

## Self Efficacy on Human Resource Performance with Emotional Stability as a Mediator

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**Abstract.** *This study aims to determine and analyze the influence of self-efficacy and coworker support on emotional stability and their impact on improving human resource (HR) performance. The study used explanatory research with a quantitative approach. The population in this study was all HR at the Semarang Type A Customs and Excise Supervision and Service Office, totaling 203 people. The sampling technique used a census method, so the entire population became the research respondents. Data collection was conducted using a questionnaire with a five-point interval scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Data analysis was conducted using the Structural Equation Modeling (SEM) method with the Partial Least Squares (PLS) approach. The results of the study indicate that: (1) Self-efficacy has a positive effect on HR performance; (2) Co-worker support has a positive effect on HR performance; (3) Emotional stability significantly moderates the influence of self-efficacy on HR performance; and (4) the interaction between emotional stability and co-worker support does not have a significant effect on HR performance. These findings confirm that improving HR performance can be achieved through strengthening self-efficacy and social support in the workplace accompanied by good management of emotional stability.*

**Keywords:** *coworker support; emotional stability; HR performance; self-efficacy.*

### 1. Introduction

In an increasingly dynamic workplace, human resource (HR) performance is a crucial element in determining organizational success. One factor influencing HR performance is self-efficacy, which is an individual's belief in their professional abilities to effectively face and complete tasks. When individuals possess high levels of self-efficacy, they tend to be more confident in carrying out their responsibilities, taking initiative, and seeking creative solutions to work challenges. However, this ability is often influenced by emotional factors, such as emotional stability.

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

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. Individuals with high self-efficacy may be more likely to seek out learning and self-development opportunities.(Pakpour et al., 2019). Human resources with high self-efficacy believe that they can overcome new challenges and continuously improve the quality of the services they provide.(A Orgambidez et al., 2014).

Self-efficacy not only impacts the quality of service provided, but also on their 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 self-efficacy can be done through continuous education, training, team support, and recognition of achievements.(Chegini et al., 2019).

Then, the support of colleagues can also be an important channel for expressing feelings, sharing experiences, and finding solutions to the challenges faced.(Bajaj et al., 2018)Previous research on the role of coworker support on performance has left controversial results that are interesting to examine. Previous research indicates that coworker support does not significantly influence human resource performance.(Budiyono et al., 2022)The study found a significant interaction effect of coworker emotional support on work performance (Baker & Kim, 2021). Therefore, to bridge this gap, emotional stability was proposed as a mediator.

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 individuals' perceptions of reality, enhancing the ability to assess, evaluate, and understand the realities of life or face difficult situations (Cohrdes & Mauz, 2020).

Emotional stability It is an individual's ability to maintain emotional balance in challenging situations, such as dealing with stress, conflict, or work pressure. When individuals have

good emotional stability, they tend to be better able to manage stress without disrupting their professional performance.

## 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. The influence of self-efficacy on HR performance

This study proves that self-efficacy has a positive effect on HR performance. This result is supported by research findings that reveal a significant positive relationship between self-efficacy and performance.(Shahzad et al., 2023).

Measurement of variablesProfessional self-efficacy in this study was measured from the reflection of four indicators.namely indicatorsconfidence in one's own abilities, perseverance, ability to face obstacles, and ability to utilize life experiences.These four indicators have been proven to be able to increaseHuman resource performance in this study is measured from the reflection of three indicators.namely indicatorsquality of work, quantity of work, punctuality.

The professional self-efficacy variable shows that the indicator with the highest outer loading value is self-confidence. This means that individuals with a high level of confidence in their own abilities tend to feel more capable and confident in carrying out their professional duties.

Meanwhile, in the Human Resources (HR) Performance variable, the indicators with the highest outer loading values are work quality and work quantity. This indicates that HR performance is most strongly reflected in how well the work results are produced (quality) and how much output can be achieved (quantity). Therefore, the results of this analysis indicate that the higher a person's confidence in their abilities, the higher their performance, both in terms of work quality and quantity. This means that professional confidence plays a crucial role in increasing work effectiveness and productivity. Individuals who are confident in their competence tend to be more proactive, persistent in facing challenges, and able to complete work with optimal results.

