., 2022; Widjaja et al., 2022; Xie et al., 2020).

Furthermore, the multicultural context that is the dominant characteristic of international hotels adds a dimension of complexity not yet fully explored in existing literature. The process of how employees develop self-efficacy to operate effectively in culturally diverse environments, what factors support or hinder self-efficacy development in multicultural contexts, and the mechanism of how this self-efficacy translates into superior service performance when facing international guests still requires more comprehensive investigation (Abuelhassan & AlGassim, 2022; Nisar et al., 2024; Rabiul et al., 2022; Wijaya et al., 2023).

Based on this knowledge gap, this research attempts to answer the fundamental question of how the self-efficacy experiences of international hotel employees in Malaysia influence their performance in providing quality service to international guests. This question is then expanded to understand the process of self-efficacy formation in multicultural hotel work environments, identify factors that support or hinder employee self-efficacy development, and explore the mechanism of how this self-efficacy manifests in daily work behavior and service performance.

This research aims to explore in depth the self-efficacy experiences of international hotel employees in Malaysia and how this self-efficacy functions as a performance determinant in multicultural work environments. Specifically, this research aims to reveal the essence of employees' lived experiences related to the formation and development of their self-efficacy, identify organizational, social, and individual factors influencing employee self-efficacy levels, understand the mechanism of how this self-efficacy translates into superior performance in international guest service, and develop comprehensive understanding of self-efficacy

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dynamics in multicultural hotel work contexts. To achieve these objectives, this research adopts an interpretive phenomenological approach that enables in-depth exploration of hotel employees' subjective experiences in developing and applying their self-efficacy. This approach was chosen for its ability to reveal meanings contained in employees' daily lived experiences, understand their perspectives on factors influencing self-efficacy, and explore how this self-efficacy affects the way they interact with guests, overcome work challenges, and achieve expected performance standards.

This research's significance lies in its contribution to developing theoretical understanding of self-efficacy in multicultural organizational contexts, particularly in service industries characterized by intensive customer interaction. The research findings are expected to provide new insights into psychological dynamics underlying employee performance in culturally diverse work environments and provide empirical foundations for developing more contextual and relevant self-efficacy theory to contemporary international organizational realities. From a practical perspective, this research potentially makes significant contributions to developing more effective human resource management strategies in the hospitality industry. Deep understanding of factors influencing employee self-efficacy can serve as a basis for designing more targeted training and development programs, organizational support systems more responsive to employee needs, and management policies more conducive to employee self-efficacy development in multicultural work environments.

2. Literature Review

2.1. Self-efficacy

Self-efficacy is one of the most fundamental psychological constructs in understanding human motivation and performance (Ardiantantra, 2024; Pambi et al., 2022; Salama et al., 2025). This concept is defined as an individual's belief about their ability to organize and execute actions necessary to produce certain performance achievements (Alhadabi & Karpinski, 2020; Liu et al., 2023; Zysberg & Schwabsky, 2021). Unlike the general concept of self-confidence, self-efficacy is a specific assessment of ability to perform tasks or face certain situations (Demir, 2020; Harari et al., 2021; Kusuma et al., 2021). This belief does not relate to skills possessed by individuals but rather to their assessment of what they can do with the skills they possess in various circumstances (Demir, 2020; Harari et al., 2021; Kusuma et al., 2021; Yu et al., 2025). Four main sources of self-efficacy formation interact in shaping individuals' beliefs about their abilities: mastery experiences, vicarious experiences, verbal persuasion, and physiological and affective states, where individuals rely on somatic information to assess their abilities (Al-Hamdan & Bani Issa, 2022; de Sousa Mata et al., 2021; Huang et al., 2020; H. Li et al., 2021; Travis et al., 2020).

2.2 Employee Performance

Employee performance is a multidimensional construct encompassing various aspects of work behavior and outcomes contributing to organizational goal achievement (Novandalina et al., 2025; Lianasari & Ahmadi, 2022; Marbun, 2025; Sari; Atmaja; Manek, 2023). In human resource management literature, performance is generally defined as the level of achievement of tasks forming an employee's job (Devita, 2017; Herdianty et al., 2024; Navaulana & Hasan, 2024; Riska et al., 2024). Employee performance can be categorized into several main dimensions: task performance, contextual performance or organizational citizenship behavior, and adaptive performance (Kolbiyah et al., 2021; Charli et al., 2024; Maria Th et al., 2021).

