

Improving Work Motivation of Human Resources at the Tanjung Emas Customs and Excise Service and Supervision Office Through Supervision Support and Psychological Capital

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Abstract. *This study aims to examine and empirically analyze the effect of supervisory support on psychological capital and work motivation, as well as the effect of psychological capital on work motivation of human resources (HR) at the Customs Supervision and Service Office Type Madya Pabean Tanjung Emas. This research employed an explanatory design with variables including supervisory support, psychological capital, and work motivation. Data were collected through the direct distribution of questionnaires to respondents, with a maximum return period of seven days. Responses were assessed using a semantic differential scale ranging from 1 to 5. The research population consisted of 260 HR, with a maximum sample size of 160 respondents, determined using non-probability sampling with a convenience sampling method, selected for ease of access and time efficiency. The data were analyzed using structural equation modeling with the Partial Least Square (PLS) approach. The findings reveal that supervisory support has a positive and significant effect on psychological capital and work motivation, while psychological capital also has a positive and significant effect on work motivation. These results suggest that strengthening supervisory support and psychological capital can serve as effective strategies to enhance employee work motivation within public organizations.*

Keywords: Capital; Motivation; Psychological; Supervisory.

1. Introduction

Work motivation is one of the important factors that influences individual and organizational performance.(Ristianey, Harapan, and Destiniar 2020).Motivation is the translation of a person's energy into effort, meaning the extent to which an employee is driven or intends to perform a behavioral action.(Islam and Ismail 2008; McClelland David, C., & Steele 1973). According toPorter (2009)What matters is not only the strength of an employee's effort but also the quality and direction of that effort. This means that motivation must not only translate into substantial employee effort but also be productive for the organization. Various

internal and external forces influence work-related behavior, including environmental factors and the needs and motives that drive motivation to work.(Oudeyer and Kaplan 2013).

Motivated employees tend to be more productive, committed to their tasks, and make significant contributions to achieving organizational goals.(Nabela Selvi, Fitria Happy 2021)One factor contributing to low motivation is a lack of support from superiors to their subordinates. Employees who feel unsupported by their superiors tend to experience decreased motivation and performance.(Novitasari et al. 2021).

Unmotivated employees tend to have low performance, are not committed to their work, and have the potential to increase turnover rates.(Imran, Allil, and Mahmoud 2017)This condition can also affect the company's image and increase the costs of recruiting and training new employees.(Robbins and Judge 2007).Therefore, efforts to increase work motivation through effective strategies are crucial. One strategy that can be implemented is through the role of supervisory support.(Novitasari et al. 2021).

Support from top management or superiors is an important factor that determines the work motivation of human resources in a company or organization.(Novitasari et al. 2021).Supervisory supportis support from superiors to their employees in an organization to motivate, encourage and provide work assistance(Robbins, SP, & Judge 2013)Employees who receive attention and motivation from their superiors will have better performance than employees who do not receive much attention from their superiors.(Beks and Doucet 2020).

The term supervision has only emerged in the last three decades or so.(Hasanah and Kristiawan 2019). Similar activities that were previously widely carried out were inspections, examinations, supervision, or oversight. Supervision inspires collaboration to complete larger tasks, in faster time, in easier ways, and with better results than if done alone.(Hafni 2020).

Supervision plays a role in optimizing the responsibilities of all programs. Supervision is linked to all research efforts focused on all aspects that are determining factors for success. By understanding the condition of these aspects in detail and accurately, we can precisely determine what is needed to improve the quality of the organization in question. (Hiebler-Ragger et al. 2021).

Previous research shows that there is still controversy regarding the results between the role of supervision and work motivation. The results of the study indicate that there is a positive relationship between the role of supervision and work motivation. Supervisory support room with work motivation(Peggy Passya, Ichsan Rizany, and Herry Setiawan 2019). However, other studies show that supervisory support does not have a significant effect on motivation(Santy Wijaya 2021). Then, future researchstudy(Kanat-maymon 2017) suggest to examine the role of supervisory model as a potential antecedent of work motivation. Therefore, in this study, psychological capital is proposed as a mediating variable to explain the gap above.

