
THE ROLE OF EMPLOYEE INVOLVEMENT MEDIATION: THE IMPACT OF PROFESSIONALISM AND SELF-EFFICACY ON EMPLOYEE WORK LOYALTY IN BAPAS CLASS II MADIUN

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Abstract

This study aims to analyze the influence of professionalism and self-efficacy on employee job loyalty with employee involvement as an intervening variable in the Class II Madiun Correctional Center (Bapas). The background of this research departs from the importance of building employee work loyalty through increasing professionalism and self-efficacy which has an impact on job engagement. This study uses a quantitative approach with a path analysis method. The research population is all employees of Bapas Class II Madiun, with sampling using census techniques. Data was obtained through the distribution of questionnaires that were tested for validity and reliability, then analyzed using the help of statistical programs. The findings of this study confirm that employee involvement has an important role as a link between professionalism and self-efficacy and work loyalty. Employees who are professional, confident, and fully engaged in their work tend to have high loyalty to the institution. Therefore, Bapas Class II Madiun needs to strengthen the strategy of developing professionalism and self-efficacy of employees in order to create sustainable work involvement and loyalty.

Keywords: Professionalism, Self-Efficacy, Employee Engagement, Work Loyalty, Bapas Class II Madiun

INTRODUCTION

In an era of increasingly intense global competition, organizations in various sectors, both private and government, face great challenges in maintaining and improving the quality of their human resources (Sinambela et al., 2022). The rapid changes in industry and technology encourage organizations to continue to be adaptive and innovative in managing employees in order to be able to meet the company's increasingly high targets and expectations (Sya'diyah, 2022). Phenomena that are happening today include a decline in employee loyalty, an increase in the level of *Turnover* or job transfer, and increasing stress levels in the work environment (Sari & Kasmiruddin, 2025). In addition, more and more institutions feel that the demands on professionalism and self-efficacy of employees are an absolute necessity to support productivity and service quality (Oktaviyanto et al., 2024). This is especially felt in the Correctional Center (Bapas), which plays an important role in fostering and supervising correctional clients. Organizations no longer only need employees who work mechanically, but also those who are able to be actively involved both emotionally and intellectually in the tasks undertaken. (Nursolih et al., 2024). Work involvement and loyalty are the main agenda in modern human resource management because these two things determine work effectiveness, organizational sustainability, and the achievement of the agency's strategic goals (Putra & Zusmawati, 2024).

Work Loyalty is a strategic factor that greatly determines the success of an organization, both in business institutions and government institutions (Credits, 2024). Loyal employees will show high dedication, integrity in the execution of tasks, and long-term job stability, so that the organization can run effectively, efficiently, and sustainably (Reza & Yulihastri, 2024). High loyalty among its members is also able to reduce the number of displacement (*Turnover*), increase commitment to vision and mission, strengthen team solidarity, and create a work environment conducive to organizational development (Yasmine & Fanji, 2024). In government agencies such as Bapas, Job Loyalty also contributes to the effectiveness of public services and the creation of a professional work culture that supports the achievement of the bureaucratic reform agenda (Rizky, 2024). For this reason, understanding the factors that affect loyalty and formulating integrated HR policy interventions is an important challenge for managers and agency leaders to be able to manage, maintain, and increase the loyalty of their employees in the midst of the times (Ika Lestari et al., 2023).

Employee professionalism is a level of expertise, integrity, and the application of high work ethics when carrying out duties and responsibilities, which is very important for the effectiveness and reputation of the organization (Nurlatifah, 2024). Professionalism plays a major role in building work loyalty for employees who are professional tend to have stronger motivation and commitment to survive and make a positive contribution to the institution, especially if they feel that work values are in line with the organization's culture (Zega, 2025) and (Lestariningsih & Widhiastuti, 2024). Previous studies have generally concluded that professionalism has a significant impact on increasing job loyalty (Dami et al., 2022) and (Scarlet & Scarlett, 2024) and (Iwan Irwansyah, 2024), although there are also studies that do not get significant results, especially if the work environment is less supportive or the organizational culture is weak, so employee loyalty does not always grow only through professionalism (Iwan Irwansyah, 2024). The conditions at Bapas underscore the relevance

of further research on the relationship between the two, given the unique scope of work and the specific demands of the task.

Self-efficacy is an employee's confidence in his or her ability to complete tasks and face work challenges, which is very important because it can determine the employee's level of confidence, motivation, and job satisfaction (Hanifeliza & Putri, 2024) and (Grace et al., 2024). The relationship between self-efficacy and work loyalty is formed when employees with high self-efficacy feel able to contribute optimally and are appreciated for their work results, so they tend to be more loyal and committed to the organization (Alwi & Wijaya, 2024). Most studies support that self-efficacy has a positive and significant effect on job loyalty, such as the results of studies showing that self-efficacy and work ability can explain employee loyalty (Clarissa et al., 2024; Ridha Mulyani, 2020). However, there are also studies that have found the relationship between self-efficacy and loyalty is not always significant, especially if external factors such as the work environment and the individual's psychological condition are more dominant in influencing loyalty (Laurent & Puspitowati, 2024). Therefore, it is important to deepen research on the role of self-efficacy in human resource management at Bapas Class II Madiun so that loyalty improvement strategies can be more targeted according to the character of the employees.

