

The Influence of Self-Efficacy and Social Support on Psychological Well-Being And Its Impact on the Performance of Non-Civil Servant Employees at the Public Works and Spatial Planning Office of East Lombok Regency



Lalu Kurnia Darmawan¹, Siti Nurmayanti², Embun Suryani³

^{1,2,3} Faculty of Economics and Business, University of Mataram, Lombok, Indonesia

ABSTRACT: This study examines the influence of self-efficacy, social support, and psychological well-being on employee performance among non-permanent staff at the Department of Public Works and Spatial Planning (Dinas PUPR) in East Lombok Regency. This quantitative study employs a causal associative approach. Data were collected through a census method involving the entire population of 182 non-permanent employees across five divisions: Bina Marga, Cipta Karya, Water Resources, Spatial Planning, and Construction Development. Primary data were obtained using structured questionnaires measured on a Likert scale, supported by interviews and documentation for secondary data. Data analysis was conducted using Partial Least Square (PLS) with Smart-PLS 3 software, enabling the evaluation of measurement and structural models. The findings reveal that self-efficacy, social support, and psychological well-being significantly influence employee performance. Furthermore, psychological well-being acts as a mediator in the effects of self-efficacy and social support on performance. These results underscore the critical role of self-efficacy, social support, and psychological well-being in enhancing the performance of non-permanent employees in government organizations. This study contributes to the understanding of how psychological factors and workplace support mechanisms impact employee outcomes, offering practical implications for improving workforce effectiveness in public sector institutions.

KEYWORDS: Self-Efficacy, Social Support, Psychological Well-Being, Employee Performance, Non-Permanent Employees.

I. INTRODUCTION

Human resources (HR) have been widely acknowledged as a primary strategic issue and a critical source of competitive advantage for all organizations (Machado & Davim, 2018; Marchington, 2021). Armstrong (2014) defines human resources as encompassing all aspects related to people within an organization, including their skills, knowledge, experience, motivation, and attitudes. HR can also refer to the workforce available in an organization, comprising employees, managers, and leaders. Dessler (2017) further elaborates that HR represents a resource that can be developed and managed to achieve organizational goals. The quality of an organization's HR plays a vital role in shaping its future sustainability. According to Dessler (2017), a high-performing workforce ensures organizational stability, whereas poorly performing human resources can negatively impact organizational operations. High employee performance is essential for organizational efficiency, enabling the organization to remain competitive (Aswan & Yandiana, 2023). To ensure effective management activities, organizations must employ knowledgeable and skilled employees and optimize their management efforts to enhance employee performance.

Employee performance, defined as the comparison between actual work outcomes and established standards (Dessler, 1992), is crucial for organizational success. Robbins & Judge (2017) describe employee performance as the outcomes achieved through work that meets specific job-related criteria, such as adherence to deadlines, quality output, and compliance with company policies. Employee performance contributes significantly to achieving organizational objectives (Saputro, 2021). Employee performance can also be seen as a combination of work results (what a person must achieve) and competence (how a person achieves it) (Putra et al., 2024). According to Robbins (2010), performance can be measured using indicators such as work quantity, work quality, timeliness, effectiveness, and independence. Numerous factors influence employee performance. Mangkuprawira & Hubeis (2007) and Rivai (2008) identify intrinsic factors, such as self-efficacy, and extrinsic factors, including the physical work environment, social support, peer interactions, and remuneration systems. Psychological well-being has also been found to

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influence employee performance (Sofiyanti & Setiawan, 2020). Research by Pradyani et al. (2023) and Anggraini & Ismail (2023) demonstrates that self-efficacy significantly impacts employee performance. Additionally, studies by Hamzah et al. (2023) and Kurniawan (2023) show that social support positively influences performance. Employees with strong self-confidence, adequate social support, and psychological well-being are more motivated and better equipped to overcome workplace challenges, enhancing their performance. Given these insights, this study investigates the influence of self-efficacy, social support, and psychological well-being on employee performance. These three factors are explored due to their intrinsic and extrinsic contributions to shaping workplace outcomes, providing a comprehensive understanding of their impact on organizational success.