The Professional Self-Efficacy variable with the lowest outer loading value is the perseverance indicator, while in the Human Resource Performance variable, the indicator with the lowest outer loading value is punctuality. This finding indicates that the higher an individual's level of perseverance, the better their punctuality in completing their tasks. This means that perseverance plays a crucial role in shaping disciplined work behavior and is focused on achieving time targets. Individuals with high professional confidence tend to demonstrate consistency, a relentless spirit, and a commitment to completing work on

schedule. Thus, increased professional self-efficacy not only strengthens self-confidence at work but also positively impacts the effectiveness and efficiency of employee performance overall.

### **3.2. The Influence of Co-Worker Support on HR Performance**

This study demonstrates that coworker support positively impacts HR performance. This finding corroborates previous research, which found that organizational support and employee engagement positively impact civil servant performance at a regional civil service agency (Umihastanti & Frianto, 2022).

Measurement of variables Professional self-efficacy in this study was measured from the reflection of four indicators. namely indicators confidence in one's own abilities, perseverance, ability to face obstacles, and ability to utilize life experiences. These four indicators have been proven to be able to increase Co-worker social support in this study was measured using four indicators. namely indicators Collaboration/availability to help; tolerance for mistakes; empathy for colleagues' problems; and readiness to share work experiences.

The social support variable for coworkers shows that the indicator with the highest outer loading value is collaboration or availability to help. Meanwhile, for the HR performance variable, the indicators with the highest outer loading values are work quality and work quantity. This finding indicates that the higher the level of collaboration and willingness of coworkers to help each other, the higher the quality and quantity of employee work output. In other words, a work environment characterized by collaborative relationships and support between coworkers plays a crucial role in encouraging optimal HR performance, both in terms of work quality and productivity.

The indicator with the lowest outer loading value in the Coworker Social Support variable is readiness to share work experiences, while in the Human Resources Performance variable, the indicator with the lowest value is punctuality. These findings indicate that increasing employee readiness to share work experiences positively contributes to improved punctuality in task completion. In other words, a work environment that encourages collaboration and sharing experiences can help employees work more efficiently and on time.

### **3.3. Moderation of Emotional Stability in the Influence of Self-Efficacy on HR Performance**

These results demonstrate that emotional stability significantly moderates the influence of self-efficacy on human resource performance. This means that emotional stability can strengthen the influence of self-efficacy on human resource performance. Self-efficacy refers to the belief and confidence in one's ability to perform effectively in one's professional role. (X. Lin et al., 2021).

*Emotional stability* in this study it was measured from the reflection of four indicators namely indicators optimistic, calm, tolerant, autonomous, empathetic. Then variables Professional self-efficacy in this study was measured from the reflection of four indicators. namely indicators confidence in one's own abilities, perseverance, ability to face obstacles, and

ability to utilize life experiences. These four indicators have been proven to be able to increase Human resource performance in this study is measured from the reflection of three indicators. namely indicators quality of work, quantity of work, punctuality.

The Emotional Stability variable showed the highest outer loading value on the tolerance indicator, while the Professional Self-Efficacy variable had the highest outer loading value on the self-confidence indicator. The Human Resources Performance variable displayed the highest outer loading value on the work quality and work quantity indicators. These findings indicate that a high level of tolerance can strengthen the influence of an individual's belief in their own abilities to improve the quality and quantity of work output. In other words, individuals who are able to maintain emotional stability and be tolerant tend to have stronger professional self-confidence, which ultimately has a positive impact on overall work performance.

*Emotional Stability Variable* has the lowest outer loading value on the composure indicator, while the Professional Self-Efficacy variable shows the lowest outer loading value on the perseverance indicator. Meanwhile, the Human Resources Performance variable has the lowest outer loading value on the punctuality indicator. These findings indicate that a high level of tolerance plays a role in strengthening the relationship between perseverance and punctuality in task execution. In other words, when individuals have the ability to accept differences and adapt to challenging situations, their perseverance at work will be more effective in producing timely and consistent performance.

### **3.4. Moderation of Emotional Stability in the Influence of Co-Worker Support on HR Performance**

These results demonstrate that the interaction between emotional stability and coworker support does not significantly impact HR performance. This means that emotional stability does not enhance the influence of coworker support on HR performance. HR with high levels of professional self-efficacy tend to approach their tasks with confidence and optimism, which can contribute to emotional stability. (Sui et al., 2021).

