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Pressure Becomes Power: The Mediating Effect of Eustress on the Self-Efficacy to Performance

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ABSTRACT



Purpose: The present study examines the mediating role of eustress in the association between self-efficacy and employee performance to provide better input on involvement of psychological resources and positive stress to employee performance at work setting.

Method: Census sampling, a quantitative method using SEM for data analysis via SmartPLS to assess direct and indirect relationships among variable.

Findings: The results demonstrate that self-efficacy positively significantly influence employee performance and self-efficacy has a significant effect on eustress. In turn, eustress has a favorable effect on performance and mediates the link between self-efficacy and performance. Highly self-efficacious persons can rather convert job stress into active distress to elevate motivation, adjustment, and efficacy.

Novelty: The aim of the paper is to introduce the concept of eustress to the self-efficacy performance stream of research and to provide empirical evidence that would suggest eustress mediates the link between self-efficacy and optimal performance, thus also serves as a psychological conduit that converts perceptions of human capability to actual performance.

Implications: The results highlight the need for a supportive and demanding workplace and providing self-efficacy training. These departmental strategies would enhance sustained high performance of an organization and balance employee well-being.

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1. Introduction

The ability of human resources to adapt, learn, and continuously improve their competencies is essential to ensure that organizations remain relevant and competitive in facing global challenges (Abdo & Edgar, 2025; Caligiuri, 2025). Accordingly, management must be able to effectively lead and implement progressive strategies in human resource

development. Effective management enables employees to perform at their maximum capacity by ensuring that the organization's work programs are well-executed and aligned with its goals and objectives (Kobeissi et al., 2025; von Rosing et al., 2025). Moreover, good management fosters a collaborative, productive, and adaptive work environment that can respond to change (Seppänen et al., 2025).



Collectively, these aspects are critical in supporting the long-term success of the organization (Gilardi & Lazazzara, 2025; Seifdar & Amiri, 2025).

In achieving organizational objectives, it is crucial for every employee to have a strong sense of self-efficacy. Self-efficacy is one of the main elements influencing a person's performance. However, during the process of achieving performance goals, there are mediating variables is eustress that serves as one of the key factors influencing the relationship between self-efficacy and employee performance (Lin et al., 2025; Masnan et al., 2025). Eustress, or positive stress, can help enhance employees' confidence in completing tasks, thereby indirectly contributing to improved performance. Çiçek et al. (2025), Hlado et al. (2025), job-related stress can affect individuals' ability to complete their tasks, either directly or indirectly.

When managed appropriately, stress can serve as a stimulus that encourages employees to focus and maintain their motivation to finish their tasks. Bastida et al. (2025) Lupu & Liu (2025), also emphasize that job pressure such as tight deadlines can drive employees to work more efficiently and effectively in achieving established targets. In this context, eustress functions as a moderating factor that makes it easier for self-efficacy to have a beneficial impact on worker performance (Emuobonuvie & Ekuobase, 2025; Patwary et al., 2025; Scheel, 2025). Strong self efficacy tends to make employees more confident in their ability to handle and finish work-related tasks. However, without any form of challenge or pressure, they may lack the drive to fully optimize their capabilities. Eustress plays a pivotal role in this context by providing manageable pressure that motivates employees to enhance their capacity and skills (Khasanah et al., 2025). When this pressure is effectively managed, workers are more likely to be driven to provide their best work (Gilardi & Lazazzara, 2025; K. C. Lee et al., 2025; Y.-I. Lee & Yu, 2025). In addition, eustress helps employees overcome obstacles and better

manage stress. Within organizational contexts, healthy work pressure can promote innovation and creativity, as employees become more driven to seek solutions to emerging problems (Biswas et al., 2025; Durço et al., 2025; Indrayanti et al., 2025). As such, eustress not only helps maintain performance levels but also fosters continuous development and contributes to the organization's growth.

Preliminary survey findings at Bank BKK Grobogan indicate that employees exhibit high levels of self-efficacy, this helps them accomplish tasks and reach performance goals. While job pressure and challenges may often trigger stress, most employees perceive them as motivation to develop further, improve skills, and gain new knowledge. Such work-related pressure also drives innovation and maximization of potential, enabling employees to adapt to dynamic job demands. Moreover, survey results show that one of the strategies employees use to manage stress is engaging in hobbies outside of work hours. By participating in enjoyable activities, they are able to maintain emotional balance and return to work with greater focus and energy. Such an approach facilitates effective stress management while simultaneously fostering increased productivity and promoting holistic employee well-being.

