

The Influence of Self-Efficacy on Employee Performance Mediated by Employee Loyalty (Courtiers) in the Yogyakarta Palace

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Abstract

Purpose: The purpose of this study is to examine and prove the effect of self-efficacy on employee performance, with job loyalty as a mediating variable, on employees (courtiers) at the Yogyakarta Palace.

Methodology: This study uses a quantitative approach through the type of primary data with a population consisting of 416 employees from four divisions in the Yogyakarta Palace. The research sample of 100 employees (courtiers) was selected using random sampling technique. Data analysis was carried out using the Structural Equation Modeling (SEM) Partial Least Square (PLS) method using Smart PLS 4 software.

Results: The results showed that self-efficacy has a significant effect on employee performance, job loyalty also has a significant effect on employee performance, and self-efficacy has a significant effect on job loyalty. However, the effect of self-efficacy on employee performance through work loyalty as a mediating variable is not significant.

Conclusions: Employees (*courtiers*) with stronger beliefs in self-efficacy tend to have better performance and also higher loyalty to the organization. This research shows that the loyal attitude of *courtiers* based on a sense of love and belonging to the culture and traditions of the Yogyakarta Palace is an attitude of self-devotion, not a factor of work loyalty in general. Building self-efficacy in *courtiers* is very important to increase their loyalty and performance at work.

Limitations: First, because this study only looks at the relationship between variables that are still limited.

Second, the sample used may be limited to a particular sector, so the results cannot be generalized to various organizational contexts.

Contribution: It is important to maintain the existing vocational training and mentoring. Strengthen the existing job training and mentoring system in the Palace as an effort to align with cultural challenges in this era of modernization.

Keywords: *Loyalty, Performance, Self-Efficacy, Yogyakarta Palace*

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1. Introduction

Courtiers in the Yogyakarta Palace has a unique and characteristic pattern of work in the palace organisation. This uniqueness is of interest to researchers, where *courtiers* work on the principle of "*Sendiko Dawuh*" from all orders of the King (sultanate) Yogyakarta Palace. The fact shows that working on this principle affects the loyalty of the performance of the *courtiers* so as to produce maximum performance. The self-efficacy possessed by *courtiers* or employees in the palace is known by their attitude of obedience and loyalty to the palace. The king's orders become something that is

absolutely carried out by the *courtiers*. The Kingdom of Yogyakarta is the driving force of leadership in Yogyakarta (Amegayibor, 2021). The form of obedience, devotion, and loyalty of the *courtiers* is supported by a sense of sincerity based on a love of culture (Triambodo, Widhiastuti, Sugiarti, Winata, & Ma'rifah, 2023). With the principle of "to revive culture" the *courtiers* are able to give full work loyalty. The work loyalty given by employees is certainly supported by such high work enthusiasm. It is explained in human resource management theory that the dimensions of work enthusiasm include: 1) Inner atmosphere or psychological condition, 2) both individuals and groups, 3) Pleased with the work at hand, 4) Work more actively, 5) Consequences to the assigned tasks, 6) The goals that have been set (Busro, 2018). So these points have fulfilled the needs of employees (*courtiers*) at the Yogyakarta Palace. Where the psychology of the *courtiers* already feels happy and comfortable with the work and work environment provided (Tabasum & Ghosh, 2021). On the basis of "love of culture" the courtiers in the Yogyakarta Palace are willing to give full work loyalty. With work goals that always want to be achieved, namely reviving or maintaining the Palace's traditions. As indigenous citizens, *courtiers* in the Yogyakarta Palace feel they have a responsibility to maintain the existing palace traditions (Hamzah, Gozali, Annisa, & Pratiwi, 2022); (Nazki, 2024); (Yuliati, 2022).

Employee loyalty certainly has a strong influence in producing good performance (Suhardi, Ismilasari, & Jasman, 2021); (Widayati, Fitria, & Fitriani, 2020). *Courtiers* who are familiar with the world of the palace with all its traditions will find it easier to carry out their duties in the future. Most of the human learning process occurs in a social setting, according to Albert Bandura's social cognitive theory. People can acquire information, norms, techniques, beliefs, and attitudes by watching others (Yanuardianto, 2019). For this reason, in choosing to become an employee in the palace, it certainly prioritises family relatives of employees (*courtiers*) who have previously worked in the palace. Although most of the *courtiers* are taken from family factors however, it does not rule out the possibility that employees (*courtiers*) are taken outside these factors. *Self-efficacy* is a crucial factor that must be taken into account in order to improve performance (Byukusenge & Munene, 2017); (Desiana, 2019). A person's confidence in completing his work within the right time period is called self-efficacy (Saragih & Siahaan, 2021).