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The results of the study indicate that emotional stability and coworker support do not significantly influence HR performance. This condition can be explained by the demographic characteristics of respondents, who are predominantly young employees (20–40 years old, 78.8%) and have a relatively short work period (0–10 years, 50.7%). Employees in the early career stage tend to focus more on individual achievement and adaptation to organizational



culture than on building emotional support among coworkers. Furthermore, emotional stability generally develops with work experience, so its role in the younger age group is not yet optimal.

The dominance of male respondents (74.9%) in task-oriented work environments also results in social relationships being more functional than emotional. Therefore, emotional stability and coworker support were not yet dominant factors influencing HR performance improvement in this research context.

The analysis results show that for the Emotional Stability variable, the indicator with the highest outer loading value is tolerance. For the Coworker Social Support variable, the indicator with the highest value is collaboration or availability to help. Meanwhile, for the Human Resources Performance variable, the highest indicators reflect the quality and quantity of work.

These findings indicate that even though individuals possess high levels of tolerance, this does not necessarily translate into enhanced collaboration or willingness to help improve the quality or quantity of work. This means that a person's ability to be tolerant does not directly contribute to teamwork effectiveness or employee performance. This may be because tolerance is more passive, related to the acceptance of differences, while improving performance requires active support in the form of coordination, communication, and concrete cooperation among coworkers. Therefore, even if employees demonstrate tolerance, without real collaboration and emotional engagement within the team, its impact on performance improvement remains limited.

Furthermore, the analysis also showed that the indicator with the lowest outer loading value for the Emotional Stability variable was calm, while for the Coworker Social Support variable, it was readiness to share work experiences. For the HR Performance variable, the indicator with the lowest value was punctuality.

These findings suggest that high levels of tolerance have not yet strengthened the relationship between willingness to share work experiences and punctuality in task execution. This means that even if individuals are tolerant and open to differences, this does not necessarily lead to effective knowledge sharing or discipline in completing work on time. In other words, efficient and timely performance requires the support of other factors, such as a strong collaborative work culture, an effective coordination system, and intrinsic motivation to share and work in a structured manner.

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The dominance of male respondents (74.9%) in task-oriented work environments also results in social relationships being more functional than emotional. Therefore, emotional stability and coworker support were not yet dominant factors influencing HR performance improvement in this research context.

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concrete cooperation among coworkers. Therefore, even if employees demonstrate tolerance, without real collaboration and emotional engagement within the team, its impact on performance improvement remains limited.

Furthermore, the analysis also showed that the indicator with the lowest outer loading value for the Emotional Stability variable was calm, while for the Coworker Social Support variable, it was readiness to share work experiences. For the HR Performance variable, the indicator with the lowest value was punctuality.

These findings suggest that high levels of tolerance have not yet strengthened the relationship between willingness to share work experiences and punctuality in task execution. This means that even if individuals are tolerant and open to differences, this does not necessarily lead to effective knowledge sharing or discipline in completing work on time. In other words, efficient and timely performance requires the support of other factors, such as a strong collaborative work culture, an effective coordination system, and intrinsic motivation to share and work in a structured manner.

#### 4. Conclusion

This study aims to determine and analyze the influence of self-efficacy and coworker support on emotional stability and its impact on improving HR performance; This study proves that: 1. Research results show that self-efficacy has a positive effect on human resource (HR) performance. The dimensions of self-confidence, perseverance, the ability to overcome obstacles, and the ability to utilize life experiences have been shown to be determinants contributing to improved HR performance, as reflected in indicators of work quality, work quantity, and punctuality. 2. Furthermore, coworker support also positively impacts HR performance. Collaboration, or willingness to help, tolerance for mistakes, empathy for coworkers' problems, and willingness to share work experiences significantly contribute to improving the quality, quantity, and timeliness of task execution. 3. Furthermore, the analysis results show that emotional stability significantly moderates the influence of self-efficacy on HR performance. The dimensions of optimism, calmness, tolerance, autonomy, and empathy have been shown to strengthen the relationship between self-efficacy and optimal performance. 4. However, the interaction between emotional stability and coworker support did not significantly impact HR performance. In other words, the dimensions of optimism, calmness, tolerance, autonomy, and empathy were unable to significantly strengthen the relationship between coworker support and employee performance.

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