Employee engagement is a psychological condition in which employees feel enthusiastic, dedicated, and actively participate in daily work. This variable is very important because it is a link that strengthens or weakens the link between professionalism and self-efficacy and work loyalty (Julia et al., 2025). Employees who are actively involved will be more oriented towards achieving common goals, creating a high sense of belonging to the organization, and increasing loyalty. In the context of mediation, employee involvement allows professionalism and self-efficacy to have a more significant effect on job loyalty, because employees who feel competent and professional tend to be more engaged in their work, and ultimately more loyal to the organization (Hidayat & Efendi, 2024; Ivana Shinta & Saefudin, 2025). The majority of research supports that employee engagement significantly mediates the relationship between professionalism, self-efficacy, and job loyalty, for example through increased job satisfaction, active participation, and intrinsic motivation (Kahfeini, 2024). However, there are research results that are not always significant, especially in work environments with weak organizational cultures or high levels of stress where insufficient involvement can optimally increase employee loyalty (Laurent & Puspitowati, 2024). Therefore, research at Bapas Class II Madiun is very relevant to explore the role of involvement as a specific mediator, according to the character, work challenges, and existing organizational patterns.

Based on previous literature reviews, there are a number of research gaps that are interesting to review in more depth. First, the influence of professionalism and self-efficacy on job loyalty through involvement as a mediating variable, especially in the government environment such as Bapas, has not been widely explored and requires further research (Pramudya & Mardikaningsih, 2021) and (March, 2025). Second, a number of studies have found that the relationship between several variables is not significant, thus leading to discussions about the factors that cause inconsistencies and opening up opportunities for future research to fill in the scientific gap (Wijayanto, 2025). Third, the limitation of measurable instruments that are able to objectively assess the impact of employee involvement as a mediating variable, demands the development of new measurement tools

that are more relevant and comprehensive (Ade et al., 2024) and (Abdillah, 2023). Fourth, in many studies, mediation and moderation variables have not been clearly identified that can strengthen or even weaken the relationship between professionalism and self-efficacy and job loyalty. These gaps are the rational basis for this research to strengthen the development of knowledge and practice of human resource management in the Bapas Class II Madiun. The object of this research is Bapas Class II Madiun, a government agency that focuses on coaching and supervising correctional clients, and plays a strategic role in supporting the correctional system in Indonesia. In addition, the location of this research was chosen because of its representativeness in the context of public services and the dynamics of human resources (HR) in the public sector, which often face similar challenges in various work units. The emphasis on Bapas Class II Madiun also allows for a more in-depth study of how local contextual factors interact with institutional variables to influence employee work behavior.

Table 1.
Evaluation of Bapas Class II Madiun Officers (2024)

Officer Evaluation	Weight	Percentage (%)	Remarks
Compliance with rules/SOPs	Height	90%	Compliance with SOPs and organizational policies
Work discipline	Medium	85%	Punctuality, attendance, responsibility
Willingness to cooperate	Medium	80%	Participation in collaboration and teamwork
Commitment to supporting the organization	Height	92%	Loyalty to the organization's vision and mission
Initiative in task	Medium	78%	Willingness to propose ideas/innovations
Administrative compliance	Medium	88%	Completeness of reports and working documents
The Intention to Stay in the Organization	Height	87%	Persistence/low turnover statements

Source : Data of Bapas Class II Madiun (2024)

Based on the data from the results of the employee loyalty assessment at Bapas Class II Madiun, it can be interpreted that the main indicators such as obedience to rules/SOPs, work discipline, cooperation, organizational commitment, initiative, administrative compliance, and intention to stay in the organization have been measured with a fairly high percentage of achievement in most indicators (range 78% - 92%). However, although the average value of loyalty is fairly good, it was found that there has been a decrease in work loyalty of up to 25% in the last two years and only 40% of employees really feel psychologically involved based on internal surveys. This phenomenon reflects the serious challenge of maintaining employee loyalty and involvement, which is very important for Bapas Class II Madiun as a strategic public agency in the field of coaching and supervision of correctional clients. In addition to having an impact on service quality and organizational image, low loyalty and involvement can affect the implementation of tasks, accountability, and innovation in coaching programs. The decrease in the value of initiative and cooperation

indicators also indicates the need to evaluate human resource management and strengthen a more inclusive and supportive work culture within Bapas, so that the organization is able to face challenges in the public sector in a sustainable manner and maintain the quality of service to clients and the wider community. The importance of this research becomes even more evident when looking at the urgency of effective human resource management in the Bapas environment, for the sake of optimal public service quality. Practically, the research findings are expected to be the basis for the formulation of internal policies related to human resource development, such as managerial literacy improvement programs, *supervisory training*, and clear career planning. Theoretically, this study will enrich the literature on the dynamics of work loyalty, psychological involvement, and the role of human resource management in correctional client coaching and supervision institutions. Thus, the results are expected to be not only beneficial for Bapas Class II Madiun, but also relevant for similar agencies at the regional and national levels in an effort to improve the quality of public services through improving the quality of human resources.