II. LITERATURE REVIEW

The Influence of Self-Efficacy on Employee Performance

Self-efficacy significantly impacts the development of human resource quality, as it reflects an employee's confidence or belief in their ability to complete a task in the future with expected results (Chasanah, 2008). This belief motivates individuals to work harder and more enthusiastically to achieve the best outcomes (Dewi & Utama, 2016). Therefore, self-efficacy can be considered a determinant of employee performance. Employees with high self-efficacy are likely to perceive tasks as manageable and feel that they contribute their best to the company, ultimately enhancing their performance (Anjani, 2022). Self-efficacy refers to an individual's belief in their ability to execute the actions required to achieve desired outcomes. It involves confidence in the ability to plan and carry out behaviors necessary for attaining specific goals, which are influenced by persistence, activity level, and behavior (Stajkovic et al., 2018). Previous experiences, observations of others' successes or failures, social encouragement, and emotional states also shape self-efficacy and its impact on employee performance (Yanti et al., 2023). Based on the self-efficacy theory, Gunawan & Susanto (2013) define self-efficacy as an individual's confidence in their capacity to demonstrate required behaviors in specific situations. Self-efficacy is more focused on an individual's assessment of their abilities. The importance of self-efficacy lies in its influence on the effort exerted, ultimately reflected in work performance. Luthans (2014:338) states that self-efficacy refers to one's belief in their ability to mobilize cognitive resources and actions necessary to succeed in specific tasks. Research by Langi et al. (2022), Hadi (2023), and Cherian & Jacob (2023) supports the significant positive effect of self-efficacy on employee performance, suggesting that greater confidence enhances performance outcomes.

H1: Self-efficacy has a positive and significant effect on the performance of non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency.

The Influence of Social Support on Employee Performance

According to Rahim (2006), social support refers to the availability of assistance from supervisors, colleagues, family members, or friends. Cobb describes social support as an experience that fosters an individual's confidence in being loved and cared for. Social support influences performance, defined as work outcomes closely linked to organizational strategic goals, customer satisfaction, and contributions to economic success (Armstrong & Baron, 1998:15). High levels of social support can enhance work enthusiasm, foster a positive work environment, and improve employee performance. The social support theory developed by Baron and Byrne (2004) emphasizes its crucial role in enhancing employee performance. This theory highlights that emotional, instructional, and practical support can help employees manage stress, reduce uncertainty, and boost confidence in performing work tasks. Empirical studies demonstrate that effective social support in the workplace increases job satisfaction, motivation, and organizational commitment (Baron & Byrne, 2004). Research by Muiz et al. (2022), Firdaus et al. (2023), and Putirana et al. (2023) confirms the positive and significant effect of social support on employee performance.

H2: Social support has a positive and significant effect on the performance of non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency.

The Influence of Psychological Well-Being on Employee Performance

According to Ryff in Rijal (2020), psychological well-being is a condition in which individuals maintain a positive attitude toward themselves and others, make autonomous decisions, regulate their behavior, manage their environment, have meaningful life goals, and strive to develop their potential. These aspects manifest in how employees perform their tasks within an organization. Employees with high psychological well-being exhibit self-acceptance, confidence, and satisfaction, which positively impact their performance (Pratama & Endratno, 2022). Carol D. Ryff's (1989) psychological well-being theory highlights dimensions such as autonomy, positive relationships, self-acceptance, personal growth, life purpose, and environmental mastery as key to achieving optimal psychological well-being. This condition reflects in employees' work attitudes and outputs. Ryff & Singer (1998) describe psychological well-being as the full realization of an individual's psychological potential, characterized by self-acceptance,

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meaningful goals, and personal growth. Employees perceiving their work environment as engaging, pleasant, and challenging tend to feel happier and perform optimally (Wright & Bonett, 2007). Research by Hanisyahputra (2023), Mandal & Gosmawai (2022), and Alvi (2017) supports the positive relationship between psychological well-being and employee performance.

H3: Psychological well-being has a positive and significant effect on the performance of non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency.

The Influence of Self-Efficacy on Psychological Well-Being

Psychological well-being is the result of cognitive, affective, and behavioral evaluations in life processes. Research by Prayogi, Handarini, and Moenindyah (2017) identifies self-efficacy as a factor influencing psychological well-being (Mustikasari, 2019). Bandura (1977) defines self-efficacy as an individual's belief in their ability to perform tasks and achieve desired results. Self-efficacy helps maintain personal competence in effectively managing various stressful situations (Adeyemo, 2008; Schwarzer, 1994). High self-efficacy can aid individuals experiencing low happiness and satisfaction or high depression by encouraging positive behaviors and attitudes in their work performance. Therefore, self-efficacy is expected to moderate the relationship between psychological well-being and employee behavior and attitudes (Utami, 2016). Research by Utami (2016) and Lestari (2023) confirms the significant positive effect of self-efficacy on psychological well-being, emphasizing that confidence in overcoming challenges and achieving goals significantly enhances psychological well-being.