According to research findings, the Yogyakarta Palace's performance rate is significantly influenced by the phenomenon of *courtiers* self-efficacy. The attitude of high work loyalty also has a major influence on performance in the palace. The balance between the tasks assigned and the existing traditions makes the performance order in the Yogyakarta Palace look so beautiful and unique. Demonstrates how employee performance is significantly impacted by self-efficacy (Desiana, 2019); (Fajriah & Darokah, 2016). Additionally, a number of studies have shown that loyalty significantly and favorably affects performance (Nugroho, 2018); (Suhardi et al., 2021). Other research, however actually reveals contradictory findings, such as the fact that loyalty has no discernible impact on performance (Tamba, Pio, & Sambul, 2018). Furthermore, other research has shown that job loyalty is impacted by self-efficacy (Amalia, 2019). However, other research indicates that loyalty is not significantly impacted by self-efficacy (Rozi, Syahrizal, Patrisia, & Abror, 2019); (Sumardianti, 2021). The disparities in the study's findings point to a research vacuum regarding the connection between performance, loyalty, and self-efficacy, particularly when it comes to *courtiers* in a cultural setting like the Yogyakarta Palace. Thus, in addition to enhancing research in organizational behavior and human resource management grounded in Bandura's self-efficacy theory, this study is crucial for providing additional insight into the relationship between self-efficacy and performance as mediated by loyalty.

2. Literature Review

2.1 Self-efficacy on performance

Self-efficacy owned by employees has the potential to optimally improve performance (Desiana, 2019); (Fajriah & Darokah, 2016); (Meria & Tamzil, 2021); (Tanjung, Arifudin, Sofyan, & Hendar, 2020). High self-efficacy workers can accomplish a variety of tasks in accordance with business requirements, including finishing assignments on schedule. Experience in accomplishing particular tasks is one of the many factors that affect an individual's degree of self-efficacy. Each applicant's aptitude is taken into account during the Yogyakarta Palace courtier selection process before they are assigned duties (Sudaryanto, 2008). The first hypothesis put forth in this investigation is based on the

analysis of earlier research:

H¹: Self-efficacy has a positive and significant effect on employee performance at the Yogyakarta Palace.

2.2 Self-efficacy on Loyalty

Workers with high levels of self-efficacy are more likely to be devoted to their jobs (Amalia, 2019). People who have a high degree of self-efficacy are fully aware of their obligations, so they make every effort to finish the task. This motivates them to give the business their best effort and loyalty. Reveals somewhat different findings, specifically that work loyalty is not significantly impacted by self-efficacy (Rozi et al., 2019). The study states that the work loyalty given by employees is not based on self-efficacy, but rather by other influencing factors. Employees at the Yogyakarta Palace prioritise the tasks assigned by the palace over personal interests and other jobs (Prehantoro, 2020). Based on the aforementioned explanation, the following is the third hypothesis that will be put forth in this investigation:

H²: Self-efficacy has a positive and significant effect on employee loyalty at the Yogyakarta Palace.

2.3 Loyalty to Performance

High job loyalty among employees is typically associated with high performance (Nugroho, 2018); (Suhardi et al., 2021). The resulting performance is positively impacted by employee work loyalty. There is a direct correlation between employee loyalty and performance (Widayati et al., 2020). When considered in part, employee loyalty has no discernible impact on performance. This is due to employees' low interest in their position or workplace, which has a negative impact on their loyalty and commitment to the company (Tamba et al., 2018); (Ulabor & Bosede, 2019). Thus, it is important for employees to understand the great impact that results from the work loyalty they provide (Hartika, Fitridiani, & Asbari, 2023). The Sultanate of Yogyakarta's government was effectively run by *courtiers* of the Yogyakarta Palace, and all duties assigned by the palace were completed completely (Lestari, 2008); (Sudaryanto, 2008). Thus, the research's second hypothesis is:

H³: Loyalty has a positive and significant effect on employee performance at the Yogyakarta Palace.

