

Emotional Stability as a Mediation in The Influence of Co-Worker Support and Professional Self-Efficacy on HR Performance

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Abstract. *This study aims to analyze the influence of professional self-efficacy and coworker support on emotional stability and their implications for the performance of human resources (HR) at the Customs and Excise Office Type Madya Pabean (KPPBC TMP) Tanjung Emas. The research design employed is explanatory research, which seeks to explain the relationships among variables. The population in this study consisted of 253 employees of KPPBC TMP Tanjung Emas, with a sample of 155 respondents determined using non-probability sampling through convenience sampling. The data were analyzed using the Partial Least Square (PLS) method. The results of the study indicate that professional self-efficacy has a positive effect on emotional stability and also a positive effect on HR performance. Furthermore, coworker support was found to positively influence both emotional stability and HR performance. In addition, emotional stability itself has a positive impact on HR performance. These findings highlight that strengthening professional self-efficacy, fostering social support among coworkers, and enhancing employees' emotional stability are crucial factors in improving organizational performance. The implication of this research is the importance of HR management strategies that focus on developing professional efficacy, building a collaborative work culture, and maintaining employees' emotional stability to achieve optimal performance.*

Keywords: Coworker Support; Emotional Stability; HR Performance; Professional Self-Efficacy.

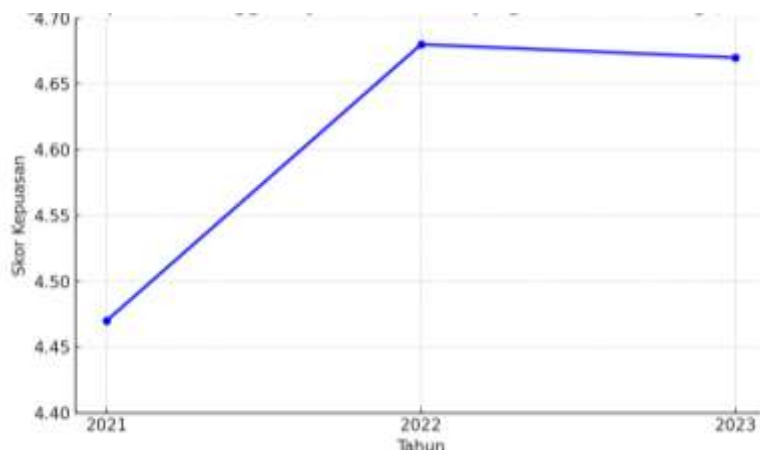
1. Introduction

The performance of an organization's human resources (HR) significantly influences the achievement of its goals. Every organization or company requires resources to achieve its goals. These resources include the energy, power, and strength required to generate power, movement, activity, and action.

The scope of work at Customs and Excise generally includes various tasks related to the supervision, control, and service of export and import activities, as well as the circulation of goods within the country. As a government agency under the Ministry of Finance, Customs and Excise has the primary responsibility for managing and supervising the flow of goods into and out of the country, as well as collecting state revenue through import duties, export duties, excise duties, and import taxes. Fulfilling these main duties and functions can result in a heavy workload, which in turn can create problems for the physical, psychological, and emotional condition of human resources. Stress experienced by human resources needs to be considered, as high levels of stress can negatively impact the quality of service provided.(Anggraeni et al., 2021).

The following is a graphic visualization of the satisfaction trend of KPPBC TMP Tanjung Emas service users from 2021 to 2023.

Figure Results of the Tanjung Emas Semarang Tax Office (KPPBC) Service User Satisfaction Survey from 2021 to 2023.



The level of service user satisfaction at the Tanjung Emas Tax Office (KPPBC) has shown a consistent positive trend over the past three years. In 2021, the satisfaction score reached 4.47, reflecting a positive view of service quality. Service performance continues to improve, with the score rising to 4.68 in 2022. Although there was a slight decrease in 2023 to 4.67, this figure remains in the very good category and demonstrates the success of the Tanjung Emas Tax Office (KPPBC) in maintaining the quality of service to its users. Overall, this data demonstrates the strong commitment of the Tanjung Emas Tax Office (KPPBC) to providing optimal, responsive, and professional service to its stakeholders.

