The Influence of Work Experience Mediated by Self-Efficacy on the Supervisor Performance in the Hajj and Umrah Guidance Group (KBIHU) Bina Umat Mulya Abadi in Yogyakarta

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Abstract

This study investigates the influence of work experience on supervisor performance, with self-efficacy acting as a mediating variable, within the context of the Hajj and Umrah Guidance Group (KBIHU) Bina Umat Mulya Abadi in Yogyakarta. Grounded in the Resource-Based View (RBV) theory, which emphasizes human resources as strategic organizational assets, this research addresses the performance variability among pilgrimage supervisors—a phenomenon presumed to be shaped not only by accumulated experience but also by psychological factors such as self-efficacy. Employing a quantitative associative approach, data were collected through structured interviews and standardized questionnaires administered to KBIHU supervisors. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the proposed relationships. The results demonstrate that work experience significantly and positively affects supervisor performance, both directly and indirectly through self-efficacy. These findings underscore the importance of integrating experiential learning with psychological capacity-building in religious non-profit institutions. The study contributes to the theoretical enrichment of human resource management in faith-based service organizations and offers practical implications for the development of targeted training and mentorship programs aimed at enhancing supervisor competence and service quality.

Keywords: Human resource management, partial least squares structural equation modeling, self-efficacy, supervisor performance, work experience.

1. Introduction

In the era of globalization and the advancement of knowledge-based economies, human resources (HR) have become a strategic asset that determines the success of all organization both profit-oriented and non-profit organizations (Saputri, Heldy Ramadhan Putra, Adiyatma, Ilayana, & Prasetya, 2023). Lina, 2018) also said that globalization has a most important implication for human resource management practice in genera. In the context of religious non-profit institutions such as the Hajj and Umrah Guidance Groups (KBIHU), HR plays a pivotal role not only in administrative tasks but also in spiritual guidance. Supervisors in these institutions serve as spiritual mentors, motivators, and instructors who ensure that every stage of

the pilgrimage is performed correctly, solemnly, and in accordance with religious prescriptions. Although their job descriptions are relatively similar, notable variations in individual performance among these supervisors persist. This phenomenon raises critical questions about the underlying factors that influence such disparities in performance.

To address this issue, the Resource-Based View (RBV) theory introduced by Barney (1991), offers a relevant theoretical framework. This theory posits that an organization's competitive advantage is determined by its ability to manage resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Within this framework, human resources—particularly pilgrimage supervisors—represent strategic assets that, if effectively managed, can significantly enhance the quality of religious services. The performance of these supervisors directly affects the comfort and spiritual fulfillment of pilgrims. However, the persistent variability in their performance indicates the possible influence of additional internal and psychological factors, necessitating a deeper and more comprehensive investigation.

Work experience is widely presumed to enhance job performance (Rivaldo & Nabella, 2023; Santi, 2020), as it is expected to foster the accumulation of knowledge and practical skills over time. Nevertheless, empirical evidence suggests that work experience alone does not always correlate positively with improved performance outcomes (Rivaldo & Nabella, 2023; Santi, 2020). One psychological factor that may mediate this relationship is self-efficacy, which Bandura (in Ghufron & Risnawati, 2012), defines as an individual's belief in their capability to execute tasks required to achieve specific goals. Individuals with high self-efficacy tend to be more proactive, resilient, and confident in the face of challenges, ultimately improving their job performance. This is consistent with the view of Luthans (2014), who highlights self-efficacy as a motivating force that enables individuals to mobilize cognitive resources for the successful execution of tasks.

The urgency and novelty of this research lies in the limited number of studies that specifically explore the interplay between work experience, self-efficacy, and supervisor performance in religious institutions, particularly within the context of KBIHU in Indonedia. Previous research was limited to other things, for example in Indonesia research was conducted in the hotel industry (Sulastri, Mitariani, & Hendrawan, 2025), or Pakistan research was conducted solely in the banking industry (Saleem, Malik, & Qasim, 2022). In fact, similar research in the field of Hajj pilgrimage supervisors is also needed.

As the demand for professional and personalized religious services continues to grow, there is a pressing need for a deeper understanding of the internal dynamics of human resources in these organizations. Therefore, this study aims to empirically examine the influence of work experience on supervisor performance at KBIHU Bina

Umat Mulya Abadi in Yogyakarta, with self-efficacy serving as a mediating variable. This model is expected to provide a more accurate explanation of how psychological and experiential factors interact to shape performance within religious service organizations.