H4: Self-efficacy has a positive and significant effect on psychological well-being among non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency.

The Influence of Social Support on Psychological Well-Being

Ryff & Keyes (1995) argue that social support is a critical factor in fostering psychological well-being by enhancing individuals' acceptance of their social environment and instilling a sense of security and love. Baron and Byrne (2005) define social support as providing physical or psychological comfort from friends or family to cope with stress. Effective social support promotes psychological balance, enabling individuals to feel secure and loved during stressful situations (Sarana & Soetjiningisih, 2022). The availability of social support impacts individuals depending on the presence of stress in their lives. Support from others helps individuals maintain comfort and avoid psychological or physical disruptions (Sarafino, 2006). Research by Siboro (2014) demonstrates that family support enhances psychological well-being, helping individuals achieve life goals. Studies by Khoirunnisa (2023) and Kurniati et al. (2023) confirm that social support has a positive and significant effect on psychological well-being.

H5: Social support has a positive and significant effect on psychological well-being among non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency.

The Mediating Role of Psychological Well-Being in the Relationship between Self-Efficacy and Employee Performance

Self-efficacy, as an individual's belief in their abilities, motivates employees to work harder and with greater enthusiasm, making it a critical factor in improving performance (Chasanah, 2008; Dewi & Utama, 2016; Anjani, 2022). When self-efficacy is high, employees feel more capable of completing tasks effectively, which enhances their self-satisfaction. According to Ryff in Rijal (2020), psychological well-being includes self-acceptance, autonomous decision-making, the ability to manage the environment, meaningful life goals, and self-development. In this context, employees with high psychological well-being tend to have good self-acceptance, feel satisfied with themselves, and believe in their abilities. Good psychological well-being can also boost intrinsic motivation and commitment to work. Thus, psychological well-being can act as a mediator linking self-efficacy to employee performance, as employees who feel capable and satisfied with themselves tend to perform better (Pratama & Endratno, 2022).

H6: Psychological well-being mediates the effect of self-efficacy on the performance of non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency.

The Mediating Role of Psychological Well-Being in the Relationship between Social Support and Employee Performance

Social support, as described by Rahim (2006) and Cobb (in Sarafino, 2006), can create a positive work environment where individuals feel loved, cared for, and supported by colleagues, supervisors, and others around them. High social support in the workplace can enhance employee morale, motivation, and job satisfaction, which in turn can influence their performance (Armstrong & Baron, 1998). However, psychological well-being also plays a vital role in employee performance. Individuals who feel psychologically well, accept themselves, have healthy relationships with others, are independent in facing social pressures, find meaning in life, and continuously realize their potential (Daniella, 2012; Dipodjoyo, 2015), tend to have high intrinsic motivation and better performance. In this context, psychological well-being can act as a mediator between social support and employee performance. High social support creates a workplace environment that fosters positive psychological well-being, which

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in turn can enhance employee motivation, commitment, and performance. Therefore, the relationship between social support and employee performance may be better understood through the mediation of positive psychological well-being.

H7: Psychological well-being mediates the effect of social support on the performance of non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency.

III. RESEARCH METHOD

This study uses a quantitative approach with an associative research type, aimed at explaining the relationships between the variables being studied, particularly the causal relationships between independent and dependent variables (Sugiyono, 2012). The research focuses on the influence of self-efficacy and social support on employee performance through psychological well-being among non-civil servant employees at the Public Works and Spatial Planning Office of East Lombok Regency. The research is conducted at the Public Works and Spatial Planning Office of East Lombok Regency, with the study being carried out starting in November 2024. The sample is determined using a census method, where the entire population of 182 non-civil servant employees is included as respondents. The data used in this study is primary data, obtained through questionnaires containing items that measure the research variables using a Likert scale, as well as secondary data from related documents and literature. Data collection techniques include questionnaires, interviews, and documentation. To analyze the data, Partial Least Squares (PLS) method is used with Smart-PLS 3 software to test the validity, reliability, and causal relationships between latent variables. Assessing the measurement model, particularly the outer model with reflective indicators, when utilizing Partial Least Squares (PLS) involves evaluating the convergent and discriminant validity of the indicators (Partawijaya et al., 2024).