In facing unpleasant conditions in an organization, a person must have high self-confidence.(Bandura, 1978; Zulkosky, 2009). These individual abilities need to be trained and managed effectively to achieve personal goals.(Lyons & Bandura, 2019)Bandura calls it self-efficacy, which states that individuals must have the ability to organize strategies that are appropriate to their goals and carry them out well, even in difficult situations.(Bandura, 2021a).

Professional self-efficacy includes confidence in overcoming professional challenges that may arise (Huang, 2016). This includes the ability to handle stress, make difficult decisions, and work in multidisciplinary teams to achieve the best results. Human resources with professional self-efficacy have high confidence in seeking out learning and self-development opportunities. (Pakpour et al., 2019) Human resources who have self-efficacy are able to face new challenges and continuously improve the quality of the health services they provide. (A Orgambidez et al., 2014).

Professional self-efficacy not only affects the quality of service provided, but also contributes to one's job satisfaction, stress levels, and career sustainability. (Zeytinoglu et al., 2007) Self-efficacy is an important aspect of self-knowledge that influences people's daily lives. Self-efficacy influences individuals' decision-making to achieve a goal, including their assessment of the challenges they will face; it encourages individuals to set challenging goals and persist in the face of adversity. (Bandura, 2021a) Strengthening professional self-efficacy can be done through continuous education, training, team support, and recognition of achievements. (Chegini et al., 2019).

Many factors influence HR performance, including coworker support. (Liao et al., 2015). Support from colleagues and emotional stability play an important role in dealing with stress. (Tuija Ylitörmänen, 2021). Support from colleagues can take many forms, such as social support, practical assistance, or even simply recognition of the achievements of human resources. (Al Sabei et al., 2021) When employees feel supported by their colleagues, it can reduce stress levels and increase a sense of psychological well-being. This support involves those affected by the work environment, including its demands and stressors. (Liao et al., 2015).

Previous research on the role of coworker support on performance has left controversial results that are interesting to examine. Previous research has shown that coworker support does not significantly influence human resource performance. (Budiyo et al., 2022) The results of the study found that there was a significant interaction effect of emotional support from coworkers on work performance. (Baker & Kim, 2021).

There are differences in findings between several studies regarding the relationship between coworker support and employee performance. Research conducted by (Pelin & Osoian, 2021) showed that support from coworkers had no significant relevance to employee task performance. In contrast, the results of a study by (Singh et al., 2019) showed that coworker support was actually positively related to improved employee performance. This discrepancy in results indicates a gap in the literature, necessitating further research to more deeply understand the conditions or factors that may influence the role of coworker support on individual performance in different organizational contexts. Therefore, to bridge this gap, emotional stability has been proposed as a mediator.

Emotional stability plays an important role in public sector organizations because it can support individual and team performance in facing high work pressure and dynamic environments. (Andini, 2023) Employees with good emotional stability tend to be able to manage stress, maintain emotional balance, and think rationally, enabling them to make

more informed decisions and respond more responsively to challenges. In the public sector context, emotional stability is also important for maintaining harmonious relationships between employees and the communities they serve, creating a more positive work environment, and increasing job satisfaction and the effectiveness of public services. (Bajaj et al., 2018) With emotional stability, human resources are able to work with more focus, remain calm under pressure, and maintain integrity in carrying out their duties. (Budiyono et al., 2022).

Emotional stability, also known as emotional stability, refers to a person's level of calmness, confidence, and sense of security. (Chiang et al., 2019). Emotional stability is a concept that encompasses non-cognitive psychological traits in a person. Caprara et al (2013) Emotional stability is defined as a process in which a person strives to have a more sensitive personality and feelings. Emotional stability provides a sense of calm in facing and understanding life's challenges. (Vance, 2016). The ability to stabilize emotions helps organizations shape individual perceptions of reality, increasing the ability to assess, evaluate, and understand the reality of life or face difficult situations. (Cohrdes & Mauz, 2020).

2. Research Methods

This research was conducted to test a hypothesis with the intention of confirming or strengthening the hypothesis, with the hope that it would ultimately strengthen the theory used as a basis. In relation to the above, the type of research used is "Explanatory research," meaning this research emphasizes the relationship between research variables by testing hypotheses. The description contains descriptions but the focus is on the relationship between variables (Singarimbun, 1982).

3. Results and Discussion

3.1. Descriptive Analysis of Research Data

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of collected data. Its primary purpose is to provide an initial overview of patterns or trends in the data, allowing for a better understanding of its distribution and characteristics before engaging in more complex analysis.