The findings of this study are expected to contribute both theoretically and practically — by enriching the literature on human resource management in religious non-profit organizations and offering practical implications for the development and evaluation of human resources within KBIHU. These results can serve as a foundation for designing structured training, mentoring, and performance appraisal programs that are based on empirically validated factors. Ultimately, this study aims to support the sustainable improvement of service quality in KBIHU, enhance the spiritual experience of pilgrims, and strengthen the institutional reputation of KBIHU as a provider of exemplary religious guidance services.

2. Method

This study adopts a quantitative research design, which emphasizes the collection and analysis of numerical data to test hypotheses and examine relationships among variables in a systematic and objective manner. Quantitative research enables researchers to apply statistical techniques to validate findings and draw generalizable conclusions based on empirical evidence (Sekaran & Bougie, 2017).

Specifically, this research employs an associative quantitative approach, which aims to explore and measure the strength and direction of relationships between variables. This approach is suitable for identifying not only correlations but also potential causal links among independent, dependent, and mediating variables, thereby allowing for a more comprehensive understanding of the interconnections within the model under investigation (Sekaran & Bougie, 2017).

Data Collection was conducted through structured interviews and the distribution of standardized questionnaires. The target respondents were mentors from *KBIHU Bina Umat Mulya Abadi* in Yogyakarta. A five-point Likert scale was used in the questionnaire to measure respondents' perceptions and attitudes toward the variables of interest.

To analyze the data, this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is a variance-based SEM technique suitable for predictive modeling and theory development, particularly in situations involving complex models with multiple constructs, small to medium sample sizes, and non-normal data distributions. The analysis was conducted in two stages: evaluation of the measurement model to assess reliability and validity, followed by assessment of the structural model to examine the hypothesized relationships among constructs.

3. Results and Discussion
3.1 Validity Test Results
3.1.1 Indicators Validity Test Results

Table 1. Indicators Validity Test Results

Item	Supervisor Performance	Work Experience	*Self Efficacy*
$X_{1.1.1}$	0.576	0.860	0.477
$X_{1.1.2}$	0.497	0.806	0.259
$X_{1.2.1}$	0.441	0.746	0.235
$X_{1.2.2}$	0.514	0.834	0.325
$X_{1.3.1}$	0.526	0.814	0.357
$X_{1.3.2}$	0.698	0.862	0.521
$Y_{1.1.1}$	0.649	0.431	0.452
$Y_{1.1.2}$	0.839	0.576	0.612
$Y_{1.2.1}$	0.750	0.429	0.562
$Y_{1.2.2}$	0.871	0.714	0.697
$Y_{1.3.1}$	0.898	0.539	0.665
$Y_{1.3.2}$	0.780	0.542	0.574
$Y_{1.4.1}$	0.880	0.613	0.775
$Y_{1.4.2}$	0.813	0.573	0.608
$Y_{1.5.1}$	0.822	0.520	0.689
$Y_{1.5.2}$	0.895	0.591	0.823
$Y_{1.6.1}$	0.662	0.360	0.498
$Y_{1.6.2}$	0.768	0.533	0.572
$Y_{1.7.1}$	0.822	0.481	0.686
$Y_{1.7.2}$	0.696	0.570	0.423
$Z_{1.1.1}$	0.329	0.318	0.607
$Z_{1.1.2}$	0.566	0.234	0.738
$Z_{1.2.1}$	0.659	0.539	0.802
$Z_{1.2.2}$	0.738	0.353	0.850
$Z_{1.3.1}$	0.522	0.272	0.794
$Z_{1.3.2}$	0.602	0.306	0.679

The results of the convergent validity test on Table 1 above show that most indicators for the variables Work Experience (X), Supervisor Performance (Y), and Self-Efficacy (Z) meet the validity criteria with outer loading values above 0.7. However, some indicators, such as Y1.1.1 (0.649), Y1.6.1 (0.662), Y1.7.2 (0.696), and Z1.1.1 (0.607), have loading values below 0.7. Nevertheless, these indicators are still acceptable as the study is at an early stage of scale development (Ghozali & Latan, 2015). with loading values above 0.5. Additionally, the T-statistics for all indicators are above 1.96 with p-values of 0.000, indicating that all indicators are significant in measuring the latent variables. Therefore, the constructs of this study have convergent validity.