The results of this study are expected to provide implications both theoretically and practically, especially in the development of a mediation model for human resource management that is relevant to the real conditions in Bapas Class II Madiun. By mapping the impact of employee engagement on professionalism and self-efficacy to increase job loyalty, agencies can develop measurable policies, training programs, and managerial interventions to strengthen the loyalty base and improve overall organizational performance. Another implication is the presence of strategic recommendations in strengthening human resource management, which ultimately supports the effectiveness of public services and the achievement of the vision and mission of Bapas Class II Madiun as a government institution.

The novelty offered in this study is in the form of testing the model of mediation of employee involvement between professionalism and self-efficacy on work loyalty in the Bapas Class II Madiun, which until now has not been extensively researched comprehensively. This study also uses measurable instruments developed to investigate the mediation and moderation variables in more detail, while filling in the gaps and overcoming the inconsistencies of previous research findings. Thus, the results obtained from this study are expected to be a new theoretical basis and provide recommendations for HR management practices for all government agencies in Indonesia that face similar challenges, especially through the approach of strengthening employee involvement as the main determinant of institutional loyalty and performance.

REVIEW OF LITERATURE

Professionalism (X1)

(Hermawan et al., 2023) Affirming professionalism as a work attitude that refers to skills, expertise, discipline, and commitment based on the professional code of ethics to produce the best work. The following are the indicators of professionalism:

1. Beliefs and Values

Self-confidence and personal values embraced by employees affect professional behavior at Bapas Class II Madiun, for example belief in integrity, fairness, and high work ethics.

2. Skills

The technical and non-technical skills possessed by employees support professionalism in carrying out tasks in the institution, such as administrative, communication, evaluation, and case handling skills professionally.

3. Experience

Relevant work experience improves the ability to deal with various situations in Bapas Class II Madiun, so that professionalism is built through practice and learning from the tasks that have been passed.

4. Personality Characteristics

Traits such as conflict resolution, resistance to pressure, empathy, and the ability to work in a team contribute to consistent professional standards in the work environment.

5. Motivation

Internal motivation to contribute to public service, devotion to duty, and competency development encourage employees to continue to improve their professionalism at Bapas Class II Madiun.

Self-Efficacy (X2)

Self-efficacy is a person's belief in his ability to take the necessary actions to achieve success. Bandura also emphasized that this belief influences how individuals respond to various situations and challenges in their lives (Bandura, 1977). Here are indicators to measure self-efficacy:

1. Confident in completing a specific task

Individuals in Bapas Class II Madiun believe that he can complete the tasks at hand, by showing confidence in his ability to carry out security, administration, and service tasks.

2. Confident in being able to motivate yourself

Employees at Bapas Class II Madiun are able to cultivate internal motivation to carry out the necessary actions in completing tasks, without relying too much on external encouragement.

3. Confidence in self-resilience

Employees are confident that they can work hard, persistently, and perseveringly in the face of obstacles and challenges in the process of completing work, including situations related to security and public services.

4. Trust in decision-making

Individuals are confident that they can make the right decisions in the context of their duties at Bapas Class II Madiun and believe in the results of these decisions.

5. Confidence in the ability to learn and improve

Employees believe that they can learn from experience, correct weaknesses, and improve the skills necessary for tasks in the institution.

Employee Engagement (Z)

Employee involvement is a state of mind when employees really want the company to succeed and are ready to work beyond normative demands (Rain, 2024). (Zhou, 2022) Explain employee involvement as a physical, cognitive, and emotional expression of self while doing work, which includes alertness and confidence in carrying out tasks. Here are indicators to measure employee involvement:

1. *Vigor* (High Vigor and Energy)
High energy and mental resilience to face job challenges at Bapas Class II Madiun, as well as the ability to maintain enthusiasm and consistency in carrying out daily tasks.
2. *Dedication* and Enthusiasm
Pride in work, high enthusiasm, and sense of belonging to a job at Bapas Class II Madiun, including the courage to take measurable risks to achieve better institutional and service goals.
3. *Absorption* (Full Engagement)
The condition when employees are completely immersed in work at Bapas Class II Madiun until time seems to pass without being felt, shows a deep focus on their duties and responsibilities.
4. Focus on Work
The ability to concentrate and maintain full concentration when carrying out tasks related to service, administration, and monitoring in the Bapas Class II Madiun environment.
5. Feeling Happy at Work
The sense of satisfaction and satisfaction when working at Bapas Class II Madiun, reflects a pleasant work atmosphere and intrinsic motivation to contribute.

Job Loyalty (Y)

Loyalty Work is an important concept in human resource and organizational management, which shows the commitment, loyalty, and responsibility of employees to the company or agency where they work (Reza & Yuliharsi, 2024), the following indicators to measure job loyalty:

1. Consistency in completing tasks without strict supervision
At Bapas Class II Madiun, loyal employees are able to carry out administrative, coaching, supervision, and assistance tasks for correctional clients independently and ensure the completion of each litmas document or client report on time without the need for excessive supervision by superiors.
2. Willingness to help colleagues voluntarily
Employees at Bapas Class II Madiun who have high loyalty will actively help fellow colleagues, for example in completing *the litmas back-log*, assisting with field tasks such as tracing or client guidance, and supporting colleagues when there is a sudden need or the division of urgent tasks in the midst of a high workload.
3. Compliance with Company Regulations
The loyalty of employees at Bapas Class II Madiun is also evident from compliance with all regulations, SOPs, and official instructions, both operational and administrative.
4. Responsibility to the Company
Loyal employees at Bapas Class II Madiun will show a high sense of responsibility in every task, from the preparation of reports to decision-making that has an impact on the client development process.