3. Proposed Method

This research adopts an interpretive phenomenological paradigm. The phenomenological approach was chosen for its ability to reveal deep meanings from individuals' subjective experiences through phenomenological reduction, enabling researchers to under-stand consciousness structures and meanings contained in employees' daily lived experi-ences. This method is highly suitable for the psychological nature of the self-efficacy concept, which is internal, subjective, and influenced by personal interpretation of work experiences.

The research design uses an instrumental case study with a descriptive-explorative qualitative approach. The case study was chosen because it allows researchers to conduct in-depth investigation of contemporary phenomena in real-life contexts, particularly in hotel

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work environments with unique characteristics in terms of customer interaction, time pressure, and multicultural teamwork dynamics.

The research setting was conducted at three international hotels in Malaysia selected based on certain criteria: Hotel Perdana Malaysia, Hotel Sunway Malaysia, and Hotel Central Malaysia. These three hotels were selected because they have international standards, serve guests from various countries, and have employees from diverse cultural backgrounds. Participants were selected using purposive sampling technique with inclusion criteria including: permanent employee status with minimum two years of service, working in departments involving direct interaction with international guests, having experience working in multicultural teams, and willing to participate in research by providing informed consent.

A total of fourteen employees participated in this research, consisting of eight male and six female employees with an age range of 23-45 years. Participant distribution by de-partment included four employees from front office, three housekeeping employees, four food and beverage employees, and three employees from middle management level. Par-ticipants' service length ranged from two to twelve years with an average work experience of 6.2 years in Malaysia's hospitality industry. Additionally, five supervisors from various departments were also involved to provide external perspectives on employee self-efficacy manifestation in daily performance. Data collection was conducted through three complementary main methods. First, semi-structured in-depth interviews with employees using open-ended question guides that allowed participants to express their experiences freely and deeply. Each interview session lasted between 45 to 60 minutes and was recorded with participant consent for subsequent verbatim transcription. Second, structured interviews with supervisors to obtain external perspectives on how employee self-efficacy manifests in daily work performance and be-havior. Third, participatory observation was conducted for three weeks to observe em-ployee behavior and interactions in real work situations, focusing on critical moments that could reveal self-efficacy manifestation such as handling customer complaints, deci-sion-making in urgent situations, and interactions in multicultural work teams.

Data analysis used Braun and Clarke's (Raharjo et al., 2023)] thematic analysis approach consisting of six systematic stages: familiarization with data through repeated reading of in-terview transcripts and observation notes, initial code formation identifying interesting data features, theme searching by organizing codes into potential themes, theme review to ensure internal coherence and external distinction, theme definition and naming to capture each theme's essence, and report writing integrating analysis with coherent narrative. The coding process was conducted manually with emerging codes grouped into categories that were then developed into main themes describing the essence of employee self-efficacy experiences.

To ensure findings validity and reliability, this research applied data triangulation through source triangulation using multiple informants from various levels and depart-ments, method triangulation combining in-depth interviews and participatory observation, and time triangulation conducting data collection at different times to verify findings con-sistency. Member checking was also conducted involving several participants to verify re-searchers' interpretation of their data.

Ethical considerations became top priority in this research. Ethical approval was ob-tained from the institutional ethics committee before research implementation. All partic-ipants were given informed consent explaining research objectives, procedures to be conducted, their rights as participants, and confidentiality guarantees. Participant anonymity was maintained through pseudonym use in all documentation and research reports. Par-ticipants were also given the right to withdraw from research at any time without conse-quences to their employment status.

4. Results and Discussion
4.1 Results

Research participant characteristics show diversity representative of the international hotel employee population in Malaysia. Of fourteen main participants, gender distribution shows fairly proportional balance with eight male employees and six female employees. Participants' age range from 23 to 45 years reflects various career stages in the hospitality industry, from relatively new employees to those already experienced. Participants' service length varying between two to twelve years with an average of 6.2 years shows that all

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participants have sufficiently substantial experience in the hospitality industry to provide deep perspectives on their self-efficacy experiences.