3.1.2 Convergent Validity Test Results

Table 2. Convergent Validity Test Results

Variable	AVE	Criteria	Description
Supervisor Performance	0.640	> 0,5	Valid
Work Experience	0.674	> 0,5	Valid
Self Efficacy	0.562	> 0,5	Valid

Table 2 presents the AVE values for each construct measured in the study. All constructs demonstrate AVE values exceeding the recommended threshold of 0.50, which is indicative of adequate convergent validity (Hair, Howard, & Nitzl, 2020). Specifically, the AVE for *Supervisor Performance* is 0.640, *Work Experience* is 0.674, and *Self-Efficacy* is 0.562. These results confirm that more than 50% of the variance in the observed indicators is accounted for by the latent constructs they are intended to measure. Hence, it can be concluded that each construct demonstrates a satisfactory level of convergent validity, meaning that the indicators associated with each latent variable are sufficiently correlated and effectively represent the underlying construct.

3.1.3 Discriminant Validity Test Results

The discriminant validity in this study was evaluated using the Fornell-Larcker criterion, where the square root of the AVE (Average Variance Extracted) for each variable must be greater than the correlation between variables. The AVE square roots for Supervisor Performance (0.800), Work Experience (0.821), and Self-Efficacy (0.750) are greater than the correlations between the variables. For instance, the correlation between Supervisor Performance and Work Experience is 0.673, which is smaller than the AVE square roots for both variables. This indicates that each variable has discriminant validity, meaning that each construct is distinct from the others in the research model. Therefore, the constructs in this study meet the discriminant validity criteria.

3.2 Reliability Test Results

Table 3. Reliability Assessment Based on Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Criteria	Description
Supervisor Performance	0.961	0.956	> 0.70	Reliable
Work Experience	0.925	0.904	> 0.70	Reliable
Self-Efficacy	0.884	0.841	> 0.70	Reliable

The reliability of the constructs in this study was assessed using both Composite Reliability (CR) and Cronbach's Alpha (α). As shown in Table 3, all variables exhibit composite reliability and Cronbach's alpha values exceeding the recommended threshold of 0.70, indicating a high level of internal consistency among the indicators for each construct (Hair, Howard, & Nitzl, 2020). Specifically, the composite reliability values range from 0.884 to 0.961, while Cronbach's alpha values range from 0.841 to 0.956. These results confirm that the measurement instruments used in this study are

reliable, meaning the indicators consistently measure the intended latent variables with minimal measurement error.

3.3 R² and Q² Test Results

Table 4. R-square and Q-square Values

Variable	R-square	R-square Adjusted	(1 - R-square)	Q-square
Supervisor Performance	0.737	0.719	0.263	0.793
Self-Efficacy	0.214	0.187	0.786	–

The evaluation of the inner model based on the R-square values in Table 4 above shows that the *Supervisor Performance* variable has an R-square of 0.737 and an adjusted R-square of 0.719. This indicates that 73.7% of the variance in supervisor performance is explained by the variables *Work Experience* and *Self-Efficacy*, while the remaining variance is influenced by other factors outside the model. In contrast, the *Self-Efficacy* variable has an R-square of 0.214 and an adjusted R-square of 0.187, meaning only 21.4% of its variance is explained by *Work Experience*, with the rest influenced by unobserved variables.

Additionally, the Q-square value for *Supervisor Performance* is 0.793, which is well above zero, indicating strong predictive relevance of the model for this variable. These findings suggest that the model has good explanatory and predictive power for *Supervisor Performance*, although its ability to explain *Self-Efficacy* remains limited.

3.3 Path Coefficient Test Results

Table 3.2.1 Path Coefficient

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Work Experience -> Supervisor Performance	0.396	0.422	0.148	2.667	0.008
Work Experience -> Self Efficacy	0.462	0.490	0.163	2.844	0.004
Self efficacy -> Supervisor Performance	0.601	0.575	0.158	3.804	0.000
Work Experience -> *Self efficacy* -> Supervisor Performance	0.278	0.269	0.099	2.810	0.005

The structural model analysis using PLS-SEM yielded the following path coefficients, as presented in Table 3.2.1. The results indicate that work experience has a significant direct effect on supervisor performance, with a path coefficient of 0.396 (t = 2.667, p = 0.008), which exceeds the critical value of 1.96 and demonstrates statistical significance at the 5% level. This finding suggests that greater work experience contributes positively to enhancing the performance of supervisors.

Furthermore, work experience also shows a significant positive effect on self-efficacy, with a path coefficient of 0.462 (t = 2.844, p = 0.004). This implies that individuals with more extensive work experience tend to exhibit higher levels of self-efficacy, reflecting greater confidence in their ability to perform tasks and make decisions effectively.