Previous studies on the relationship between self-efficacy and employee performance have produced contradictory findings. Labrague & Al Harrasi (2025), Manuel III & Capistrano (2025), showed that worker performance in the Philippines is considerably and favorably impacted by self-efficacy. Zhang et al. (2025) confirmed this relationship in the context of human resource service providers, while Alhowaymel et al. (2025) Liu et al. (2025) studied it among nurses. These studies present a research gap in terms of context and object of study. Therefore, in order to elucidate the relationship between self-efficacy and performance outcomes, the purpose of this study is to examine how eustress mediates stress. Maryani and Gazali (2024) suggest that while job stress exists,

it does not necessarily hinder performance and may sometimes serve as a motivator. These results emphasize the necessity of adopting conflict resolution strategies that harness conflict constructively to enhance performance, as well as stress regulation methods that reframe stress as eustress in order to optimize organizational and individual outcomes. Job satisfaction has been highlighted in other research as a mediating factor in this association. Hence, this study focuses on how eustress, a type of pleasant stress, might amplify the impact of performance-enhancing self-efficacy. It is believed that an optimal level of eustress enhances individual confidence in task completion, thereby contributing to improved performance.

In organizational environment, enhanced individual sense of efficacy and the ability to manage eustress are generally better equipped to face job pressure. Optimal employee performance can be achieved when individuals possess strong confidence in their abilities, even when they are not fully proficient in a given task. Conversely, people who have poor self-efficacy may find it difficult to do even easy jobs because they don't believe in their own talents (Chen et al., 2023). When eustress is present, it drives individuals to strive for excellence, encourages problem-solving, and leads to improved job performance.

2. Critical Review

2.1 Self-Efficacy and employee performance

The self-efficacy possessed by employees fosters confidence in completing their tasks in a timely and effective manner. According to Lopez-Garrido (2023), Self-efficacy is the belief in one's own ability to effectively handle situations and produce positive results, which in turn fosters motivation, enhances awareness, and prompts the necessary actions to adapt to diverse circumstances. Every individual needs to develop self-efficacy to understand the extent of their

potential through the responsibilities they undertake to complete tasks optimally. Self-efficacy is closely linked to enhanced performance, because those with high levels of self-efficacy are usually better suited to complete the tasks assigned to them. It serves as a critical resource in evaluating each employee's ability to fulfill their job responsibilities. Within the framework of the Job Demands-Resources (JD-R) model, self-efficacy is regarded as a critical personal resource that influences how employees respond to job demands and utilize available job resources. (Bakker & Demerouti, 2017). In increasingly digitized work environments, self-efficacy is essential for handling stress at work and enhancing emotional well-being, according to the JD-R model, professional self-efficacy is a vital personal resource that empowers people to successfully handle obstacles linked to their jobs, thereby enhancing their emotional well-being (Lange & Kayser, 2022).

In the banking industry, the importance of self-efficacy is pronounced due to the high-pressure nature of the job, especially in meeting customer acquisition targets. When self-efficacy is managed professionally and effectively, it contributes to emotional well-being and translates into productive work practices. Employees' accumulated experiences support the development of skills and competencies that facilitate self-growth. These experiences help individuals build confidence, constructive thought patterns, and behaviors that reinforce the conviction in their competence to handle demands within their professional surroundings. Therefore, self-efficacy significantly influences employee performance, as also demonstrated by previous studies (Carter et al., 2018; Somuah et al., 2024), which found that self-efficacy had a favorable and significant impact on employee performance.

H1: Self-efficacy has a positive and significant effect on employee performance.

2.2 Self-efficacy and eustress

Self-efficacy is the belief in one's own ability to initiate, plan, and carry out the actions necessary to achieve desired outcomes. Schunk (2023) explains how a person's degree of self-efficacy reflects their confidence in their own ability to perform and their motivation to continue after completing tasks. High self-efficacy workers are more self-assured, able to handle challenges head-on, and capable of finishing assignments on schedule. On the other hand, those who have poor self-efficacy often feel incapable, which impairs their performance. Previous studies also suggest that eustress is a contributing factor that encourages individuals to complete their tasks effectively. Stress does not always produce negative effects; in fact, when correctly managed, job stress can result in beneficial results like eustress. Anwar et al. (2023) found a positive and significant relationship between self-efficacy and job stress. Similarly, Dabuke et al. (2023) observed a direct, positive and significant influence of stress management on self-efficacy. While job pressure may feel burdensome, each employee must be capable of transforming stress into a positive force.