2.4 Loyalty as a Mediating Variable

The relationship between organizational culture and performance cannot be mediated by employee loyalty (Qorfianalda & Wulandari, 2021). Employee organisational culture does not directly encourage loyalty to the organisation, so it does not contribute to improving performance. Loyalty acts as a successful mediator between organizational culture and work commitment, which both have an impact on employee performance (Puspita, Nugroho, & Banun, 2020). Employees who have high work loyalty tend to produce better performance. To build work commitment and loyalty, companies need to implement good human resource management (HR), provide training, motivation, and create a comfortable work environment (Ichdan, 2024). Furthermore, providing employees with a clear career path can boost their loyalty to the organization. The relationship between financial incentives and job performance is positively mediated by employee loyalty (Khan, Daniyal, & Ashraf, 2020). Generally speaking, workers who are dedicated and loyal to their jobs outperform those who lack such a mindset. The attitude of loyalty of *courtiers* in the Yogyakarta Palace as a form of loyalty and sincerity to maintain Javanese culture and traditions (Lestari, 2008); (Sudaryanto, 2008). Based on this explanation, the researcher surmised:

H⁴: Loyalty plays a mediating role between self-efficacy and employee performance at the Yogyakarta Palace.

The researcher's theoretical framework instrument is as follows:

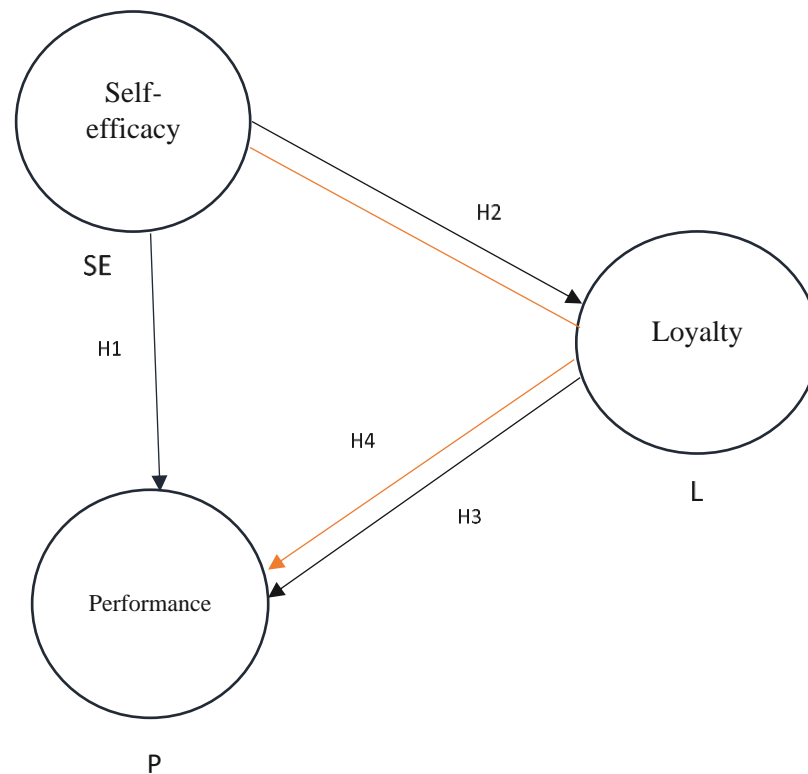


Figure 1. Research Framework

Source: Author analysis (2024)

3. Research Methods

In order to gather precise, tangible, observable, quantifiable, and statistically analyzed data, this study uses a quantitative approach. The information gathered is primary data, and questionnaires were distributed as part of the collection process. The research tool employed a four-level Likert scale. Using Smart PLS 4 software, the Structural Equation Modeling (SEM) Partial Least Square (PLS) approach was used to analyze the data (Tyas, 2021). With a research population of 416 employees (*courtiers*), the Ngayogyakarta Hadiningrat Palace, situated on Jl. Rotowijayan Blok No. 1, Panembahan, Kraton District, Yogyakarta City, Yogyakarta Special Region 55131, is the focus of this study. With a sample size of 100 respondents overall, the sampling technique used random sampling. This approach was selected because it is thought to be more representative of the four divisions that make up the palace's population.