RESEARCH METHOD

This study uses a quantitative research method with an approach *explonatory*. The population in this study is Employees, namely Bapas Class II Madiun with 55 employees.

Based on this research, because the population is not greater than 100 respondents, the author takes 100% of the population of Employees, namely Bapas Class II Madiun as many as 55 employees. In this study, the author used the *Probability Sampling* with techniques *saturated sampling*. According to Squirrel, (2016) What is meant *Probability Sampling* is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to become a sample. According to Sugiyono (2016) Technique *saturated sampling* is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research uses *Structural Equation Modeling* (SEM) with statistical tools *SmartPLS*. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS AND DISCUSSION

Outer Loading Test

Table 2.
Outer-Loadings Results

Z		Y		X1		X2	
Z1	0.818	Y1	0.903	X1.1	0.795	X2.1	0.839
Z2	0.796	Y2	0.939	X1.2	0.967	X2.2	0.736
Z3	0.870	Y3	0.937	X1.3	0.927	X2.3	0.851
Z4	0.886	Y4	0.914	X1.4	0.946	X2.4	0.874
Z5	0.733			X1.5	0.967	X2.5	0.757

Source: Data processed research (2025)

The criteria for the factor of Outer-loadings with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value of cross-loadings above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Construct Reliability and validity test

Table 3.
Results of the Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.835	0.818	0.784	0.825
Y	0.957	0.964	0.967	0.852
X1	0.955	0.962	0.966	0.851
X2	0.867	0.761	0.755	0.862

Source: Data processed research (2025)

The basis used in the reliability test is *the Composite reliability coefficient* value and *Cronbach's alpha coefficients* above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as *the Composite reliability coefficient* value and *Cronbach's alpha coefficients* > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Direct Influence Path Calculation

Table 4.
Direct Influence Path Coefficient Value

Hypothesis	T Statistics	P values	Remarks
X1 → Y	0.905	0.002	Positive and Significant Effect
X2 → Y	0.810	0.002	Positive and Significant Effect
Z → Y	0.408	0.001	Positive and Significant Effect

Source: Data processed research (2025)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- a. The influence of professionalism (X1) on job loyalty (Y) the analysis results show that the T Statistics value is 0.905 and the *p-value* is 0.002. Because the *p-value* is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X1 (professionalism) on Y (work loyalty).
- b. The effect of self-efficacy (X2) on work loyalty (Y) the analysis results showed that the Statistics T value was 0.810 and the *p-value* was 0.002. Because the *p-value* is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X2 (self-efficacy) on Y (work loyalty).
- c. The effect of work involvement (Z) on work loyalty (Y) the analysis results show that the T Statistics value is 0.408 and the *p-value* is 0.001. Because the *p-value* is lower than the significance level of α ($0.001 < 0.05$). This indicates that there is a significant positive influence of Z (work involvement) on Y (work loyalty).

Indirect Influence Path Calculation

Table 5.
Value of the Indirect Influence Path Coefficient

Hypothesis	T Statistics	P values	Remarks
X1 → Z → Y	2.798	0.005	Significant
X2 → Z → Y	0.673	0.002	Significant

Source : Data processed research (2025)

The results given in table 5. above show the indirect influence of the X1 variable (professionalism) on the influence of the Y variable (work loyalty) mediated by employee involvement (Z), then the influence of the X2 variable (self-efficacy) on the Y variable (work loyalty) through the employee involvement variable (Z) as mediation, as follows:

- a. The indirect influence from X1 (professionalism) to Y (work loyalty) which was mediated by the variable Z (employee involvement) the results of the analysis showed that the T Statistics value was 2.798 and the *p-value* was 0.005. Because the *p-value* is lower than the significance level of α ($0.005 < 0.05$). This indicates that there is a significant positive influence of X1 (professionalism) and Y (work loyalty) mediated by employee involvement (Z).

- b. The indirect influence from X2 (self-efficacy) to Y (work loyalty) which was mediated by the Z variable (employee involvement) the results of the analysis showed that the T Statistics value was 0.673 and the *p-value* was 0.002. Because the *p-value* is lower than the significance level of α ($0.002 < 0.05$). This indicates that there is a significant positive influence of X2 (self-efficacy) on Y (work loyalty) mediated by employee involvement (Z).

Coefficient of Determination (R^2 Test)

Table 6.

Adjusted R-squared coefficients	
Adjusted R-squared coefficients	
Z	0.651
Y	0.612

Source : Data processed by researchers 2025

The above determination coefficients are presented in the form of *Adjusted R-squared coefficients* in table 6. Based on the *r-square* value in the table, it shows that employee involvement is able to explain work loyalty by 65.1% or categorized as moderate, and the remaining 34.9% is explained by other constraints outside of those studied in this study. Meanwhile, job loyalty was able to explain the variable of employee involvement by 61.2% or categorized as moderate correlation, and the remaining 38.8% was explained by other constraints outside of those studied in this study.