The research instrument used five alternative answers (scale 1-5). The data will then be categorized into three groups. To determine the scoring criteria for each group, the following calculations can be made (Sugiyono, 2017):

- a. Highest score = 5
- b. Lowest score = 1
- c. Range = Highest score – lowest score = 5 - 1 = 4
- d. Class interval = Range / number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. A complete description of each variable is presented below:

Table Description of Research Variables

N o	Variables and indicators	Mean	Standard Deviation
a	Professional self-efficacy 1. confidence in one's own abilities 2. perseverance 3. ability to face obstacles 4. ability to utilize life experiences Mean Variable	3.90 3.88 3.99 3.87 3.91	0.79 0.74 0.71 0.75
b	Co-worker social support 1. Collaboration/availability to help; 2. tolerance for errors; 3. empathy for colleagues' problems; 4. readiness to share work experiences. Mean Variable	3.91 3.82 3.81 3.91 3.86	0.70 0.71 0.69 0.72
c	Emotional stability 1. optimistic, 2. calm, 3. tolerance, 4. autonomy, 5. empathy Mean Variable	3.89 3.96 3.90 3.98 3.91 3.93	0.89 0.88 0.89 0.89 0.87
d	HR Performance 1. quality of work, 2. quantity of work, 3. punctuality Mean Variable	3.95 3.92 4.00 3.96	0.61 0.66 0.66

Table shows that the professional self-efficacy variable is measured through four indicators. The analysis results show that the overall mean value of the variables is 3.91. The indicator with the highest mean value is the ability to face obstacles (X1_3) at 3.99, which indicates that Customs employees are relatively confident in overcoming various obstacles in their work. Meanwhile, the indicator with the lowest mean value is the ability to utilize life experiences (X1_4) at 3.87, indicating that although employees have quite a long work experience, this experience has not been fully utilized optimally to support professional performance.

The social support variable for coworkers has an overall mean value of 3.86. The indicators with the highest mean are collaboration/availability to help (X2_1) and readiness to share experiences (X2_4), each at 3.91, which reflects a culture of cooperation and sharing among employees that is quite good. Meanwhile, the indicator with the lowest mean is empathy for coworkers' problems (X2_3) at 3.81, indicating that the aspect of caring for coworkers' difficulties still needs to be improved.

The emotional stability variable had an overall mean of 3.93. The indicator with the highest mean was autonomy (Y1_4) at 3.98, indicating employees' ability to manage their work

independently. Meanwhile, the indicator with the lowest mean was optimism (Y1_1) at 3.89, indicating that some employees still need to strengthen their positive beliefs in navigating the dynamics of work in the customs and excise sector.

The HR performance variable had an overall mean of 3.96. The indicator with the highest mean was punctuality (Y2_3) at 4.00, indicating employees have high discipline in completing tasks on time. Meanwhile, the indicator with the lowest mean was work quantity (Y2_2) at 3.92, indicating that despite good work quality, there is variation in the volume of work output produced by employees.

3.2. Influence professional self-efficacy to emotional stability.

The results of the study prove that professional self-efficacy has a positive effect on emotional stability, the results of which are also strengthened by the results of the study previously confirmed a significant influence between professional self-efficacy and emotional stability. (Andini, 2023; Budiyo et al., 2022; Sui et al., 2021).

The research results show that professional self-efficacy has a positive effect on the emotional stability of human resources (HR) at the Tanjung Emas City Service Office (KPPBC TMP). This finding confirms that professional confidence in carrying out tasks plays a crucial role in building emotional stability. Professional self-efficacy is reflected through four main indicators: confidence in one's own abilities, persistence in completing tasks, capacity to face obstacles, and utilization of life experiences as learning experiences.

These four aspects strengthen the dimensions of emotional stability, which include optimism, composure, tolerance, independence, and empathy. Therefore, the higher an employee's professional self-efficacy, the greater the likelihood of emotional stability. This stability is crucial in the workplace because it supports productivity, service quality, and organizational effectiveness.

For the Professional Self-Efficacy variable, the indicator with the highest outer loading value is confidence in one's abilities, which is the dominant factor in building professional efficacy. Meanwhile, for the Emotional Stability variable, the highest indicator is tolerance. This relationship indicates that the stronger a person's self-confidence, the higher their tolerance level. This means that self-confident individuals are better able to accept differences, be open, and adapt to challenging situations.