In addition, self-efficacy significantly influences supervisor performance, with a strong path coefficient of 0.601 (t = 3.804, p < 0.001). This highlights the critical role of self-efficacy as a psychological resource that enhances performance outcomes in supervisory roles.

Lastly, the indirect effect of work experience on supervisor performance through self-efficacy is also statistically significant, with a path coefficient of 0.278 (t = 2.810, p = 0.005). This mediating effect confirms that self-efficacy acts as a significant intervening variable in the relationship between work experience and supervisor performance, thereby strengthening the explanatory power of the proposed model.

Taken together, these results provide empirical support for the hypothesized relationships, underscoring the importance of both work experience and self-efficacy in shaping effective supervisory performance. The mediation analysis also affirms the role of self-efficacy as a mechanism through which work experience exerts an indirect impact on performance outcomes.

3.4 Discussion

This study aimed to analyze the effect of work experience on supervisor performance mediated by self-efficacy in the context of the Hajj and Umrah Guidance Group (KBIHU) Bina Umat Mulya Abadi in Yogyakarta. The findings contribute to the body of research on the relationship between work experience and performance, with particular emphasis on the mediating role of self-efficacy.

The study found a significant positive effect of work experience on supervisor performance, which is consistent with the work of Sulastri et al. (2025), Salahuddin & Amini (2022) Foster (2015), and Handoko (2009), who emphasize that work experience equips individuals with the necessary skills and knowledge to perform their tasks more efficiently. The longer the supervisor's experience, the better their ability to guide and manage pilgrims during Hajj and Umrah. This finding suggests

that organizations should prioritize experience-based training and provide continuous opportunities for skill enhancement in the field of religious guidance.

A key contribution of this research is the finding that self-efficacy significantly mediates the relationship between work experience and supervisor performance. This finding supports the work of Bandura (1997), who argued that self-efficacy influences individuals' confidence in their abilities, thereby affecting their overall performance. The results suggest that work experience enhances self-efficacy, which in turn boosts supervisor performance. Supervisors with more experience are likely to feel more confident in their ability to handle diverse situations during the guidance process, leading to better service delivery. This is particularly relevant in the context of KBIHU, where supervisors play a crucial role in ensuring that pilgrims have a smooth and spiritually enriching experience.

The practical implications for KBIHU Bina Umat Mulya Abadi are significant. Given that supervisors' self-efficacy enhances their performance, it is important to design training programs that not only build technical knowledge but also foster personal confidence. Providing supervisors with opportunities to share experiences and engage in peer-learning could further enhance their self-efficacy. This approach would likely lead to improved performance in guiding pilgrims, especially in handling the logistical and emotional aspects of Hajj and Umrah.

The findings of this study align with previous research on work experience and performance, such as Fajar & Susanti (2023), who found a positive effect of work experience on employee performance in disaster management. However, the current study also adds a unique perspective by examining the religious guidance context, which presents different challenges and demands. Furthermore, unlike other studies like Layek & Koodamara (2024), which found that work experience did not always correlate positively with performance, this study underscores the importance of self-efficacy as a mediator, a factor that may influence the variance in performance outcomes across different contexts.

Although the study provides valuable insights, it is limited by its focus on a single organization (KBIHU Bina Umat Mulya Abadi) in Yogyakarta, which may not fully capture the variability across other similar organizations. Future research could extend this study by exploring a larger sample of KBIHUs across Indonesia or by examining other variables that might influence the relationship between work experience, self-efficacy, and performance. Additionally, exploring other psychological constructs, such as motivation or job satisfaction, could offer further insights into the dynamics of supervisor performance in the context of religious guidance.

4. Conclusion

Based on the results of the PLS-SEM analysis conducted on guidance counselors at KBIHU Bina Umat Mulya Abadi in Yogyakarta, this study concludes that work experience exerts a direct and statistically significant positive influence on supervisor performance, indicating that increased work experience enhances the effectiveness of supervisors in executing their duties. Moreover, the findings reveal a significant indirect effect, whereby self-efficacy serves as a mediating variable in the relationship between work experience and supervisor performance. This suggests that the enhancement of performance is not solely attributed to accumulated experience, but is also facilitated through the development of self-efficacy that accompanies such experience. Consequently, both direct and mediated pathways are substantiated, providing empirical support for the proposed hypotheses and emphasizing the strategic importance of fostering both professional experience and psychological competence to improve supervisory outcomes. In light of these findings, it is recommended that institutional programs be designed to systematically enhance supervisors' practical experience through reflective fieldwork, while also incorporating structured self-efficacy development initiatives such as mentoring, skills training, and confidence-building workshops to optimize overall performance.

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