Professionalism affects the Loyalty of the Class II Madiun Father

This study aims to find out the extent to which professionalism affects the work loyalty of employees in Bapas Class II Madiun. Based on the results of the data analysis obtained, it was found that professionalism has a positive and significant influence on employee work loyalty. This means that the higher the level of professionalism that employees have, the higher their level of loyalty to the institution. Professionalism in this study includes five main indicators, namely beliefs and values, skills, experience, personality characteristics, and motivation. Each of these indicators has a different contribution in shaping loyal behavior to the organization.

The results of the study show that personal beliefs and values are the main foundations that shape the professionalism of employees in Bapas Class II Madiun. Employees who uphold integrity, fairness, and work ethics have a strong commitment to the organization because these values foster moral awareness to work responsibly, transparently, and in harmony with the vision and mission of the institution so as to strengthen loyalty and belonging to the organization. In addition, technical and non-technical skills such as administrative, communication, and case handling skills have a significant effect on increasing job loyalty because adequate competencies increase effectiveness, confidence, and performance stability, which encourages employees to stay and contribute optimally. From the aspect of work experience, long working hours and involvement in various field situations enrich professional skills, increase adaptability, and foster emotional attachment to the institution. Meanwhile, personality characteristics such as empathy, emotional maturity, cooperative ability, and resistance to pressure also determine the level of professionalism and loyalty to work, as positive personality creates harmonious working

relationships and a conducive environment, so employees feel safe, valued, and committed to growing with the organization.

Finally, work motivation is proven to be the main driver in the relationship between professionalism and work loyalty in Bapas Class II Madiun. Employees who have high intrinsic motivation such as a sense of responsibility for public service and a spirit of service are more consistent in improving the quality of work. This internal drive makes them work not only for the sake of duty, but also for inner satisfaction and contribution to the progress of the institution. This strengthens loyalty because employees feel that their work has meaning and purpose that is in line with the values of the organization.

The findings in this study are in line with the research (Somantri, 2021), (Sigit Indrawijaya, 2022), (Rahmawati et al., 2023), (Abdillah, 2023) and (Gorda et al., 2024) which states that professionalism with all aspects inherent in it has a strong relationship with the loyalty of government sector employees. Similar results were also reported by (Muliaty, 2021; Tumiar et al., 2022; Tumundo et al., 2022) who found that professionalism plays a role in increasing loyalty through strengthening work ethic values and motivation for public service. The similarity of these results strengthens the belief that professionalism is a strategic factor in maintaining the stability of performance and loyalty of human resources in the bureaucratic environment, including in Bapas Class II Madiun.

Self-efficacy affects the Work Loyalty of Bapas Class II Madiun

This study aims to find out the extent to which self-efficacy affects the work loyalty of employees in Bapas Class II Madiun. Based on the results of the analysis obtained, it was found that self-efficacy has a positive and significant influence on work loyalty. This means that the higher the level of self-efficacy that employees have, the higher their level of loyalty to the institution. Good self-efficacy makes employees believe in their ability to complete work, overcome pressure, and be responsible for the results of their work. This psychological condition creates a sense of self-confidence that has an impact on increasing commitment and loyalty to the organization.

The results of the study show that self-confidence or self-efficacy has a real contribution to increasing employee work loyalty in Bapas Class II Madiun. Employees who have high confidence in their ability to carry out security, administration, and service tasks show a proactive, results-oriented attitude, and feel satisfaction and pride in their work, which then develops into commitment and loyalty to the institution. The ability to motivate oneself also plays an important role, where employees with high self-efficacy are able to work independently, maintain morale under pressure, and show discipline and responsibility that strengthen their sense of belonging to the organization. In addition, confidence in self-resilience makes employees more resilient, consistent, and able to maintain productivity despite facing challenges in the field, thereby fostering confidence and emotional attachment to the institution. Confidence in decision-making skills also increases job loyalty, as employees who are confident in making decisions feel responsible, professional, and appreciated for their contribution to the success of the organization. Finally, belief in the ability to learn and improve oneself strengthens loyalty through a spirit of continuous improvement, openness to criticism, and a commitment to improving competence, which makes employees view the institution as a place that supports their personal and career growth.

The findings of this study are in line with the results of previous research conducted by (Gunadi, 2022), (Cai et al., 2022), (Morales-García et al., 2024) and (Liao et al., 2024) which shows that self-efficacy has a positive correlation with employee loyalty in government agencies. Similar results were also obtained in the study (Dami et al., 2022; Hand & Yoyo, 2025; Siswanto, 2025) and (Abdillah, 2023) which explains that employees with high self-efficacy are better able to maintain consistency, responsibility, and work morale, which ultimately strengthens organizational loyalty. The similarity of these results confirms that self-efficacy plays a strategic role in shaping work loyalty through increasing confidence, motivation to develop, and confidence in facing job challenges.