Psychological capital is considered a latent factor that explains hope, resilience, optimism, and success. Psychological capital focuses on efforts to increase one's capacity, including the

process of self-development, expressing ideas, innovating, and motivating oneself to achieve higher levels of achievement.(Herdem 2019)Psychological capital is the development of a positive psychological condition that emphasizes trust, hope, optimism, and resilience, so that it is related to feelings of joy, control, and impact on the environment according to the wishes and abilities of the employee or individual.(Datu, King, and Valdez 2018).

Psychological capital is manifested in the characteristics of being sociable, flexible, responsive to suggestions/criticism; this will increase a person's resilience in accepting Supervisory activities include inspections, examinations, supervision or oversight(Paterson, Luthans, and Jeung 2014).

Based on the background description, this study aims to examine how supervisory support can increase employee work motivation with psychological capital as a mediator.

2. Research Methods

The type of research used is explanatory research. The variables used are work fatigue as an exogenous variable, along with psychological capital, supervisory support, and human resource work motivation. Primary data is data obtained directly from research respondents. This data is based on a questionnaire distributed to respondents. Primary data consists of respondents' responses to research variables, including psychological capital, supervisory support, and HR work motivation. Secondary data is data that has been processed by other people or institutions and published. This data is obtained from magazines, reports from related agencies, and existing literature, including: number of personnel, organizational structure, job descriptions, and so on.

3. Results and Discussion

This study used 150 respondents from the Tanjung Emas Customs and Excise Supervision and Service Office. The characteristics of the respondents are presented using statistical data obtained through questionnaire distribution. In the field, all respondents were willing to complete the questionnaire, resulting in 150 completed questionnaires that could be used in the data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1) Gender

Based on the questionnaire data from 160 respondents in this study, their characteristics can be described based on gender factors as follows:

Table Respondent Characteristics Data by Gender

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Man | 120 | 80% |

| | | |
|-------|-----|------|
| Woman | 30 | 20% |
| Total | 150 | 100% |

Source: Data processing results, 2025.

Table above shows that the majority of respondents were male, 120 (80%), while 30 (20%) were female. This percentage indicates that the composition of employees at the Tanjung Emas TMP KPPBC is dominated by men, reflecting that the employment sector has a much higher proportion of male workers than female workers. This dominance of male employees can be a factor influencing work dynamics, including aspects of communication, decision-making, and the implementation of learning media or HR development strategies in the office environment.

2) Age

Based on the questionnaire data from 150 respondents in this study, their characteristics can be described based on age level factors as follows:

Table Respondent Characteristics Data by Age

| Age | Frequency | Percentage |
|-------------------|-----------|------------|
| 21 - 30 years old | 28 | 19% |
| 31 - 40 years old | 72 | 48% |
| 41 - 50 years old | 42 | 28% |
| 51 - 60 years | 8 | 5% |
| Total | 150 | 100% |

Source: Data processing results, 2025.

From the data presented in Table above, it can be seen that the majority of respondents are in the 31–40 years age range, namely 72 people (48%), which indicates that most human resources are in the productive and professionally mature phase. Then, respondents aged 41–50 years numbered 42 people (28%), followed by employees aged 21–30 years as many as 28 people (19%), reflecting the presence of a younger generation with great career development potential. Meanwhile, the 51–60 years age group only numbered 8 people (5%), indicating a relatively small proportion of senior employees. This composition indicates that the human resources age structure is dominated by productive age employees (31–50 years), so the potential for performance improvement and competency development is very large if supported by continuous training and innovation.

3) Last education

Based on the questionnaire data from 150 respondents in this study, their characteristics can be described based on the most recent education factor as follows:

Table Respondent Characteristics Data According to Last Education

| Education | Frequency | Percentage |
|-----------|-----------|------------|
| D3 | 130 | 81.3 |
| S1 | 30 | 18.8 |
| Total | 160 | 100.0 |

Source: Results of data processing, 2025.

Based on Table above, it can be seen that the majority of respondents had a Diploma 3 (130 employees) with a final education. The remaining 30 employees (18.8%) had a Bachelor's degree. This finding indicates that the majority of respondents had a Diploma 3 education, graduating from PKN STAN.