IV. RESULTS AND DISCUSSION

The evaluation of the structural model (inner model) for hypothesis testing is conducted through the bootstrapping process (percentile method). The statistical test used in this method is the t-test. The test results are observed from the t-values for a two-tailed test, where the critical value is 1.96 (significance level = 5%). The testing criterion for the t-test is that if the t-statistic value is greater than the t-table value or the significance value is less than 0.05, the hypothesis is accepted. The results of the structural model testing can be seen in the following Figure 1 and Table 1:

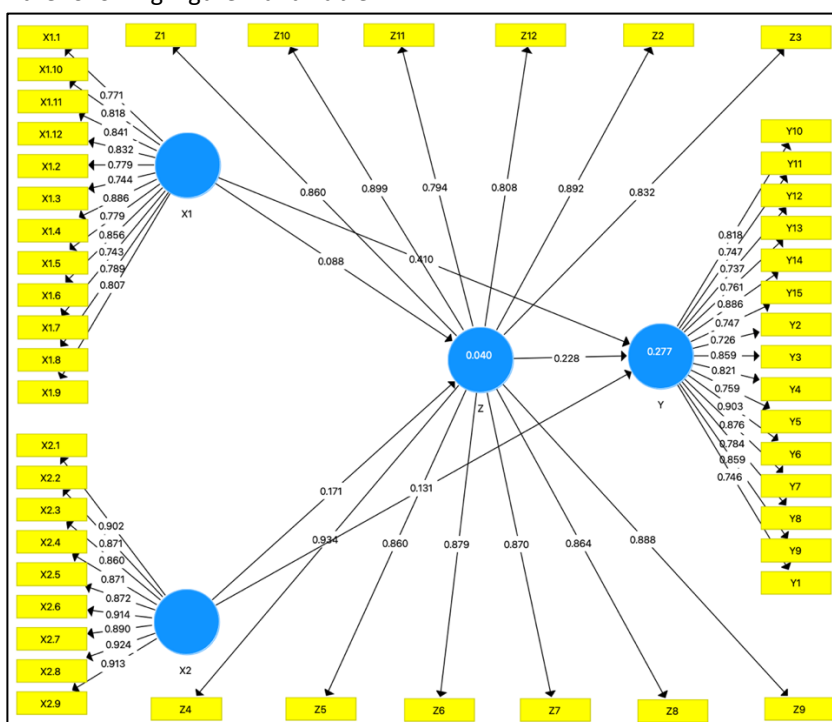


Figure 1. Path Coefficient

Table 1. Path Coefficients (Inner Model)

Relations Between Variables	Coefficient	T-Hitung	P Values	Description
Self Efficacy > Employee Performance	0,410	5,558	0,000	Positive and Significant
Social Support > Employee Performance	0,131	1,686	0,093	Positive and Not Significant

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Psychological Wellbeing > Employee Performance	0,228	3,211	0,001	Positive and Significant
Self-efficacy > Psychological Wellbeing	0,088	1,234	0,218	Positive and Not Significant
Social Support > Psychological Wellbeing	0,171	2,069	0,039	Positive and Significant
Self Efficacy > Psychological Wellbeing > Employee Performance	0,020	1,138	0,256	Positive and Not Significant
Social Support > Psychological Wellbeing > Employee Performance	0,039	1,667	0,096	Positive and Not Significant