Professionalism affects the involvement of Bapas Class II Madiun employees

This study aims to analyze the extent to which professionalism affects employee involvement in Bapas Class II Madiun. Based on the results of data analysis, it was found that professionalism has a positive and significant influence on employee engagement. This shows that the higher the level of professionalism that employees have, the higher their level of involvement in carrying out their duties and responsibilities. Professionalism applied in the implementation of daily work, either through moral values, skills, experience, personality, and work motivation, encourages employees to work with enthusiasm, dedication, and a sense of belonging to the institution.

The results of the study show that personal beliefs and values are an important basis in shaping employee involvement in Bapas Class II Madiun. Employees who have self-confidence in personal abilities and uphold the values of integrity, fairness, and work ethics tend to show positive, disciplined, and responsible behavior because they view their work as aligned with the values and moral principles they believe in, thereby increasing a sense of involvement and contribution to the goals of the institution. Technical and non-technical skills also play a big role in strengthening engagement, where employees who have administrative, communication, and case handling competencies are able to work effectively, be confident, actively participate, and be ready to face challenges with high dedication. In addition, long and diverse work experience enriches employees' analytical skills and resilience in dealing with work dynamics, fosters a sense of emotional attachment, and strengthens commitment to the organization. Personality traits such as empathy, cooperation, resistance to pressure, and emotional stability help create a harmonious and conducive work environment, which encourages employees to engage physically, emotionally, and intellectually. Finally, work motivation is the main driving factor for employee involvement, where intrinsic motivation makes employees work with a spirit of devotion, high initiative, and a willingness to put in extra effort for the success of the institution, because they feel that the work done is meaningful and contributes significantly to the achievement of organizational goals.

The findings of this study are in line with the results of the study (Royyan & Pahlevi, 2022), (Akbar & Armansyah, 2023), (Sukatin et al., 2023), (Mala et al., 2024) and (Setyawati et al., 2025) which shows that professionalism has a positive effect on employee engagement in the public sector. The study explains that employees with a high level of professionalism have a sense of role and a sense of responsibility which increases active participation in work. In line with that, the results of the study (Bernales-Turpo et al., 2022; Siswanto, 2025; Wulandaru et al., 2025) It also proves that professional values, technical competence, and work motivation are the main factors that drive employee involvement in public service

organizations. Thus, these findings reinforce empirical evidence that professionalism is an important foundation in fostering sustainable employee engagement in government bureaucratic environments.

Self-efficacy affects the involvement of Bapas Class II Madiun employees

This study aims to analyze the influence of self-efficacy on employee involvement in Bapas Class II Madiun. Based on the results of the research conducted, it is known that self-efficacy has a positive and significant influence on employee work involvement. This means that the higher the level of self-efficacy possessed by employees, the greater their involvement in carrying out the tasks for which they are responsible. Employees with high self-efficacy have confidence in carrying out their work, show strong enthusiasm and commitment, and are able to adapt to various organizational challenges. This condition makes self-efficacy an important psychological factor that strengthens employee participation and dedication to the institution.

The results of the study show that self-confidence or self-efficacy has an important role in increasing employee involvement in Bapas Class II Madiun. Employees who are confident in their ability to carry out tasks such as security, service, and administration show dedication, responsibility, and high involvement because they feel that their work is meaningful and contributes to the success of the institution. The belief to motivate oneself also has a significant effect, where employees with strong internal motivation are able to maintain morale, manage time, and stay focused without relying on external motivation, so that engagement arises naturally through a sense of control and responsibility for work. Furthermore, confidence in self-resilience keeps employees calm and consistent even in the face of pressure and difficult situations, showing persistence and commitment in carrying out their roles, especially in dynamic work environments such as mentoring institutions. Confidence in decision-making skills also strengthens engagement through a sense of responsibility, initiative, and courage to innovate, which fosters a *sense of ownership* of organizational decisions and policies. Finally, belief in learning ability and self-improvement has a positive impact on engagement, as employees with a high enthusiasm for learning see each task as an opportunity to develop and improve competence. This attitude makes them more enthusiastic, active, and committed in every self-development activity and the implementation of duties, which as a whole strengthens their work involvement in the Bapas Class II Madiun environment.

The findings of this study are in line with the results of research conducted by (Natasha & Puspitowati, 2022), (Arimbawa & Putri, 2023) and (Rianasta & Yuniawan, 2023) which shows that self-efficacy has a positive effect on employee work involvement in the government environment. Employees who have strong confidence in their abilities show higher involvement in cognitive, affective, and behavioral aspects of work. Similar results were also found in the study (Agustin & Winadi Prasetyoning Tyas, 2024; Karimah & Astuty, 2023; Purbosari & Suharti, 2024), which states that self-efficacy is able to increase active participation and emotional commitment of employees to work. The similarity of these results strengthens the evidence that self-efficacy is an important psychological aspect in forming employee involvement in a sustainable manner, including in the Bapas Class II Madiun environment.

Employee involvement affects the Work Loyalty of Bapas Class II Madiun

This study aims to analyze the influence of employee involvement on job loyalty in Bapas Class II Madiun. Based on the results of the study, it was found that the level of employee involvement has a positive and significant effect on job loyalty. This shows that the higher the employee's involvement in work, the greater their loyalty and commitment to the institution. Employee involvement makes them not only fulfill formal tasks, but also display dedication, responsibility, and a sense of belonging to work. Fully engaged employees work with high enthusiasm and energy, and demonstrate long-term loyalty to the institution they belong to.