The exogenous variables and endogenous variables in this study are as follows:

NO.	VARIABLES	INDICATOR
1.	Self-Efficacy. (SE) (Albrecht & Marty, 2020); (Rapp, Baker, Bachrach, Ogilvie, & Beitelspacher, 2015)	A. Confident in presenting the work. B. Believe that you can overcome all problems at work if you work hard. C. Confident in setting performance targets.

2.	Performance. (P) (Gomes, 2003)	A. Quantity of work. B. Quality of work. C. Working knowledge. D. Creativity. E. Co-operation. F. Resilience. G. Initiative. H. Personnel Quality.
3.	Employee Loyalty. (L) (Carter & McCarthy, 1997)	A. Desire to compete B. Willing to work hard C. A sense of belonging D. Willingness to be more responsible.

4. Results & Discussion

4.1 Respondent Description

The distribution of questionnaires to the *courtiers of the* Yogyakarta Palace has the following criteria for respondents:

Table 1. Respondent Criteria

Respondent Profile		Frequency	Percentage (%)
Gender	Male	86	86%
	Women	14	14%
Age	20 to 25 years	3	3%
	26 to 30 years	6	6%
	31 to 40 years	15	15%
	40 years	79	79%
Last Education	Elementary School	7	7%
	Junior High School	29	29%
	High School	42	42%
	D. III	3	3%
	S1	16	16%
Length of Service	<10 years	20	20%
	11 years - 20 years	10	10%
	21 yrs - 30 yrs	10	10%
	>30 years old	59	59%
Total		100	100%

Source: Results of questionnaire distribution.

4.1 Evaluation of the Outer Model

AVE (Average Variance Extracted) for indicators of some of the variables above, namely; Self-Efficacy, Employee Performance, and Job Loyalty. All AVE values in this study are quite high (more than 0.50), which indicates that each construct has a good ability to explain the variance of its indicators. The results show that the constructs in this model have adequate convergent validity, which means that the indicators used consistently measure the corresponding constructs. Discriminant validity can be declared good if each indicator is more strongly loading on the measured construct than other constructs. All indicators have the highest loading on their own constructs relative to other constructs, according to the findings of these cross loadings. This indicates that the research model's discriminant validity is being adequately preserved.

Table 2: Validity Test

	Self-efficacy	Employee Performance	Job Loyalty
SE1	0.915	0.716	0.574
SE2	0.944	0.717	0.586
SE3	0.958	0.848	0.662
P1	0.628	0.871	0.690
P2	0.844	0.904	0.694
P3	0.768	0.823	0.697
P4	0.628	0.918	0.737
P5	0.708	0.902	0.720
P6	0.769	0.891	0.747
P7	0.692	0.886	0.676
P8	0.722	0.914	0.723
L1	0.568	0.775	0.894
L2	0.609	0.710	0.910
L3	0.651	0.744	0.917
L4	0.613	0.747	0.920
L5	0.558	0.689	0.883
L6	0.520	0.713	0.919
L7	0.638	0.714	0.902
L8	0.569	0.740	0.948

Source: Data Processed, 2024

The table above shows that higher loading values on the main constructs compared to other constructs indicate that discriminant validity has been achieved. In addition, loading values above 0.7 on the main construct indicate that convergent validity is quite strong. Thus, this table provides good evidence regarding the validity of each construct.

Table 3. Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability (Rho_A)</i>	<i>Composite Reliability (Rho_C)</i>	<i>Average Variance Extracted (Ave)</i>
Self-Efficacy	0.933	0.942	0.957	0.882
Employee Performance	0.962	0.963	0.968	0.790
Work Loyalty	0.971	0.972	0.975	0.832

Source: Data Processed (2024)

It is evident from the above table that the composite reliability and Cronbach's Alpha values are greater than 0.9. Therefore, based on the rho_a and rho_c values, all constructs exhibit excellent reliability.

4.2 Inner Model Evaluation

To observe the connection between latent constructs, such as the influence between independent and dependent variables, use the *Inner Model*.

Table 4. R-Square of Endogenous Variables

<i>Variabel Endogen</i>	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance	0.790	0.786
Work Loyalty	0.422	0.416

Source: Data Processed (2024)

From table 4, When it comes to explaining the relationship between the independent and dependent variables, the *R-square* on employee performance is thought to be fairly good. Because the dependent variable is influenced by numerous factors, the *R-square* value for work loyalty is not excessively high but is still acceptable. The *Adjusted R-square* value for the employee performance variable is near *R-square*, suggesting that this regression model is fairly robust. However, the work loyalty variable's *Adjusted R-square* value is marginally less than *R-square*, suggesting that the model's large number of variables has resulted in a minor but not particularly significant penalty.