H2: Self-efficacy has a positive and significant effect on eustress

2.3 Eustress and employee performance

Stress at work can affect employee performance in both positive and negative ways. When effectively managed, job stress becomes a motivating challenge that encourages employees to contribute more meaningfully and enhance their performance. In contrast, unmanaged stress may hinder employee effectiveness. In the absence of stress, employees may not feel adequately challenged, which can lead to decreased productivity. Conversely, positive job

stress (eustress) can energize employees, prompting them to develop their potential, achieve greater results, and fulfill their responsibilities more effectively (Hargrove et al., 2015). Eustress is a constructive form of stress experienced in the workplace, where employees perceive high levels of pressure as motivation to engage in positive activities aimed at achieving goals. To attain optimal performance, employees must convert negative job pressure into a source of positive energy. In support of this, Saleem et al., (2022) shown that job stress had a favorable and significant impact on employee performance. Lalu Iftikhar et al. (2023) further asserted that eustress and employee performance are positively and significantly correlated. Wang et al., (2021) also demonstrated the positive impact of job stress on job performance.

H3: Eustress has a positive and significant effect on employee performance.

2.4 The Mediating role of eustress between self-efficacy and employee performance

Self-efficacy is a central role in enabling individuals to complete their tasks and address various challenges effectively. According to Peng et al., (2021), people with high self-efficacy are usually better able to deal with perceived threats. In professional settings, eustress can enhance task performance by increasing work efficiency. However, job stress can also arise from excessive workload, time constraints, or interpersonal conflicts (Onsongo et al., 2025). How stress is perceived determines whether it manifests as eustress (positive stress) or distress (negative stress). When individuals possess the necessary resources and coping abilities, stress is more likely to transform into eustress, motivating them to engage in productive behavior. Conversely, when demands exceed an individual's coping capacity, stress may escalate into distress, adversely impacting physical and psychological health.

In this context, The relationship between employee performance and self-efficacy is expected to be mediated by eustress, enabling the conversion of individual efficacy into fruitful results. Strong self-efficacy increases a person's likelihood of managing work-related stress in a constructive manner, experiencing eustress rather than distress. The satisfaction derived from completing specific tasks can lead to improved performance through eustress. Eustress encourages adaptive coping behaviors when facing workplace challenges (Moyo, 2025; Nascimento et al., 2025). Thus, eustress serves as a link between improved employee performance and self-efficacy. Workers who have a high level of self-efficacy are more assured of their capacity to finish tasks, which fosters the emergence of eustress. This positive stress strengthens motivation and increases employee engagement. In other words, eustress provides a pathway through which self-efficacy translates into improved job performance. Employees who effectively manage stress and convert it into eustress are more likely to meet performance targets and demonstrate optimal workplace behavior.

H4: Eustress mediates self-efficacy on employee performance.

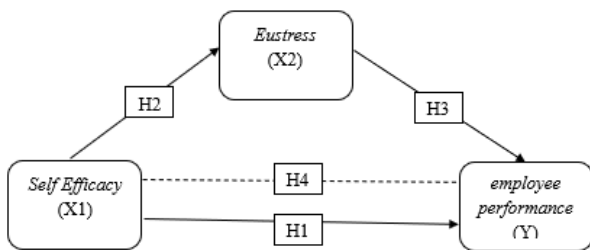


Figure 1. Research Framework 2025

3. Method Innovations

3.1 Research design and sampling technique

This study used a survey method as part of a quantitative research methodology. The research population consisted of 79 permanent employees of PT BPR BKK Purwodadi, individuals were all selected for the sample using a census

sampling technique. A systematic questionnaire with a five-point Likert scale, from "Strongly Agree" (5) to "Strongly Disagree" (1), was used to gather data. The theoretical conceptions pertinent to each variable served as the basis for developing the questionnaire items. Self-efficacy was measured using three indicators among others magnitude, strength, and generality adapted by Bandura (1997); Eustress was assessed using four indicators among others positive affect, meaningfulness, manageability, and hope adapted by Elson and Simmons (2003); and employee performance was evaluated using five indicators among others quantity, quality, timeliness, attendance, and teamwork adapted by Mathis and Jackson (2011).