Based on Table 2 above, Self-efficacy has a positive and significant effect on employee performance, with a coefficient of 0.410, T-Hit of 5.558 > T-Tab 1.96, and P-value of 0.000 < 0.05, meaning higher self-confidence enhances performance. Social support, however, has a positive but insignificant effect on employee performance, with a coefficient of 0.131, T-Hit of 1.686 < T-Tab 1.96, and P-value of 0.093 > 0.05, indicating performance remains high regardless of support levels. Psychological well-being has a positive and significant effect on employee performance, with a coefficient of 0.228, T-Hit of 3.211 > T-Tab 1.96, and P-value of 0.001 < 0.05, suggesting that better psychological well-being improves performance. Self-efficacy, however, does not significantly affect psychological well-being, with a coefficient of 0.088, T-Hit of 1.234 < T-Tab 1.96, and P-value of 0.218 > 0.05, meaning self-confidence does not influence psychological well-being. Social support significantly affects psychological well-being with a coefficient of 0.171, T-Hit of 2.069 > T-Tab 1.96, and P-value of 0.039 < 0.05, indicating that higher social support improves psychological well-being. Psychological well-being does not mediate the effect of self-efficacy on employee performance, with a coefficient of 0.020, T-Hit of 1.138 < T-Tab 1.96, and P-value of 0.253 > 0.05. Finally, psychological well-being does not mediate the effect of social support on performance, with a coefficient of 0.039, T-Hit of 1.667 < T-Tab 1.96, and P-value of 0.096 > 0.05, suggesting that the effect of social support on performance is not mediated by psychological well-being.

The Influence of Self-Efficacy on Employee Performance

The research findings indicate that self-efficacy has a positive and significant effect on employee performance, with a coefficient value of 0.410, T-Hit 5.558 > T-Tab 1.96, and a P-value of 0.000 < 0.05. Thus, the first hypothesis (H1) is accepted. This suggests that higher confidence levels among employees lead to better performance. These findings align with Albert Bandura's theory of self-efficacy, which states that an individual's confidence in overcoming tasks and challenges enhances their motivation and performance (Listianto et al., 2023). In other words, the higher an employee's level of self-efficacy, the better their performance. The belief that efforts will result in positive achievements serves as a key driver for increasing productivity. Moreover, individuals with high self-efficacy are more likely to perceive challenges as opportunities for learning and growth rather than obstacles (Ismiyarto and Honorata, 2023). This fosters a positive mental attitude toward work and enhances resilience when facing complex situations (Huwaina et al., 2024). Therefore, it can be concluded that self-efficacy not only positively influences employee performance but also significantly contributes to achieving organizational goals by enhancing individual motivation and resilience in tackling various work tasks and challenges. The Expectancy Theory, developed by Victor Vroom in 1964, provides a theoretical foundation supporting the relationship between self-efficacy and employee performance. This theory emphasizes that individuals tend to act based on their expectations regarding the relationship between their efforts, goal achievement, and the rewards they receive (Hasan, 2023). In the context of self-efficacy, an individual's belief in their ability to succeed in specific tasks influences their expectancy, or the expectation that their efforts will lead to successful performance (Sholeh, 2023). Employees with high self-efficacy are likely to have higher expectations of their ability to achieve work objectives (Roy and Sumartik, 2021). This is supported by previous research conducted by Yuliniar et al. (2023); Simanjorang et al. (2023); Yanti et al. (2023); and Mesriyani and Mayliza (2024), which demonstrates that self-efficacy has a positive and significant impact on employee performance.

The Influence of Social Support on Employee Performance

The results of the study indicate that social support has a positive but insignificant effect on employee performance, with a coefficient value of 0.131, T-Hit 1.686 < T-Tab 1.96, and a P-value of 0.093 > 0.05. Consequently, the second hypothesis (H2) is rejected. This means that regardless of the level of social support provided to an employee, their performance remains consistently high. In an organizational context, the presence of social support networks can foster a supportive work environment, enhance psychological well-being, and reduce stress levels that employees might experience (Nursifa et al., 2023). When employees feel supported by coworkers and their work environment, it can create a sense of security and trust, which in turn can

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boost motivation and dedication to their tasks (Hasan, 2023). However, it is important to note that the influence of social support on employee performance is not always significant in every situation or organization (Cantika et al., 2023). Factors such as organizational culture, team structure, and individual characteristics may determine the extent to which social support has a tangible impact on performance. There are situations where social support may have a stronger positive effect, while in others, its influence might be less significant. Although not always significant, the presence of social support can still provide benefits for employees and organizations as a whole (Shaleh et al., 2020). Although Social Exchange Theory suggests that social support can influence employee performance through positive social exchanges, there are cases where this relationship does not significantly affect performance. This can be explained by certain assumptions within Social Exchange Theory that may not be fulfilled in specific contexts. The theory assumes that every form of social support provided will elicit an equally positive response from the recipient. However, in reality, individual responses to social support can vary depending on factors such as their perception of their needs, the quality of interpersonal relationships, and the organizational context. In such cases, the social support provided may not align with the individual's expectations or needs, thereby failing to significantly impact their performance. The theory also assumes that social exchanges are mutually beneficial for all parties involved. However, in the context of superior-subordinate or peer relationships, imbalances in social exchanges may occur. For example, a superior may offer support to a subordinate with the expectation of improved performance, but the subordinate may not feel motivated or assisted by the support. This imbalance in social exchanges can result in an insignificant effect on performance.