4) Length of work

Based on the questionnaire data from 150 respondents in this study, their characteristics can be described based on the length of service factor as follows:

Table Respondent Characteristics Data According to Length of Service

| Years of service | Frequency | Percentage |
|------------------|------------|--------------|
| <= 5 years | 24 | 16.00% |
| 6 - 10 years | 72 | 48.00% |
| 11 - 15 years | 42 | 28.00% |
| 16 - 20 years | 8 | 5.33% |
| > 20 years | 4 | 3% |
| Total | 150 | 100.0 |

Source: Primary Data Processing Results, 2025.

Based on respondent characteristics data based on length of service, the majority of employees have worked between 6 and 10 years, with a total of 72 people or around 48 percent of the total respondents. This indicates that most employees are in the middle phase of their careers, with quite mature work experience but still have significant room for competency development. Furthermore, as many as 42 employees or 28 percent have worked between 11 and 15 years, indicating a group of experienced employees who can be important assets in supporting organizational performance. Employees with less than or equal to 5 years of service numbered 24 people or 16 percent, reflecting the presence of new employees who need further guidance and training to adapt and develop.

Meanwhile, eight employees, or approximately 5.33 percent, have 16 to 20 years of service, and four employees, or 3 percent, have more than 20 years of service. This composition indicates that the staffing structure is dominated by employees with medium experience, followed by experienced employees and a small number of senior employees, which overall provides a balance between experienced workers and potential for regeneration in the workplace.

Descriptive analysis aims to obtain an overview of respondents' assessments of the variables studied. Through descriptive analysis, information will be obtained regarding respondents' tendencies in responding to the indicator items used to measure the research variables.

The data is explained by assigning a weighted assessment to each statement in the questionnaire. The respondent response criteria follow the following assessment scale: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2,

Strongly Disagree (STS) score 1. Next, from this scale, the data will be categorized into 3 groups. To determine the score criteria for each group, the calculation can be done as follows: (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:

Tabell DesResearch Variable Thesis

| No | Variables and indicators | Mean | Standard Deviation |
|----|-------------------------------|-------------|--------------------|
| 1 | Supervisory Support | 3.91 | |
| | a. Emotional support | 3.93 | 0.73 |
| | b. Assessment support | 3.95 | 0.80 |
| | c. Information support | 3.87 | 0.76 |
| | d. Physical support | 3.90 | 0.78 |
| 2 | Psychological Capital | 3.90 | |
| | a. Self-efficacy | 3.86 | 0.90 |
| | b. Optimistic | 3.96 | 0.80 |
| | c. Hope | 3.94 | 0.82 |
| | d. Resilience | 3.83 | 0.87 |
| 3 | Work motivation | 3.95 | |
| | a. The drive to fulfill needs | 3.92 | 0.78 |
| | b. Responsibility for tasks | 4.01 | 0.69 |
| | c. Interest in the task, | 3.99 | 0.68 |
| | d. Appreciation for work done | 3.86 | 0.76 |

Table shows that the overall mean value of the Supervisory Support variable data is 3.91, which falls within the high/good category (3.67 – 5.00). This means that respondents believe that their superiors demonstrate good Supervisory Support. The data description results for the Supervisory Support variable show that the highest mean value is for the Assessment Support indicator (3.95) and the lowest is for the Information Support indicator (3.87).

For the Psychological Capital variable, the overall mean value was 3.90, falling into the high/good category (3.67 – 5.00). This means that respondents have good Psychological Capital. The data description results for the Psychological Capital variable show that the

highest mean value is the indicator Optimistic (3.96) and the lowest on the indicator Resilience (3.83).

For the Work Motivation variable, the overall mean value was 3.95, which is in the good category (3.66 – 5.00). This means that the respondents performed well. The data description for the Work Motivation variable showed that the highest mean value was the indicator. Responsibility for tasks (4.01) and the lowest on the indicator Appreciation for work done (3.86).

Data analysis in this study was conducted using PLS (Partial Least Square) and the data was processed using the Smart PLS 4.1.0 program. According to Ghazali and Latan (2015:7) the PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test predictive relationships between constructs by seeing whether there is an influence or relationship between the constructs.

Measurement model testing (outer model) shows how the manifest or observed variables represent the latent variables to be measured. Measurement model evaluation is conducted to test the model's validity and reliability. The validity criteria are measured by convergent and discriminant validity, while the construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach alpha.

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the structural model output, which examines the significance of the loading factor, which explains the influence of the Supervisory Support construct on Work Motivation through the mediation of Psychological Capital as an intervening variable.