4.3 Hypothesis Testing

Figure 2 shows the outcomes of the model testing. If the T-statistic is greater than 1.96 and the P-value is less than 0.05, the research hypothesis can be accepted.

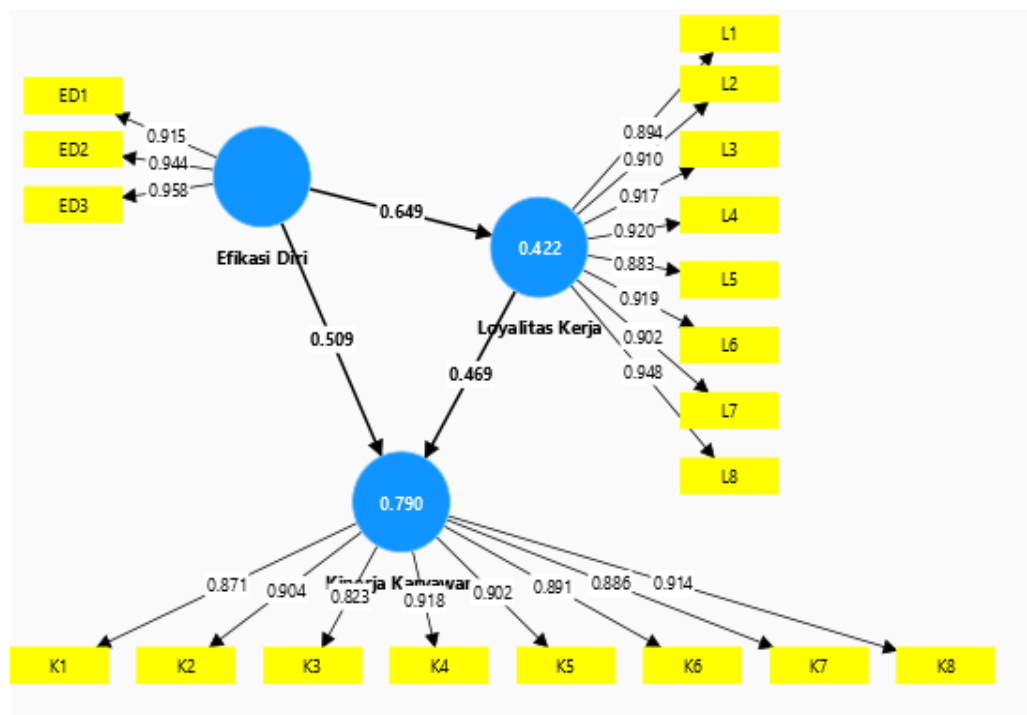


Figure 2: Output Analysis
Source: Data Processed (2024)

Table 5. Results of Coefficient, T-statistic and P-value.

Coherence of Effect	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STD EV)</i>	<i>P values</i>	<i>Noted</i>
Self-efficacy - > Performance	0.509	0.457	0.193	2.637	0.008	significant

Self-efficacy - > Loyalty	0.649	0.665	0.110	5.887	0.000	significant
Loyalty -> Performance	0.469	0.523	0.197	2.388	0.017	significant
Self-efficacy - > Loyalty - > Performa nce	0.305	0.358	0.175	1.746	0.081	Not significant

Source: Data Processed (2024)

The relationship between self-efficacy variables to employee performance, self-efficacy to work loyalty, and work loyalty to employee performance has a significant positive effect, as illustrated in the table above. However, the results show that job loyalty is not a mediating variable that has a significant positive effect between employee performance and self-efficacy.