The Influence of Psychological Well-Being on Employee Performance

The research findings indicate that Psychological Well-Being has a positive and significant impact on employee performance, with a coefficient value of 0.228, T-statistic 3.211 > T-table 1.96, and a P-value of 0.001 < 0.05. Therefore, the third hypothesis (H3) is accepted. This means that the higher the psychological well-being an employee experiences or possesses, the more significantly their performance improves. Ardiansyah and Evanthi (2023) highlight that when employees experience emotional balance, life satisfaction, and positive self-perception, they tend to be more focused, creative, and productive in their work environment. High levels of psychological well-being can also reduce stress and mental fatigue, enabling employees to perform their tasks more effectively (Maimunah and Anshori, 2023). Additionally, individuals with good psychological well-being often possess high levels of motivation and stable self-confidence, which enhance collaboration and communication with colleagues (Emilisa and Citra, 2023). Hence, investing in improving employees' psychological well-being not only contributes to their personal welfare but also has a positive and significant impact on overall organizational performance (Adung et al., 2023). The theory of Psychological Well-Being (PWB) provides a solid foundation for understanding how employees' psychological well-being levels positively and significantly affect their workplace performance. Developed by Carol Ryff in 1989, PWB emphasizes several dimensions, including self-acceptance, personal growth, and autonomy. Employees who feel accepted and have a clear understanding of themselves, aligning with the self-acceptance dimension of PWB, tend to have higher self-confidence. Strong self-confidence can enhance motivation and initiative in pursuing work objectives. Furthermore, the dimensions of personal growth and autonomy in PWB underscore the importance of individual development and freedom in decision-making. Employees empowered to grow and develop professionally are more motivated and contribute maximally to organizational goals.

The Influence of Self-Efficacy on Psychological Well-Being

Research findings indicate that self-efficacy has a positive but insignificant influence on psychological well-being, with a coefficient value of 0.088, T-Hit 1.234 < T-Tab 1.96, and P-value 0.218 > 0.05. Thus, the fourth hypothesis (H4) is rejected. This implies that regardless of the level of confidence employees possess, their psychological well-being remains unaffected. The findings, which show that self-efficacy positively but insignificantly impacts the psychological well-being of Non-Civil Servant employees at the Department of Public Works and Spatial Planning (PUPR) in East Lombok Regency, can be linked to workplace conditions and the responsibilities assigned to employees. This could be due to task characteristics requiring technical skills, stress management, and effective coordination and communication. High workloads, lack of support from supervisors or colleagues, or a competitive work culture may have a greater influence on employees' psychological well-being. Understanding how these factors interact within the PUPR office context can aid in designing more effective strategies to enhance employee psychological well-being. Self-efficacy, as the level of confidence in one's ability to tackle specific tasks or challenges, tends to be task-specific. While it may positively influence the achievement of specific goals, psychological well-being encompasses broader aspects of life, such as interpersonal relationships, life satisfaction, and overall well-being (Nursifa et al., 2023). Thus, the task-specific focus of self-efficacy may not suffice to stimulate a comprehensive sense of psychological well-being. Although self-efficacy contributes positively, its impact may not always be significant and should be considered alongside other factors influencing psychological well-being (Susilo, 2019). In conclusion, self-efficacy, while relevant, does not always significantly influence psychological well-

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being and should be understood within the broader context of factors affecting individual psychological well-being (Muhibbin and Wulandari, 2021). According to the psychological well-being theory developed by prominent social psychologists Carol Ryff and Corey Lee M. Keyes in 1995, self-efficacy is regarded as an essential factor in achieving individual psychological well-being. However, in certain contexts, there are arguments that the influence of self-efficacy on psychological well-being may not always be significant. For example, in situations where individuals experience excessive stress or pressure, high self-efficacy might not directly mitigate the negative impacts of such situations. Furthermore, other factors such as social support, environmental conditions, and genetic predispositions also contribute to individual psychological well-being.