Conversely, the lowest indicator for Professional self-efficacy was persistence, while for Emotional Stability, it was composure. This indicates that increased persistence in completing tasks will lead to increased emotional composure. In other words, persistent individuals tend to be more emotionally stable, possess greater self-control, and are less susceptible to work stress.

3.3. Influence professional self-efficacy to HR Performance

The results of the study prove that professional self-efficacy has a positive influence on HR performance, the results of which are also strengthened by the results of previous research which revealed that there is a significant positive relationship between self-efficacy and organizational performance. (Shahzad et al., 2023).

The research results show that professional self-efficacy positively influences human resource performance at KPPBC TMP Tanjung Emas. The higher the level of professional confidence an employee possesses, the better their performance. Professional self-efficacy is reflected in four indicators: confidence in one's own abilities, persistence in completing tasks, the ability to overcome obstacles, and utilizing experience as a learning experience. These four aspects have been shown to significantly contribute to improving work quality.

Human resource performance in this study is measured through three main indicators: work quality (the ability to produce output according to standards), work quantity (achieving work results targets), and timeliness (completing tasks on schedule). Therefore, employees with high professional self-efficacy tend to be more productive, consistent in completing their responsibilities, and more effective in managing their work time, thus directly impacting organizational performance.

The indicator with the highest outer loading value in the professional self-efficacy variable is confidence in one's abilities. This means that the higher an individual's self-confidence, the greater the impact on improving the quality and quantity of work. This confidence is a key factor driving optimal performance because individuals are more confident in facing challenges, able to complete tasks effectively, and producing higher-quality output.

Conversely, the indicator with the lowest outer loading value is perseverance. In the HR performance variable, the lowest indicator is punctuality. This indicates that perseverance plays a crucial role in ensuring timely completion of work. Persistent individuals are persistent, consistent, and committed to completing tasks within the set deadlines.

3.4. Influence Co-worker support/ coworker support to emotional stability.

The results of the study prove that coworker support has a positive effect on emotional stability, the results of which are also reinforced by the results of previous research which stated that dSupport from coworkers has a significant positive impact on emotional stability(Andini, 2023).

The results of the study indicate that coworker support has a positive effect on the emotional stability of human resources at KPPBC TMP Tanjung Emas. A work environment supported by social support between colleagues has been shown to create a more balanced psychological condition for employees. This social support is measured through four indicators: (1) collaboration or availability to help each other, which reflects a spirit of togetherness in completing tasks; (2) tolerance for mistakes, which fosters mutual understanding and reduces stress resulting from work errors; (3) empathy for coworker problems, which strengthens emotional bonds; and (4) readiness to share work experiences, which encourages the transfer of knowledge between individuals. These four indicators contribute to increased emotional stability, which is reflected in an optimistic attitude, calmness when facing pressure, the ability to tolerate, independence in decision-making, and concern for others. Thus, social support from coworkers not only strengthens interpersonal relationships but also serves as an important mechanism in building psychological resilience.

Further analysis showed that for the coworker social support variable, the indicator with the highest outer loading was collaboration or availability to help. For the emotional stability variable, the highest indicator was tolerance. These findings confirm that the higher the level of collaboration, the greater the individual's ability to be tolerant. Strong collaboration not only increases work effectiveness but also builds mutual respect and acceptance of differences, thus serving as a foundation for emotional stability amidst organizational dynamics.

Conversely, the indicator with the lowest outer loading value for coworker social support was willingness to share work experiences, while for emotional stability, it was a state of calm. These results suggest that a willingness to share experiences can help individuals feel calmer when facing work demands. A culture of sharing experiences not only broadens knowledge and skills but also increases self-confidence and the ability to manage stress. Ultimately, this supports a healthy and productive work climate.

3.5. Influence Co-worker support/ coworker support to HR Performance

The research results prove that coworker support has a positive effect on HR performance, the results of which are also reinforced by the results of previous research which stated that there is a significant interaction effect of emotional support from coworkers on work performance (Baker & Kim, 2021).

The research results show that coworker support has a significant and positive influence on human resource (HR) performance at KPPBC TMP Tanjung Emas. This finding confirms that social support in the workplace not only acts as a supporting factor but also drives optimal performance.

Coworker support is measured through four key aspects: willingness to collaborate and help, tolerance for mistakes, empathy for coworkers' problems, and willingness to share experiences and knowledge. These four aspects create a harmonious work environment, where each individual feels valued, supported, and motivated to contribute their best.