3.2 Measurement of variables and instrument development

The data was analyzed using the PLS-SEM approach using SmartPLS 3 software. This technique was chosen for its effectiveness in evaluating complex research models, particularly when working with relatively small sample sizes (Ghozali, 2015) and its predictive capabilities. The model evaluation consisted of Convergent validity testing, assessed by ensuring that the AVE exceeded 0.50 and outer loadings were greater than 0.70; Discriminant validity testing, conducted utilizing the Heterotrait-Monotrait Ratio (HTMT), where results less than 1.00 are considered acceptable (Henseler et al., 2015); Composite reliability testing, with a minimum threshold of 0.80 to confirm internal consistency (Hair et al., 2021).

3.3 Data analysis procedure and methodological innovation

The methodological innovation of this study lies in the incorporation of eustress as a mediating variable, which remains relatively underexplored in the context of regional banking institutions. Moreover, the use of the PLS-SEM

model enables empirical exploration of latent variable relationships without assuming data normality, thereby increasing analytical flexibility.

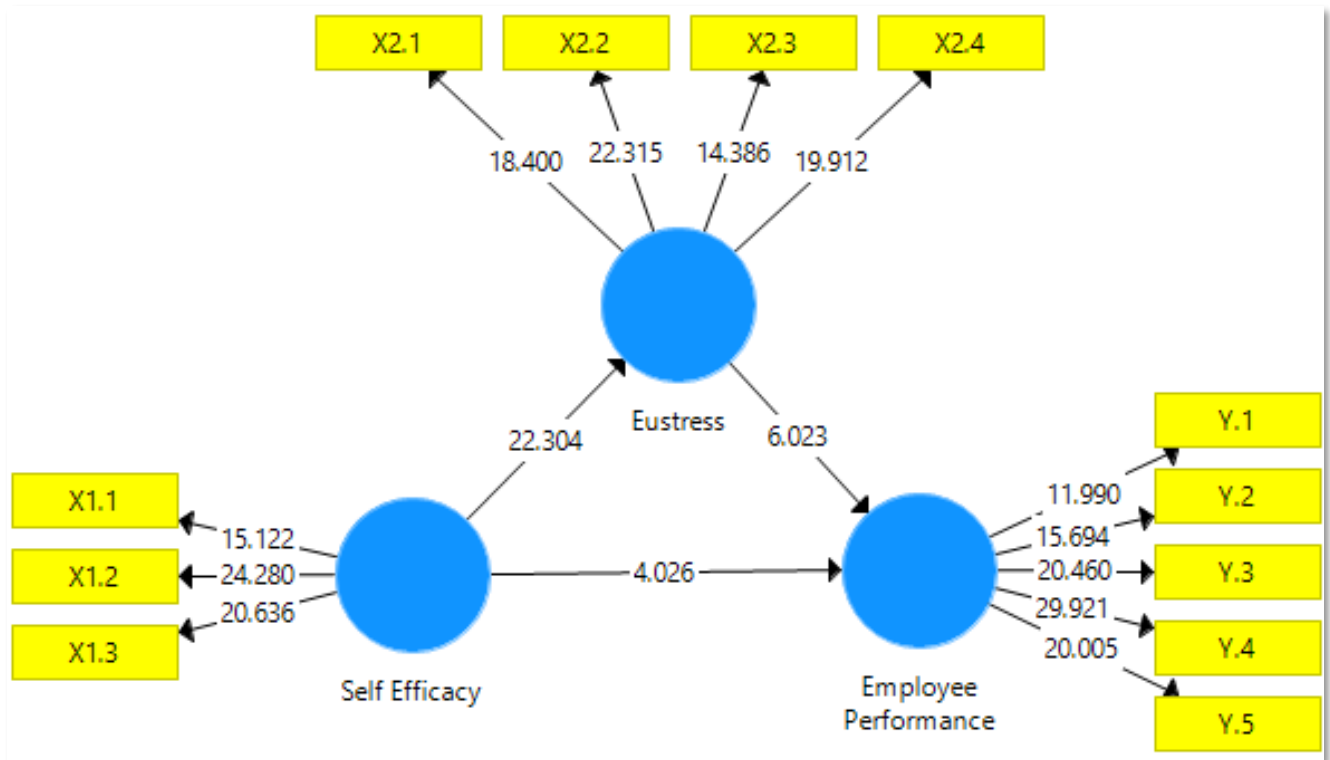


Figure 2. hypothesis testing (SmartPLS)