The Influence of Social Support on Psychological Well-Being

Research findings indicate that social support positively and significantly affects psychological well-being, with a coefficient value of 0.171, T-Hit 2.069 > T-Tab 1.96, and P-value 0.039 < 0.05, confirming the fifth hypothesis (H5). This suggests that higher levels of social support correspond to better psychological well-being, highlighting the critical role of support from family, friends, or the community in sharing experiences, emotions, and burdens. During challenging times, social support reduces stress and enhances coping ability, serving as an emotional buffer that fosters a sense of security and comfort. It provides outlets for expressing feelings, gaining perspectives, and forming emotional bonds that build mental resilience while mitigating risks to mental health. Additionally, positive feedback, encouragement, and affirmations strengthen self-image and boost confidence, key factors for achieving psychological well-being. These findings align with previous research (Tampubolon et al., 2023; Saragih and Lismawati, 2023; Ammar, 2023) and are supported by Social Support Theory, which emphasizes that social support—whether emotional, informational, or instrumental—reduces stress, enhances competence and control, and fosters connection in workplace settings. Adequate social support not only improves job satisfaction and motivation but also strengthens psychological well-being overall.

The Role of Psychological Well-Being as a Mediator in the Effect of Self-Efficacy on Employee Performance

The research findings indicate that Psychological Well-Being does not mediate the effect of self-efficacy on employee performance, with a coefficient value of 0.020 and a P-value of 0.253 > 0.05. Thus, hypothesis H6 is rejected. This means that the effect of self-efficacy on employee performance does not operate through psychological well-being. Self-efficacy, which refers to an individual's belief in their ability to complete tasks or challenges, is often task-specific, focusing on achieving specific goals in the workplace. On the other hand, Psychological Well-Being encompasses broader aspects of life, including interpersonal relationships, life satisfaction, and overall well-being (Ariva et al., 2023). Self-efficacy can be fluctuating and context-dependent, with an individual's confidence varying depending on the task and challenges faced (Emilisa and Citra, 2022). Meanwhile, Psychological Well-Being tends to involve more stable and enduring aspects of an individual's life. Therefore, fluctuations in self-efficacy may not always reflect significant changes in Psychological Well-Being. While self-efficacy plays a critical role in shaping an individual's belief in their work abilities, Psychological Well-Being may not be a strong mediator in linking self-efficacy to employee performance (Nurhasanah et al., 2022). The task-specific and fluctuating nature of self-efficacy, combined with the direct impact of other factors on performance, suggests that mediation through Psychological Well-Being may not always be a significant pathway in understanding the relationship between self-efficacy and employee performance. Social Cognitive Theory, while an important framework for understanding the interaction between self-efficacy, psychological well-being, and employee performance, has limitations in serving as a mediator for psychological well-being. Firstly, the assumption that self-efficacy directly affects performance without mediating through psychological well-being may not be entirely accurate. Research suggests that psychological well-being can act as a mediator between self-efficacy and employee performance, as individuals' perceptions of their ability to handle challenges at work can be influenced by their level of psychological well-being. However, within the framework of Social Cognitive Theory, the primary focus on self-efficacy as a direct predictor of behavior and performance may overlook the complexity of the relationship between self-efficacy and psychological well-being. Secondly, Social Cognitive Theory tends to ignore the influence of contextual and organizational factors, such as work culture, organizational structure, and social support, which can affect both self-efficacy and psychological well-being. Therefore, in this study, the assumption that self-efficacy directly affects performance without mediation through psychological well-being may not fully reflect the complexity of the interactions between these variables in the workplace environment.