In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

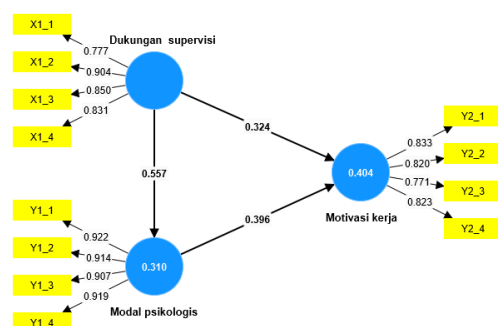


Figure Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table Path Coefficients

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|--|------------------------|-----------------------|----------------------------------|--------------------------------|-------------|
| Supervisory support -> Psychological capital | 0.557 | 0.556 | 0.058 | 9,680 | 0.000 |
| Supervisory support -> Work motivation | 0.324 | 0.325 | 0.096 | 3,357 | 0.001 |
| Psychological capital -> Work motivation | 0.396 | 0.395 | 0.096 | 4.136 | 0.000 |

Source: Results of data processing with Smart PLS 4.1.0 (2025)

By presenting the results of the data processing, testing can then be carried out for each research hypothesis, namely:

1) Hypothesis Testing 1:

H1: The better the supervisory support, the better the Psychological Capital.

The first hypothesis test was conducted by looking at the estimated coefficient value (original sample) of the influence of Supervisory Support on Psychological Capital namely 0.557. These results provide evidence that Supervisory Support has a positive influence on Psychological Capital. This is supported by the test results obtained, the t-count (9,680) is greater than the t-table (1.96) with p (0.000) less than 0.05. Thus, the test conclusion can be drawn that supervisory support has a positive and significant effect on psychological capital. This result means that the better the supervisory support, the better the psychological capital will tend to increase. Based on this, the first hypothesis proposed in this study, namely "The better the supervisory support, the better the Psychological Capital" can be accepted.

2) Hypothesis Testing 2:

H2: If Supervisory Support is in good condition, it will increase Work Motivation

The second hypothesis test was conducted by looking at the estimated coefficient value (original sample) of the influence of supervisory support on work motivation namely 0.324. These results provide evidence that supervisory support has a positive influence on work motivation. This is supported by the test results obtained by the t-count value (3,357) is more than the t-table (1.96) with p (0.001) less than 0.05. Thus, the test conclusion can be drawn that supervisory support has a positive and significant effect on work motivation. This result means that the better the supervisory support, the better work motivation will tend to

increase. Based on this, the second hypothesis proposed in this study, namely "If Supervisory Support is in good condition, it will increase Work Motivation" can be accepted.

3) Hypothesis Testing 3:

H3: If the Psychological Capital of human resources is high, then Work Motivation will be higher.

The third hypothesis test was conducted by looking at the estimated coefficient value (original sample) of the influence of psychological capital on work motivation namely 0.396. These results provide evidence that psychological capital has a positive influence on work motivation. This is supported by the test results obtained by the t-count value (4,136) is more than the t-table (1.96) with p (0.000) less than 0.05. Thus, the test conclusion can be drawn that psychological capital has a positive and significant effect on work motivation. This result means that the better the psychological capital, the better work motivation will tend to increase. Based on this, the third hypothesis proposed in this study, namely "If the Psychological Capital of human resources is high, then Work Motivation will be higher" can be accepted.

A summary of the results of the hypothesis testing in this study is presented in full in table.

Table Summary of Hypothesis Test Results

| | Hypothesis | t value | p-value | Conclusion |
|----|---|---------|---------|------------|
| H1 | The better the supervisory support, the better the Psychological Capital. | 9,680 | 0.000 | Accepted |
| H2 | If Supervisory Support is in good condition, it will increase Work Motivation | 3,357 | 0.001 | Accepted |
| H3 | If the Psychological Capital of human resources is high, then Work Motivation will be higher. | 4.136 | 0.000 | Accepted |

Description: The hypothesis is accepted if $t > 1.96$ and $p \text{ value} < 0.05$

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The indirect effect test was conducted to determine the influence of an exogenous variable (Supervisory Support) on an endogenous variable (Work Motivation) through an intervening variable, namely Psychological Capital. The indirect effect of Supervisory Support on Work Motivation through the mediation of Psychological Capital is depicted in the following path diagram:

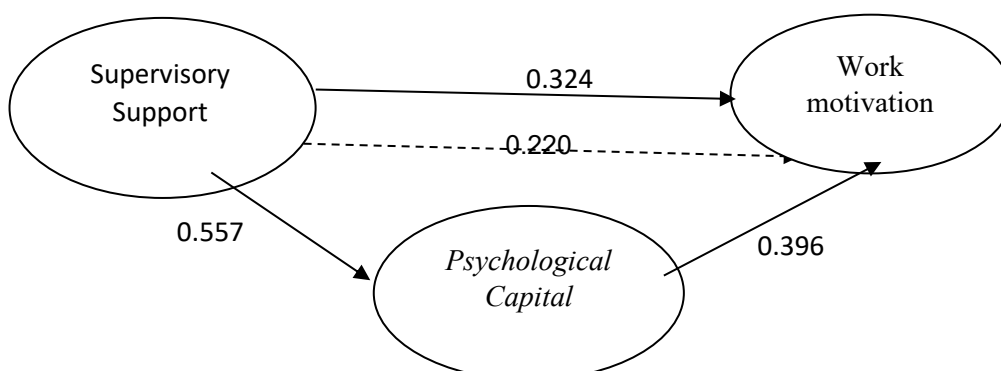
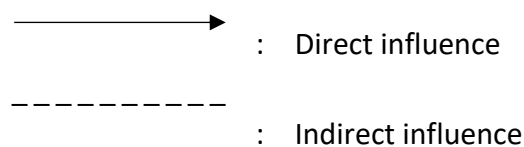


Figure Path Coefficient of the Influence of Supervisory Support on Work Motivation through Psychological Capital

Information:



The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Table Indirect Effect Test Results

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|------------------------|-----------------------|----------------------------------|--------------------------------|-------------|
| Supervisory support -> Psychological capital -> Work motivation | 0.220 | 0.222 | 0.064 | 3,449 | 0.001 |

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The mediating effect of Psychological Capital in relation to the Supervisory Support variable on Work Motivation is known to be 0.220. The results of the indirect effect test produced a t-test of 3.449 ($t > 1.96$) with $p = 0.001 < 0.05$. The conclusion of the test is that psychological capital mediates the effect of supervisory support on work motivation.

Supervisory support refers to the extent to which superiors provide assistance, guidance, recognition, and attention to the needs and well-being of subordinates in the work context. When superiors show concern and support for subordinates, employees become more confident, feel valued and heard, and thus remain optimistic and hopeful. In other words, supervisory support serves as a social resource that strengthens positive psychological well-being in employees. Employees with high psychological capital tend to be more motivated at work. This is evident in employees' behavior, which is more enthusiastic in carrying out tasks and a reluctance to give up.

Thus, it can be concluded that psychological capital plays a crucial role in bridging the influence of supervisory support on work motivation. The greater the support provided by the supervisor, the stronger the employee's psychological capital, which ultimately leads to a significant increase in work motivation.

Discussion:**1) The Influence of Supervisory Support on Psychological Capital**

This study demonstrates that supervisory support has a positive and significant impact on psychological capital. This means that the higher the support provided by superiors or supervisors to employees, the better the psychological capital (such as self-confidence, optimism, hope, and mental resilience) of human resources at the Tanjung Emas Customs and Excise Supervision and Service Office. In other words, supervisory support plays a crucial role in fostering a positive mental state that drives employee performance and motivation. These findings support research findings that indicate that Supervisory support can increase positive psychological states for individuals, such as positive affect and well-being. (Li et al. 2018).

Measurement of variable Supervisory support in this study is measured from the reflection of four indicators namely indicator emotional support, assessment support, information support, and physical support. These four indicators are able to increase psychological capital, which in this study was measured using four indicators. namely indicators Self-efficacy, Optimism, Hope, and Resilience.

The analysis results show that for the Supervisory Support variable, the indicator with the highest outer loading value is assessment support, while for the Psychological Capital variable, the indicator with the highest outer loading value is self-efficacy. These findings indicate that the more optimally supervisors provide constructive feedback and assessments, the higher the individual's level of confidence in their ability to complete tasks. This means that clear, objective, and constructive assessments from superiors play a crucial role in fostering employee confidence in facing work challenges.