4. Innovations Result and Discussion

4.1 Operationalization and measurement of variable

Table 1 Operationalization and measurement of the study variables (self-efficacy, eustress and employee performance) Self-efficacy, based on Bandura (1997), is defined as individual beliefs about his/her capabilities to complete tasks and reach goals, which affects behavior, resiliency, and success in the workplace. It is assessed in three aspects, namely: the feeling of competency in performing work-related tasks, pleasure in communicating with a complex work, and feeling of fulfillment about his or her job or professional duties. Eustress, taken from Elson and Simmons (2003) is a positive form of stress which improves productivity and assists goal attainment. Several indicators exist to assess it,

among the well-known four as positive affect, meaningfulness, manageability, and hope. Employee performance – adapted from Mathis & Jackson (2011) – results produced according to specific job responsibilities and across specified standards, revealing quality, quantity, attendance, and teamwork. Its measurement consists of 5 indicators: volume of work output, quality of task execution, punctuality in completing assignments, attendance and punctuality, and ability to work effectively with other members of the organization. Such an operationalization guarantees that each of the constructs is theory driven, with good grounding in the literatures from which each developed, making sound and accurate measurement possible. The concordance of indicators to previous validated scales support content validity and also allows for comparability to past

empirical studies which lend researchers to empirically testing hypothesis with a sounder foundation than the structural model.

4.2 Outer model evaluation

As shown in Table 2, the outer model evaluation (Step 1) results confirmed that all indicators reached the acceptable outer loading (minimum threshold) above 0.70 value, suggesting strong correlation (incremented reliability) of each item with their respective latent construct. Concretely, the self-efficacy indicators are between 0.801 and 0.852 the eustress indicators are between 0.802 and 0.823, and the employee performance indicators are between 0.757 and 0.861. Moreover, all AVE values were above the recommended minimum value of 0.50 for proper convergent validity, self-efficacy = 0.660, eustress = 0.659, employee performance = 0.676. The results here confirm that the constructs have adequate convergent validity as the indicators reflect well the underlying latent constructs. The outer loading values were high endorsing the robustness of the measurement model ensuring that the items used were both theoretically sound and statistically reliable and ready for further structural model analyses.

4.3 Composite reliability analysis

All constructs achieved composite reliability values far above the threshold value of 0.80 (Table 3), with employee performance of 0.907, eustress of 0.886, and self-efficacy of 0.862. The results show a high internal consistency of the indicators, i.e. the indicators in each construct measure the underlying the same concept reliably. Similarly, these values also indicate the reliability of the measurement instrument used in this study, as repeated measurement in similar conditions would deliver the same results which is crucial for stability. Such reliability provides a high level of credibility to the measurement

model, convincing enough to move along with the structural model.

4.4 Coefficient of determination

In terms of HTMT which can be observed in Table 4, the results show that all variables are a lot more than 0.85 (Fornell & Larker 1981), proving discriminant validity. The conservative HTMT threshold is 1.00 for all the variables studied and the obtained value of HTMT relationships was employee performance and eustress 0.990, employee performance and self-efficacy 0.979 and eustress and self-efficacy 0.993, below the threshold value as shown in table 4. These findings demonstrate that each construct is empirically distinct, albeit they are correlated (as expected), and that the measurement model is able to appropriately discriminate between the latent variables. The HTMT result therefore satisfy all discriminant validity criteria that should be established, thus the constructs provide evidence that the measures it represents capture conceptually distinct aspects in the context of the research model.

4.5 Effect size F-square analysis

According to Table 5, the R-Square value for employee performance is equal to 0.761 or 76.1%, with an adjusted R-Square of 0.754. This means that self-efficacy and eustress simultaneously contribute to difference in 76.1% of employee performance. Likewise, the eustress R-Square value is 0.628 which is adjusted to 0.623 indicates that self-efficacy explains 62.8% of the variance of eustress. With these values, we can conclude that model has a high explanatory power, which aligned with standards of high prediction accuracy in behavioral and organizational research, indicating that predictors included in this study covers a good part of dependence variables.