4.4 Discussion

4.4.1 The Impact of Self-efficacy on Performance

The results of the analysis show that self-efficacy has a significant positive effect on performance. This study confirms the first hypothesis that self-efficacy has a significant effect on the performance of courtiers in the Yogyakarta Palace. The self-efficacy indicator is the highest value in this study, with very important implications, especially in relation to performance. Courtiers who have a high level of self-efficacy tend to be more confident in managing their responsibilities (Akbar & Armansyah, 2023). In an effort to improve the self-efficacy of courtiers, it is necessary to maintain the existing professional training and mentoring. The barriers that occur in this training are due to the age factor of the courtiers who are relatively older (Roy, 2022). However, it is not an obstacle for them to continue to participate in training and mentoring. This activity supports the formation of a quality personality, determination in completing work, increasing creativity so that it is expected to produce the best quality of work (Wulansari & Fauzi, 2023). The existing work training and mentoring system in Yogyakarta Palace is an effort to meet the cultural challenges in the modernization era like today. Thus, it aims to preserve the culture in Yogyakarta Palace to maintain the integrity of its identity. This contributes to increased performance, productivity, and creativity in accomplishing assigned tasks (Ichdan & Maryani, 2024).

4.4.2 The Impact of Self-Efficacy on Loyalty

Based on the results of the analysis, it shows that self-efficacy has a significant positive effect on job loyalty. This finding justifies the second hypothesis. On the other hand, job loyalty is a reflection of employees' dedication and commitment to the company where they work (Citra & Fahmi, 2019). Courtiers with a high level of self-efficacy tend to provide the best work loyalty (Amalia, 2019). Courtiers with a good level of self-efficacy have a full awareness of their responsibilities, so they try to complete the task as much as possible (Lestari, 2008). Based on the author's research, it is thoroughly stated that courtiers in Yogyakarta area have high job loyalty. Even courtiers who have jobs other than the palace, they still put the job above other jobs. This is due to each courtier's love for culture and social conditions. Thus, good job loyalty to the Yogyakarta Palace is influenced by a high self-efficacy attitude.

4.4.3 The Impact of Loyalty on Performance

Based on the results of the analysis above, job loyalty can affect performance in a significant positive way. The results of this research statement justify the third hypothesis. The Sultanate of Yogyakarta is effectively managed well, and all tasks assigned by the palace are fully completed (Sudaryanto, 2008). This attitude of work loyalty is able to influence the performance in the Yogyakarta Palace.

4.4.4 Loyalty Mediates the Effect of Self-Efficacy on Performance

The results of this study answer that it does not justify the fourth hypothesis, which says that loyalty

is a mediator in the influence of self-efficacy on the performance of courtiers in the Yogyakarta Palace. This is because job loyalty is not found to be the main basis for every employee (courtiers) in performing their duties. However, it is this attitude of devotion that is able to encourage each courtier to perform his duties optimally. Courtiers who work in the Yogyakarta Palace show a devotion that is so great that it surpasses work loyalty in general. Courtiers work selflessly because they feel responsible for the preservation of noble cultural values (Sulistyowati, 2013). This dedication proves that the courtiers sense of love is a form of maintaining Javanese culture and traditions in the palace. A sense of belonging to existing cultures and traditions motivates them to give their full devotion. So that this devotion can defeat job loyalty. This condition makes the value of job loyalty variable not accepted as a mediation between self-efficacy on performance in the Yogyakarta Palace.

5. Conclusion

The conclusion of this study confirms that employees (*courtiers*) with stronger beliefs in self-efficacy tend to have better performance and also higher loyalty to the organization. Self-efficacy was the indicator that showed the highest value in this study, with very important implications especially in relation to performance. It is argued that there is insufficient evidence to support the idea that job loyalty mediates the relationship between employee performance and self-efficacy. This research shows that the loyal attitude of *courtiers* based on a sense of love and belonging to the culture and traditions of the Yogyakarta Palace is an attitude of self-devotion, not a factor of work loyalty in general. Building self-efficacy in *courtiers* is very important to increase their loyalty and performance at work. The results of this study underscore the importance of improving self-efficacy through various strategies, including training and mentoring. This training not only serves to improve and hone each courtier's ability to work, but also as an effort to align cultural challenges in the current era of modernization. So that the culture in the Yogyakarta Palace maintains its identity, protected from the influence of foreign cultures that enter various lines of life like today. It is hoped that the results of this study can be an addition to the repertoire of science, especially in human resource knowledge, and is expected to be a reference for further researchers.

Limitations and future studies

This research is expected to make an academic contribution to the courtiers in the Yogyakarta Palace. The results of this study are expected to be able to develop new knowledge, especially for organizational behavior and human resource management. First, because this study only looks at the relationship between variables that are still limited. Second, the sample used may be limited to a particular sector, so the results cannot be generalized to various organizational contexts.

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