Thematic analysis of interview and observation data revealed that international hotel employee self-efficacy in Malaysia manifests in three interrelated main dimensions influencing their service performance. The first dimension is confidence in technical abilities, encompassing employees' trust in their mastery of hotel standard operating procedures, ability to use modern hotel technology, and communication skills in English and other international languages. Participants from Hotel Perdana Malaysia explained that when they feel confident in their technical abilities, they can handle complex check-in situations with guests from various countries without experiencing excessive anxiety that could disrupt service quality.

The second identified dimension is confidence in adaptive ability when facing unexpected or non-routine situations. Participants from Hotel Sunway Malaysia revealed that high self-efficacy levels enable them to remain calm and creative in finding solutions when facing complex guest complaints, sudden schedule changes, or operational emergency situations. In this context, self-efficacy functions as a psychological foundation providing emotional and mental stability when employees face high work pressure and situations requiring quick and effective problem-solving.

The third dimension is confidence in interpersonal abilities, particularly in serving guests from highly diverse cultural backgrounds. Employees with high self-efficacy in the interpersonal dimension show superior ability in reading guest needs and expectations not always explicitly expressed, adjusting communication styles according to guests' cultural preferences, and providing service personalization that can increase guest satisfaction and loyalty levels.

The process of international hotel employee self-efficacy formation in Malaysia emerged through analysis as a complex journey occurring in four interrelated and sequential stages. The first stage is workplace culture acclimatization, where new employees experience an intensive adaptation period to international hotel work norms that are often significantly different from local work culture they knew before. This period generally lasts during the first three to six months and is characterized by high uncertainty levels and doubts about their ability to meet required international standards. Support from supervisors and senior colleagues becomes a critical factor in determining the success of this acclimatization process.

The second stage is experiential learning through direct interaction with international guests. In this stage, employees gradually build self-confidence through accumulation of positive experiences in serving guests from various countries and cultures. Every suc-cessfully completed interaction, every successfully solved problem, and every positive feedback from guests contributes to increasing their self-efficacy. Participants from Hotel Central Malaysia explained that their ability to understand and meet guest expectations from different cultures gradually becomes the main source of their professional self-efficacy.

The third stage is internalization of international hotel organizational values. Em-ployees who successfully develop high self-efficacy levels show ability to integrate interna-tional service values with their professional and personal identity. They develop deep understanding of global service standards while maintaining local cultural authenticity in their interactions with guests. This internalization process enables them to provide authentic service while still meeting international expectations.

The fourth stage is development of specific expertise becoming individual competitive advantage. Employees with high self-efficacy tend to identify and develop special skills differentiating them from colleagues, such as rare additional language abilities, deep knowledge about certain cultures, or specific technical skills becoming value-added in their service.

This research also identified six main factors supporting employee self-efficacy development in international hotel environments. The first factor is comprehensive and continuous training and development systems. The three hotels in this research show that structured training programs, particularly in cross-cultural communication and service excellence areas, provide knowledge and skill foundations needed to build self-efficacy. Participants revealed that training focusing on cultural understanding and cross-cultural communication techniques becomes very important in increasing their confidence to face international guests.

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The second factor is social support from supervisors and colleagues in the form of collaborative and supportive work environments. Work environments where supervisors provide constructive feedback regularly and colleagues help each other in facing challenges proved very effective in increasing employee self-efficacy. Participants explained that feeling supported and valued by work teams gives them courage to take initiative and face chal-lenges with more confidence.

The third factor is fair and transparent recognition and reward systems. Employees who feel their contributions are consistently recognized and appreciated show higher self-efficacy levels. Transparent promotion systems, employee of the month programs, and various other recognition forms at the three research hotels proved effective in increasing employee motivation and self-efficacy.

The fourth factor is clarity of career development paths providing long-term vision for employees. Participants who have clear understanding of their career advancement possibilities in the hospitality industry show higher self-efficacy levels because they feel that investment in ability development will provide real returns in career advancement form.