4.6 Path coefficients and hypothesis testing results

The Effect Size (F-Square) results, which examine the relative impact of each of the exogenous constructs on the endogenous variables, are provided in Table 6. Based on Cohen (1988) guidelines eustress has a large effect on employee performance which is 0.477. The effect size of self-efficacy on employee performance is 0.207 (small) while the effect of self-efficacy on eustress is 1.688 (extremely large). The results above highlight that the impact of self-efficacy is prominent in determining eustress, and the resulting impact of eustress is more pronounced on employee performance. The findings emphasise the importance of considering eustress as a mediating concept in the model while thus reiterating eustress as a critical pathway through which self-efficacy improves work outcomes.

4.7 Path coefficients and hypothesis

In Table 7, the path coefficients and hypothesis testing outcomes are displayed, all of which are positive (significant at $p < 0.001$) and are hypothesized. So, the direct impact of employee self-efficacy on employee performance is 0.365 ($t = 4.026$), this can be concluded self-efficacy give a significant contribution to work outcomes. Self-efficacy has a very high coefficient of 0.792 ($t = 22.304$), which plays an important role in eustress. Eustress also has a positive effect on employee performance, and is significant with a coefficient of 0.554 ($t = 6.023$) which means eustress can be a factor which will improve performance. Moreover, the mediating role of eustress in hearing self-efficacy translates their effect to employee performance is confirmed with the meaningful indirect effect of self-efficacy on employee performance with eustress (coefficient = 0.439, $t = 604.1$). All of the proposed hypotheses received strong empirical support from these results.

4.8 Discussion

This study provides strong empirical support for our assertion that self-efficacy positively affects employee performance directly and indirectly through eustress as a mediating variable. Results confirm that higher self-efficacy employees perform better than their peers, consistent with prior research by Carter et al. (2018) and Somuah et al. They noted that people with a stronger belief in their own capabilities will approach challenges as tasks to be mastered rather than as threats to avoid, will have more intrinsic interest in them, and will invest greater effort and persist longer in the face of difficulties (Bandura, 2024). Self-efficacy: Within the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017), self-efficacy is a crucial personal resource that helps employees cope with job demands by making the most out of available resources. In an industry such as banking, where performance expectations and customer acquisition targets create a pressure-cooker environment, this resource is critical for employees to maintain optimal productivity levels in trying situations.

This study found the positive relationship between self-efficacy and eustress to be very strong confirming previous work by Anwar et al. (2023) and Dabuke et al. (2023) observed, reframing stress into a positive force another component of high self-efficacy. This ability to reframe job demands as positive challenges instead of threats leads to greater motivation, concentration, and coping abilities. In the banking sector business with the deadlines, compliance need and customer service pressure looming all around, the transforming of stress into eustress becomes an important adaptive strategy. Those who are psychologically flexible are more capable of sustaining performance standards alongside protecting their emotional well-being (Lange & Kayser, 2022).

Furthermore, the results confirm that eustress has a beneficial impact on employee performance, which is consistent with Hargrove and other works. (2015), Lalu Iftikhar et al. (2023), and Moyo (2025). Together, these studies suggest that stress can act as a performance booster rather than a performance killer, but the first such role will only emerge under some circumstances. This helps to extend the body of knowledge by demonstrating that eustress is associated with better work output, quality, timeliness and teamwork in regional banking institutions. This agrees with the argument of Gulzar et al. Yang et al. (2022) that proper job pressure can motivate employees to perform beyond their normal limits. Crucially, the current results further highlight the importance of supportive work environments, transparency, and realistic performance goals which together allow optimal effects of eustress through proper channeling of workplace stress, Kristof-Brown said.

What is particularly interesting in this study is the mediating role of eustress in the relation of self-efficacy to employee performance. The indirect path coefficient also suggests that performance is not just affected by self-efficacy directly, but through eustress which increases its effect. This result is in agreement with the study of Ahmed et al. (2025) and Nascimento et al. Eustress as a construct serves as a psychological bridge between individual resources and improved work outcomes (2025). In theoretical terms, employees in possession of high self-efficacy interpret challenges in the workplace as opportunities for personal growth, which in turn elicits eustress—an adaptive, motivational state leading to increased perseverance, problem-solving and proactive behaviors. This enduring mobilization of stress response can encourage persistent acquisition of competencies and innovation, essential to keeping the organization competitive (Sharma et al., 2023).

The implications of the findings are that managers in high-pressure industries such as banking should focus on self-efficacy initiatives and organizational restructuring that convert stress into eustress. These could include focused training, mentoring programs, and recognition policies that support an employee's belief in themselves. Job design techniques that maintain an equilibrium between high performance targets and stretching the resources available to meet them, also to help ensure eustress, and that performance pressures remain within limits. This way is fitted with the conception of stress regulation that characterizes challenges as avenues for growth rather than threats as advocated by Maryani and Gazali (2024).