The Mediating Role of Psychological Well-Being in the Effect of Social Support on Employee Performance

The research findings indicate that psychological well-being does not mediate the effect of social support on employee performance, with a coefficient value of 0.039, T-Hit 1.667 < T-Tab 1.96, and a P-value of 0.096 > 0.05. Therefore, the seventh hypothesis (H7) is rejected. This means that the effect of social support on employee performance does not occur through

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psychological well-being. Social support provides emotional, informational, and instructional support, which can enhance an individual's psychological well-being, including life satisfaction and happiness. However, employee performance is often more closely related to task-specific factors and work context. While social support can create a supportive and motivating environment, psychological well-being tends to encompass broader dimensions of an individual's life, including overall life satisfaction, self-perception, and interpersonal relationships. Most of the impact of social support may be directly related to emotional aspects and the support received, while employee performance can be influenced by factors such as task competency and intrinsic motivation. Employee performance may also be influenced by factors outside psychological well-being, such as a supportive work environment, career development opportunities, and recognition for achievements. Although social support can contribute positively to an individual's psychological well-being, its relationship with employee performance may not be fully explained by psychological factors categorized within psychological well-being. The Stressor-Emotion Model (SEM), proposed by Richard S. Lazarus in 1991, provides a deep understanding of how work environment factors, such as social support, affect an individual's psychological well-being, including psychological well-being itself, and how this relates to employee performance. In this context, there is a strong argument that psychological well-being does not always function as a mediator between social support and employee performance, and the SEM theory offers a useful framework to explain this phenomenon. The SEM theory suggests that social support can serve as a significant source of assistance in reducing workplace stress. Social support provides a social network that allows individuals to receive emotional, informational, and instrumental support from colleagues or supervisors. When individuals feel supported by their work environment, they tend to experience lower stress levels, which in turn can improve their psychological well-being, including psychological well-being itself. However, the SEM theory also acknowledges that psychological well-being is not the only outcome of social support in the workplace. Other factors, such as emotions, also play an important role in mediating the relationship between social support and employee performance. Emotions mediated by social support can vary, including feelings of satisfaction, motivation, and commitment to work. In the SEM framework, these emotions are seen as a more direct mechanism linking social support to employee performance. Additionally, in some cases, psychological well-being may not be an effective mediator between social support and employee performance due to the influence of other factors. For example, organizational factors such as work culture, management policies, or hierarchical structure may have a direct impact on employee performance without going through psychological well-being. In such cases, social support may directly affect employee performance through more direct mechanism, without the need for mediation by psychological well-being. Furthermore, the SEM theory emphasizes the importance of the work context in understanding the relationship between social support, psychological well-being, and employee performance. A work environment that fosters positive and supportive social interactions is likely to enhance employee psychological well-being. However, in contexts where the work environment is less supportive or where additional stressors exist, the positive effects of social support on psychological well-being may be diminished, and employee performance may be more influenced by factors unrelated to psychological well-being.

CONCLUSIONS

Self-efficacy has a positive and significant effect on employee performance at the Department of Public Works and Spatial Planning (PUPR) in East Lombok Regency. This indicates that the higher an employee's self-confidence, the better their performance will be. On the other hand, social support has a positive but insignificant effect on employee performance at the same department. This means that the social support provided to an employee does not influence the level of their performance. Psychological well-being, however, has a positive and significant effect on employee performance at the Department of PUPR in East Lombok Regency. This suggests that the higher an employee's psychological well-being, the more likely it is to significantly improve their performance. Regarding the relationship between self-efficacy and psychological well-being, self-efficacy has a positive but insignificant effect on psychological well-being at the Department of PUPR in East Lombok Regency. This means that an employee's psychological well-being is not influenced by their self-efficacy, and performance levels are not affected by psychological well-being. Additionally, social support has a positive and significant effect on psychological well-being at the Department of PUPR in East Lombok Regency. This indicates that the higher the level of social support an employee receives, the higher their psychological well-being will be. Furthermore, psychological well-being does not mediate the effect of self-efficacy on employee performance at the Department of PUPR in East Lombok Regency. This means that the impact of self-efficacy on employee performance does not go through psychological well-being. Lastly, the role of psychological well-being does not mediate the effect of social support on employee performance at the Department of PUPR in East Lombok Regency. This suggests that the effect of social support on employee performance is not mediated by psychological well-being.

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ACKNOWLEDGMENT

This research is supported by Mataram University, where the author pursued education. We express our gratitude to Dr. Siti Nurmawanti, SE., MM., and Embun Suryani, SE., M.Si., Ph.D., the thesis adviser, for providing moral support, valuable advice, and consistent supervision, which are essential to the realization of the study. We thank the Journal of Economics, Finance and Management Studies (IJEFM) for allowing the author to share insights with the community through its scholarly journal. Our appreciation also goes to all parties who guided and assisted in completing this research.

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