Improved human resource performance is identified through three indicators: quality of work output, volume of work completed, and timeliness of task completion. Coworker support has been shown to help employees maintain quality standards, complete workloads effectively, and work more disciplinedly to meet deadlines. Therefore, coworker support plays a crucial role in building a productive, collaborative, and performance-driven work environment.

Further analysis showed that the indicator with the highest outer loading on the social support variable was collaboration or willingness to help. This indicates that mutual support and solid cooperation can improve both the quality and quantity of work output. Good collaboration makes individuals feel supported and more motivated, resulting in significantly increased productivity.

Conversely, the indicator with the lowest outer loading on the social support variable was willingness to share experiences, while on the HR performance variable, it was timeliness of task completion. These findings suggest that the greater an employee's willingness to share

experiences and best practices, the greater the likelihood of work being completed on time. In other words, sharing experiences serves as a knowledge transfer that accelerates task completion, reduces errors, and improves work efficiency.

3.6. Influence Support emotional stability to HR Performance

The research results prove that emotional stability has a positive effect on HR performance, the results of which are also strengthened by the results of previous research, namely (Andini, 2023; Johnson et al., 2017; Wihler et al., 2017) stated that emotional stability has an influence on improving HR performance.

The study revealed that emotional stability has a positive influence on human resource performance at KPPBC TMP Tanjung Emas. This finding indicates that individuals with a good level of emotional stability tend to be able to work more optimally than those who are easily influenced by emotional conditions. Emotional stability in this study was measured through several important indicators, including optimism, the ability to remain calm when facing difficult situations, tolerance for differences and work pressure, independence in decision-making, and empathy for others. All of these aspects together form a healthy and constructive psychological condition that encourages increased work productivity.

Meanwhile, human resource performance in this study is reflected through three main indicators: the quality of work results, the quantity of work completed, and the timeliness of task completion. This means that employees who are optimistic, maintain composure, are tolerant, act independently, and empathize with others are proven to be more capable of producing high-quality work, completing a greater workload, and being more consistent in meeting deadlines. This confirms that emotional stability is not only beneficial for an individual's psychological balance but also has a significant impact on the effectiveness and efficiency of employee performance. Thus, developing emotional aspects can be an important strategy that supports the achievement of overall organizational goals.

Furthermore, the outer loading analysis shows that tolerance is the indicator with the highest score for the emotional stability variable. Meanwhile, the highest scores for the HR performance variable are found in the work quality and work quantity indicators. This suggests that the higher an employee's tolerance level, the better the quality and quantity of work they can produce. The ability to accept differences, cope with pressure, and adapt to the dynamics of the work environment are essential foundations for productivity and high-quality work results.

Conversely, the indicator with the lowest outer loading value for the emotional stability variable was composure, while for the HR performance variable, the indicator with the lowest value was punctuality. These results indicate that composure plays a crucial role in supporting work completion within specified deadlines. Employees who are able to maintain emotional composure tend to be more self-controlled, work with focus, avoid mistakes caused by rushing, and are more disciplined in time management. Thus, composure significantly contributes to orderliness, accuracy, and punctuality, ultimately strengthening the effectiveness of organizational performance.

4. Conclusion

Based on the analysis, several important findings were obtained. 1) Professional self-efficacy has been shown to have a positive effect on the emotional stability of human resources. This suggests that employees who have confidence in their abilities, perseverance in completing tasks, the ability to overcome obstacles, and the skills to utilize life experiences will be better able to maintain their emotional stability. 2) Professional self-efficacy also has a positive impact on HR performance. This means that strong professional confidence makes employees more productive in terms of work quality, quantity of work completed, and timeliness of task completion. 3) Coworker support has a positive influence on employee emotional stability. Collaboration and willingness to help, tolerance for mistakes, empathy for colleagues' problems, and a willingness to share work experiences contribute to the development of optimism, calmness, tolerance, independence, and empathy among employees. 4) Coworker support has also been shown to improve human resource performance. This means that a culture of mutual assistance, tolerance, empathy, and shared experiences significantly contributes to improved work quality, productivity, and employee discipline. 5) Emotional stability positively impacts human resource performance. Optimism, the ability to maintain composure, tolerance, independence, and empathy have been shown to be drivers that drive improvements in work quality, volume, and accuracy of task completion.

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