Last but not the least, the study expands the literature by testing this model in the unique and under-researched context of regional banks; where organizational characteristics, available resources and sources of distress are distinct as compared to larger, urban-oriented financial institutions. The current findings extend the theoretical application of the JD-R model and provide implications for human resource management practices in comparable contexts by revealing the relevant role of eustress as a mediating variable. Future research may investigate cultural/organizational factors that might have certain moderating effects on the relationships found in this study, especially in the industries in which the high performance is repeatedly called for a sustained period of time under pressure.

In short, this research validates that self-efficacy is concerned as a crucial determinant of employee performance and this impact is further accentuated via eustress acting as a mediator. With a confident workforce that can turn stress into fuel for action, organizations ensure high performance while taking care of the well-being of employees and their adaptability.

5. Conclusion

This study concludes that self-efficacy plays a pivotal role in enhancing employee performance, both directly and indirectly through the mediating effect of eustress. Employees with high self-efficacy are more capable of managing job demands, reframing workplace pressure into positive stress that motivates them to achieve higher productivity, better quality of work, and stronger teamwork. The findings confirm that

eustress serves as a critical psychological mechanism that transforms self-belief into optimal job performance, particularly in high-pressure environments such as the banking industry. By fostering self-efficacy and creating supportive conditions that enable stress to be perceived as a constructive challenge, organizations can not only improve performance outcomes but also sustain employee well-being and adaptability in the face of evolving work demands.

6. Image and data table

Table 1. operationalization and measurement of variabel

No	Variable	Indicator	Sources
1	Self-efficacy refers to an individual's belief in their capacity to complete tasks and achieve goals. It plays a critical role in shaping behavior, fostering resilience when facing challenges, and influencing success in the workplace.	<ol style="list-style-type: none"> 1. A sense of capability in carrying out job-related tasks. 2. Enjoyment in engaging with challenging work. 3. A feeling of satisfaction toward one's job or professional responsibilities. 	Bandura (1997)
2	Eustress is a form of positive stress that encourages employees to enhance their productivity and strive toward achieving goals.	<ol style="list-style-type: none"> 1. Positive affect. 2. Meaningfulness 3. Manageability. 4. Hope. 	Elson & simmons (2003)
3	Employee performance refers to the outcomes achieved by individuals based on assigned duties and predetermined standards. It encompasses aspects such as work quality, quantity, attendance, and attitude, and plays a critical role in determining organizational success.	<ol style="list-style-type: none"> 1. Work output volume 2. Quality of task execution 3. Timeliness in completing assignments 4. Attendance and punctuality 5. Ability to collaborate effectively within a team 	Mathis dan jackson (2011)

Table 2. Outer Loading and AVE

Variable	Indicator	Outer Loading	AVE
Self Efficacy	SE 1	0,801	0,660
	SE 2	0,852	
	SE 3	0,814	

Eustress	E 1	0,823	0,659
	E 2	0,819	
	E 3	0,802	
	E 4	0,804	
Employee Performance	EP 1	0,757	0,676
	EP 2	0,810	
	EP 3	0,806	
	EP 4	0,861	
	EP 5	0,824	

Table 3. Composite Reliability

Composite Reliability	
Employee Performance	0,907
Eustress	0,886
Self Efficacy	0,862

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Employee Performance	Eustress	Self Efficacy
Employee Performance			
Eustress	0,990		
Self efficacy	0,979	0,993	

Sources : Author (2025)

Table 5. R-Square and Adjusted R-Square

	R- Square	R Square Adjusted
Employee Performance	0,761	0,754
Eustress	0,628	0,623

Table 6. Effect Size (F-Square)

	Employee Performance	Eustress	Self Efficacy
Employee Performance			
Eustress	0,477		
Self Efficacy	0,207	1,688	

Table 7. Path Coefficients and Significance

Path Relationship	Coefficient	t-Statistic	p-Value
Self-Efficacy → Employee Performance	0,365	4,026	0,000
Self-Efficacy → Eustress	0,792	22,304	0,000
Eustress → Employee Performance	0,554	6,023	0,000
Self-Efficacy → Employee Performance (Indirect via Eustress)	0,439	6,041	0,000

Sources : Author (2025)

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