The fifth interesting factor is cultural diversity in work teams which, paradoxically, becomes a supporting factor for self-efficacy development. Although initially a challenge, multicultural work environments proved to help employees develop superior adaptation ability and flexibility, which in turn increases their self-efficacy in facing diverse and unexpected situations.

The sixth factor is the level of autonomy in decision-making given to employees. Employees given authority to make decisions within certain limits show faster self-efficacy development compared to those who must always ask for approval for every action to be taken.

Conversely, the research also identified four main factors hindering employee self-efficacy development. The first hindering factor is communication barriers originating from limited English language ability. Some participants, particularly from housekeeping departments, revealed that inability to communicate effectively with international guests becomes the main source of self-doubt and significant work anxiety.

The second hindering factor is significant cultural expectation conflicts between international service standards and local cultural norms. Employees often experience internal conflict when very personal and expressive service concepts expected by guests from Western cultures contradict more formal and distance-keeping local culture. This conflict can hinder self-efficacy development because employees feel uncertain about the appro-priate approach to use.

The third hindering factor is excessive work pressure due to high employee turnover rates in the hospitality industry. Chronic staff shortages result in excessive workload for remaining employees, creating stressful work environments not conducive to self-efficacy development because employees focus more on task completion than ability development.

The fourth hindering factor is lack of constructive feedback from management. Some participants revealed they rarely receive specific and constructive feedback about their performance, creating uncertainty about their performance quality and hindering optimal self-efficacy development.

Participatory observation conducted for three weeks at the three hotels showed consistent self-efficacy manifestation patterns in daily work behavior. Employees with high self-efficacy observably showed superior performance indicators, including tendency to be more proactive in identifying and anticipating guest needs, speed and accuracy in opera-tional decision-making, ability to maintain composure in challenging situations, and higher job satisfaction levels reflected in their attitude and body language.

Conversely, employees with low self-efficacy showed different behavioral patterns, including tendency to avoid additional responsibilities or challenging tasks, need for more intensive supervision and more detailed guidance in performing routine tasks, higher stress levels manifested in body language and communication methods, and tendency to provide more standardized and less personalized service to guests.

4.2 Discussion

This research's findings provide strong empirical support for self-efficacy theory developed by Bandura, particularly in multicultural and complex work contexts such as the international hospitality industry (Milfont & Duckitt, 2010; Zhang et al., 2020). The self-

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efficacy dimensions identified in this research confidence in technical abilities, adapta-tion, and interpersonal skills align with multidimensional self-efficacy concepts developed in organizational psychology literature. However, this research also reveals new nuances not fully explored in existing literature, particularly regarding the complexity of self-efficacy formation in multicultural work environments.

The self-efficacy formation process found in this research shows higher complexity compared to monocultural work settings commonly the focus of previous research. The workplace culture acclimatization stage identified as the first stage in the self-efficacy for-mation process shows that employees in international hotels not only need to develop confidence in their technical abilities but also confidence in their ability to function effec-tively in cultural environments different from their backgrounds. This finding expands understanding of Bandura's self-efficacy sources by adding a cultural dimension as a sig-nificant factor in the self-efficacy formation process (Burić et al., 2020; Fatimah et al., 2021; Tan et al., 2021).

The experiential learning stage identified in this research provides strong empirical evidence for mastery experiences as the most powerful source of self-efficacy as stated in Bandura's theory. However, in multicultural contexts, mastery experiences are not limited to technical task mastery but also include success in navigating cultural complexity and cross-cultural communication. Every successful interaction with guests from different cultural backgrounds contributes to increasing employee self-efficacy, not only in technical service aspects but also in their intercultural abilities.

The organizational values internalization stage found in this research is interesting because it shows how employees integrate international standards with their local cultural identity. This process is not merely adoption of foreign values but rather a synthesis pro-cess enabling employees to maintain their cultural authenticity while meeting international standard expectations. This finding provides important insight into how self-efficacy de-velops in globalization contexts where individuals must operate in multiple cultural frameworks simultaneously (Chen et al., 2024; Madawala et al., 2025; Maria et al., 2022).