The results of the study show that enthusiasm and high energy (*vigor*) have a big role in shaping employee work loyalty in Bapas Class II Madiun. Employees who have high energy and mental resilience are able to face pressure with optimism, maintain consistency of performance, and create a positive work atmosphere, thus fostering a sense of pride and loyalty to the institution. Dedication and enthusiasm also contribute significantly, where employees who have a spirit of devotion and love for work show high responsibility, willingness to work hard, and a sense of pride in being part of the institution, which strengthens the emotional attachment and loyalty of the organization. Furthermore, full involvement in work (*absorption*) increases loyalty because employees who are immersed in their work activities show high focus, empathy, and a sense of moral responsibility towards clients, thus feeling that their work has deep social value. Focus on work is also an important factor in strengthening loyalty, as employees who are able to maintain concentration and consistency at work show discipline and satisfaction with their own performance results, which increases commitment to the institution. Finally, the feeling of happiness at work plays a big role in building loyalty, because the happiness and satisfaction arising from a harmonious work atmosphere, good relationships between colleagues, and appreciation from the leadership foster intrinsic motivation and emotional attachment, making employees committed to continue to contribute and be loyal to Bapas Class II Madiun.

These findings are in line with the results of research by (Dewi & Krisnadi, 2023), (Nugraha & Kharismasyah, 2024) and (Ratna Wati & Almadana, 2025) which states that work involvement has a positive effect on employee loyalty, because employees involved tend to show high satisfaction and commitment to the organization. Similar results were also reported by (Ade et al., 2024; Ali & Ali, 2024; Dami et al., 2022) who found that *Vigor*, *dedication*, and *Absorption* is the dimension of work engagement that has the most influence on loyalty in the public sector. This similarity strengthens empirical evidence that employee involvement not only creates good performance, but is also a key factor in fostering employee loyalty and sustainability in the government environment, including in Bapas Class II Madiun.

Professionalism affects the Job Loyalty of Bapas Class II Madiun, through employee involvement as an intervening variable

This study aims to analyze the influence of professionalism on employee job loyalty in Bapas Class II Madiun, with employee involvement as an intervening variable. Based on the results of the study, it was found that professionalism has a positive and significant influence on work loyalty, both directly and indirectly through employee involvement. This shows that professionalism not only encourages employees to work competently and responsibly, but also increases their emotional and cognitive involvement in work. When

employees have high professionalism, they show a strong commitment, consistent work ethic, and willingness to contribute to the institution's goals, which overall strengthens work loyalty.

The results of the study show that professionalism reflected in self-confidence, skills, experience, personality characteristics, and work motivation has a direct effect on employee loyalty in Bapas Class II Madiun. Professional employees carry out their duties responsibly, uphold work ethics, and are consistent with organizational standards, thereby fostering trust and commitment to the institution. An attitude of integrity and high dedication creates a sense of meaning at work, where employees are not only results-oriented, but also on the value of public service. Furthermore, employee involvement plays a role as an intervening variable that strengthens the relationship between professionalism and work loyalty. Employees with a high level of professionalism tend to have deep involvement, both physically, emotionally, and mentally, characterized by high vigor, *dedication*, and full absorption in work. In the context of Bapas Class II Madiun, a high level of involvement arises because professional employees understand the importance of their role in providing services and social assistance to clients. Statistically, it was found that the indirect influence of professionalism on loyalty through employee engagement was greater than its direct influence, indicating that engagement became an important bridge that channeled the impact of professionalism to loyal behavior. Thus, employees who are professional and actively involved in their work show stronger loyalty than those who are only professionals without an emotional attachment to their duties.

The findings of this study are in line with the results of research conducted by (Harahap et al., 2022), (Tanauma et al., 2022), (Evaretno et al., 2023) and (Abdillah, 2023) which emphasizes that employee involvement plays an important role as a mediating variable between professionalism and employee loyalty in the public sector. The research shows that high professionalism encourages employees' emotional engagement at work, which ultimately increases loyalty to the organization. These results also reinforce the findings (Dami et al., 2022; Hand & Yoyo, 2025; Siswanto, 2025) which suggests that professional employees with high levels of engagement tend to have greater loyalty because they feel their work gives meaning and makes a social contribution. Thus, it can be concluded that in Bapas Class II Madiun, professionalism has a direct effect on work loyalty, but this influence becomes stronger through increased employee involvement.

Self-efficacy affects the Work Loyalty of Bapas Class II Madiun, through employee involvement as an intervening variable

Self-efficacy is seen as an important psychological factor that encourages employees to work confidently, diligently, and have a long-term commitment to the institution. In this case, employee engagement is identified as a psychological mechanism that strengthens the relationship between individual beliefs and loyalty to the organization.