On the other hand, the indicator with the lowest outer loading value for the Supervisory Support variable was emotional support, while for the Psychological Capital variable, it was hope. This suggests that increasing emotional support can strengthen employees' hopes for a positive future and opportunities for success. This means that the emotional aspect of supervisor-subordinate interactions remains crucial in maintaining employees' optimism and positive outlook toward achieving work goals.

2) The influence of supervisory support on work motivation

This study proves that supervisory support has a positive and significant effect on work motivation. This means that the better the supervisory support provided by superiors, for example through direction, guidance, feedback, and assistance in resolving work problems, the more significantly the work motivation of human resources at the Tanjung Emas Middle Customs Supervision and Service Office will increase. This finding is supported by the findings that state a positive relationship between the role of the room supervisor and work motivation. (Peggy Passya et al. 2019).

Measurement of variables Supervisory support in this study is measured from the reflection of four indicators. namely indicators Emotional support, Assessment support, Informational support, and Physical support. These four aspects of supervisory support have been proven to be able to improve Work motivation in this study was measured from the reflection of four indicators. namely indicators Drive to fulfill needs, Responsibility for tasks, Interest in tasks, and Appreciation for tasks performed.

Variables Supervisory Support with the lowest outer loading value is the indicator Emotional support. While Variables Work motivation with the lowest outer loading value is the indicator Interest in the task. These results indicate that the better the emotional support, the better the hope. These findings indicate that improving the quality of emotional support from superiors positively contributes to increased employee hope. In other words, when employees feel emotionally cared for by their supervisors, they are more optimistic and confident in achieving work goals, which ultimately leads to increased interest, enthusiasm, and engagement in carrying out assigned tasks.

3) The influence of psychological capital on work motivation

This study demonstrates that psychological capital has a positive and significant effect on work motivation. This means that the higher the psychological capital possessed by human resources, the higher their work motivation at the Tanjung Emas Middle Customs Supervision and Service Office. This relationship is strong and not a coincidence. These results support previous research that suggests that higher psychological capital leads to higher work motivation.(Herdem 2019).

The Psychological Capital variable with the lowest outer loading value is the Hope indicator, while the Work Motivation variable with the lowest outer loading value is the Task Interest indicator. These results indicate that better assessment support leads to better self-efficacy. This means that individuals who receive support, recognition, and positive assessment from their work environment tend to have greater confidence in their abilities (self-efficacy) to complete tasks and achieve targets. This self-confidence will foster strong work motivation. In other words, when employees feel valued and supported, they not only believe they can perform their jobs well but also have a strong internal drive to perform optimally to meet their personal needs and organizational goals.

The Psychological Capital variable shows that the indicator with the lowest outer loading value is Hope, while the Work Motivation variable has the lowest outer loading value is Interest in the Task. These findings indicate that improving the quality of assessment support can strengthen individual self-efficacy. In other words, when employees perceive fair, clear, and constructive assessments, their confidence in completing tasks increases, which ultimately strengthens their expectations for future success and increases their interest and commitment to their work.

4. Conclusion

Based on the results of the analysis and discussion of the research results, the answers to the research questions that emerged in this study are as follows: Supervisory Support has been proven to have a positive and significant effect on Psychological CapitalHR. This shows that the implementation of effective emotional support, assessment support, information support, and physical support from the organization contributes directly to increasing self-efficacy, optimism, hope, and resilience of employees at the Tanjung Emas Customs and Excise Supervision and Service Office. Supervisory Support has a positive and significant effect on Work Motivation HR. The more optimal the emotional, assessment, information and physical support provided by the organization, the higher the level of employee work motivation, which is reflected in the drive to fulfill needs, responsibility for tasks, interest in tasks, and appreciation for the work carried out in the Tanjung Emas Customs and Excise Supervision and Service Office. Psychological Capitalhas a positive and significant influence on Work Motivation HR. Strengthening the four aspects of psychological capital, namely self-efficacy, optimism, hope, and resilience, will encourage increased employee work motivation, especially in terms of encouragement to fulfill needs, responsibility for tasks, interest in tasks, and appreciation for work at the Tanjung Emas Customs and Excise Supervision and Service Office.

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