The identification of six supporting factors for self-efficacy development provides significant practical contribution to human resource management literature in the hospitality industry. The finding that cultural diversity in work teams can function as a supporting factor for self-efficacy development is a counter-intuitive and interesting insight. Although diversity initially creates communication and coordination challenges, in the long term exposure to various cultural perspectives helps employees develop superior cognitive flexibility and adaptation ability, which in turn increases their self-efficacy in facing diverse situations.

The decision-making autonomy factor identified as a self-efficacy supporter aligns with self-determination theory emphasizing the importance of autonomy in employee motivation and well-being. In hospitality industry contexts where situations often require quick and appropriate responses, employees' ability to make independent decisions within certain limits not only increases operational efficiency but also contributes to their self-efficacy development.

The hindering factors identified in this research provide important insight into specific challenges faced in self-efficacy development in multicultural contexts. Communication barriers originating from language limitations not only affect operational effectiveness but also have significant psychological impact on employee self-efficacy. This finding shows the importance of investment in language development programs as an integral part of human resource development strategies in the international hospitality industry.

The cultural expectation conflict identified as a hindering factor reflects the complexity inherent in international business operations. Employees must navigate tension between meeting international expectations and maintaining their authentic cultural identity. This conflict can create cognitive dissonance that hinders self-efficacy development if not managed well through appropriate training and support.

The self-efficacy manifestation in daily work behavior observed in this research pro-vides behavioral validation of self-reports obtained through interviews. Consistent be-havioral patterns between employees with high and low self-efficacy show that self-efficacy is not only an internal psychological construct but also has observable and measurable behavioral manifestations. This finding is important for developing performance assess-ment

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systems that can identify and measure employee self-efficacy levels through behav-ioral indicators.

The finding that employees with high self-efficacy show tendency to be more proac-tive and take initiative aligns with existing literature on the relationship between self-efficacy and proactive behavior. In service industries where customer satisfaction heavily depends on personal interaction quality, proactive behavior becomes an important differentiator that can influence organizational competitive advantage.

From a theoretical perspective, this research contributes to developing understanding of self-efficacy in intercultural contexts and provides empirical findings for self-efficacy dimensionality specific to the hospitality industry. The four-stage model of self-efficacy formation found can become a framework for understanding self-efficacy development processes in other multicultural settings.

From a practical perspective, this research's findings provide concrete guidance for international hotel management in designing interventions that can increase employee self-efficacy. Cross-cultural communication training programs, structured mentoring sys-tems, fair recognition and reward policies, and provision of appropriate autonomy can be implemented as integrated strategies for employee self-efficacy development.

5. Conclusions

This research successfully revealed the complexity and dynamics of international hotel employee self-efficacy in Malaysia through a phenomenological approach providing deep insight into their subjective experiences in developing and applying self-efficacy in multi-cultural work contexts. Main findings show that hotel employee self-efficacy manifests in three interrelated dimensions: confidence in technical abilities, adaptive abilities, and in-terpersonal abilities, which significantly influence service performance quality to interna-tional guests. The self-efficacy formation process is revealed as a complete journey through four stages: workplace culture acclimatization, experiential learning, organizational value internalization, and specific expertise development. This research also identified six main supporting factors (comprehensive training systems, social support, fair reward systems, clear career paths, team cultural diversity, and decision-making autonomy) and four hin-dering factors (communication barriers, cultural expectation conflicts, excessive work pressure, and lack of constructive feedback) influencing employee self-efficacy develop-ment in multicultural work environments.

From a theoretical perspective, this research enriches self-efficacy literature by providing deeper understanding of how self-efficacy develops in intercultural contexts, while from a practical perspective, these findings have direct implications for human re-source management strategies in the international hospitality industry. This research has limitations in terms of generalizability due to focus on three hotels in Malaysia, phenom-enological approach limited to participants' subjective experiences, absence of quantitative measurement of objective performance indicators, and cross-sectional nature not allowing observation of changes over time. For future research, it is recommended to conduct longitudinal studies following self-efficacy development over time, comparative cross-cultural research in various countries, mixed-method research with quantitative vali-dation, experimental research to test intervention effectiveness, exploration of self-efficacy in hospitality industry digitalization contexts, and organizational level investigation of culture and leadership influence on collective efficacy that can provide more comprehensive un-derstanding of self-efficacy phenomena in multicultural settings and increasingly intensive globalization era.

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