The results of the study show that self-efficacy has a positive and significant effect on the work loyalty of employees in Bapas Class II Madiun, both directly and through the role of work involvement as an intervening variable. The higher the level of employee self-efficacy, the greater their loyalty to the institution, because confidence in one's ability fosters a sense of responsibility, trust, and commitment to the organization's goals. Directly, self-efficacy which is reflected in the confidence to complete tasks, the ability to motivate oneself, the resistance to pressure, confidence in decision-making, and the ability to learn and improve

oneself is proven to form a professional, optimistic, and confident attitude at work. Employees who have high self-efficacy show perseverance, initiative, and pride in the contributions made to the institution, thereby strengthening loyalty to the organization. Furthermore, employee involvement has been proven to be a connecting mechanism that strengthens the influence of self-efficacy on work loyalty. High self-efficacy encourages employees to be more vigorous, dedicated, and fully engaged in their work, which makes them work with enthusiasm, initiative, and high consistency. Statistical analysis shows that the indirect influence of self-efficacy on loyalty through employee involvement is greater than the direct influence, so that involvement is a key factor that channels the impact of self-efficacy into loyal behavior. In the context of Bapas Class II Madiun, involvement functions as a psychological bridge that makes employees with high self-efficacy not only see duties as formal obligations, but also as a form of social service. This fosters a sense of pride, emotional closeness, and strong loyalty to the institution, as employees feel their work is meaningful, valuable, and in line with the organization's goals.

These findings are in line with the results of the study (Sthefanus Widodo & Tan Evan Tandiyono, 2024), (Sakti & Rini, 2024) and (Gazi et al., 2025) which explains that self-efficacy has a positive effect on employee engagement and work loyalty in the public sector, where involvement functions as a mediating variable that strengthens the relationship between the two. Similar results were also reported by (Abdillah, 2023; Luciferina Amalia Utami et al., 2023; Rustikarini, 2021) who found that employees with high self-efficacy had a greater tendency to engage in work, which ultimately strengthened loyalty through feelings of pride and attachment to the organization. The similarity of these results confirms that in Bapas Class II Madiun, self-efficacy not only plays a direct role in increasing loyalty, but also contributes indirectly through increasing work involvement as a psychological mechanism that strengthens employees' dedication to the institution.

CONCLUSION

Based on the results of the analysis, several conclusions can be drawn as follows:

1. Professionalism has a positive and significant effect on the loyalty of employees at Bapas Class II Madiun. This means that the higher the level of professionalism that employees have, including beliefs, skills, experience, personality, and work motivation, the greater their loyalty to the institution. Professionalism encourages employees to work with responsibility, integrity, and a high commitment to organizational goals.
2. Self-efficacy has a positive and significant effect on the work loyalty of employees at Bapas Class II Madiun. Employees who have high confidence in their ability to complete tasks and face challenges show stronger loyalty to the organization. Confidence and perseverance in work foster a sense of pride and emotional attachment to the institution.
3. Professionalism has a positive and significant effect on the involvement of employees in Bapas Class II Madiun. Professional employees show high work spirit (*vigor*), dedication, and full involvement (*absorption*) in carrying out tasks. A professional attitude encourages active participation in work and increases commitment to the institution.
4. Self-efficacy has a positive and significant effect on employee involvement in Bapas Class II Madiun. Employees who have high self-efficacy are more confident,

independent, and diligent in carrying out their work. Confidence in one's abilities motivates employees to engage emotionally, cognitively, and physically in every work activity, thus encouraging deeper involvement.

5. Employee involvement has a positive and significant effect on job loyalty at Bapas Class II Madiun. Employees who are fully engaged in the work show high passion, focus, and satisfaction, which ultimately reinforces commitment and loyalty to the institution. Work involvement is an important factor that grows employee loyalty in a sustainable manner.
6. Professionalism affects work loyalty through employee involvement as an intervening variable in Bapas Class II Madiun. The results of the study show that the indirect influence of professionalism on loyalty through employee involvement is greater than the direct influence. This confirms that employee involvement is a psychological bridge that channels the impact of professionalism into a form of real loyalty to the organization.
7. Self-efficacy affects work loyalty through employee involvement as an intervening variable in Bapas Class II Madiun. The results of the analysis prove that employees who have high self-efficacy and are accompanied by a strong level of involvement show higher loyalty than those who are only confident without feeling emotionally involved in the work. Thus, employee engagement strengthens the positive relationship between self-efficacy and work loyalty.

Suggestions

Based on the results of this study, the following suggestions can be proposed:

1. On behalf of the Madiun Class II Fathers
Institutions need to continue to improve employee professionalism through continuous training programs, work ethics coaching, and improving technical and non-technical competencies. A work environment that fosters the values of integrity, responsibility, and a spirit of service will strengthen employee involvement and loyalty to the institution.
2. Improvement of the Employee Reward and Welfare System
Institutions should give fair and transparent awards to the performance of employees who demonstrate professionalism and high involvement. Welfare support, recognition of achievements, and career development opportunities will strengthen work motivation and employee loyalty to the organization.
3. For further research
Researchers are then advised to expand the research variables by adding other factors that have the potential to affect job loyalty, such as organizational culture, transformational leadership, or job satisfaction. In addition, research can be conducted with a *mixed method* approach to delve deeper into qualitative aspects that explain how professionalism and self-efficacy shape employee engagement and loyalty.

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