



Resilience and Self-Confidence in Facing the Demands of Political Organizations

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Abstract

Grassroots political party administrators interact directly with the public while carrying out organizational responsibilities in environments characterized by political pressure, public scrutiny, competing interests, and rapidly changing social dynamics. These conditions require not only technical and political competence but also psychological resources that enable administrators to remain confident and adaptive in fulfilling their roles. This study examined the relationship between resilience and self-confidence among political party administrators at the sub-district and urban-village levels in East Jakarta. A quantitative, non-experimental, cross-sectional design was employed using a census approach. Of the 200 administrators in the target population, data from 178 eligible respondents were analyzed. Resilience was measured using the 25-item Connor-Davidson Resilience Scale (CD-RISC-25), whereas self-confidence was assessed using a 20-item Self-Confidence Scale. Data were analyzed using descriptive statistics and path analysis, with social pressure and anxiety included as control variables. The results indicated that resilience was positively and significantly associated with self-confidence ($\beta = 0.555$, $t = 10.669$, $p < 0.001$) and represented the strongest predictor in the model. Social pressure and anxiety remained significant negative predictors, while the overall model explained 72.3% of the variance in self-confidence. These findings demonstrate that resilience is a critical psychological resource supporting administrators' confidence in performing organizational responsibilities under demanding political conditions. Political organizations should therefore complement technical, organizational, and political capacity-building initiatives with resilience development and psychological support programs to strengthen the effectiveness of grassroots administrators.

Keywords: Political Party Administrators, Political Psychology, Resilience, Self-Confidence, Social Pressure.



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INTRODUCTION

Political parties constitute one of the principal institutions of democratic governance because they perform strategic functions in political education, political communication, leadership recruitment, interest aggregation, and conflict management within society. At the operational level, these functions are implemented not only through formal institutional arrangements but also through the psychological readiness of party administrators who continuously interact with citizens under dynamic political conditions. Grassroots administrators at the sub-district and urban-village levels serve as the primary interface between political organizations and the public, requiring them to simultaneously represent organizational values, respond to public expectations, and preserve constructive relationships with diverse community groups (Budiardjo, 2019). Contemporary democratic development has intensified these responsibilities as increasing electoral competition, political realignment, and changing patterns of citizen participation have expanded both organizational expectations and public scrutiny directed toward local political actors (Dalton, 2021). Classical scholarship likewise emphasizes that the sustainability of political parties depends not merely on institutional structures but on the effectiveness of organizational actors who continuously translate party objectives into everyday political practice (Duverger, 1954; Sartori, 1976). These circumstances indicate that psychological resources have become increasingly central to sustaining effective political participation, although the internal capacities enabling administrators to cope with these pressures remain substantially less examined than institutional or electoral dynamics.

The demands experienced by grassroots political administrators possess distinctive psychological characteristics because criticism directed toward the political party frequently becomes personalized through members' identification with the organization, creating continuous interpersonal pressure that extends beyond formal organizational responsibilities. Social cognitive perspectives suggest that self-confidence enables individuals to communicate opinions, make decisions under uncertainty, and persist despite repeated social evaluation because beliefs about personal capability fundamentally shape behavioral performance (Bandura, 1997). Organizational psychology has increasingly demonstrated that resilience functions as a critical adaptive resource allowing individuals to recover from adversity while maintaining effective performance across challenging institutional environments (Luthans et al., 2021). Empirical studies have consistently shown that resilience contributes to organizational sustainability through psychological capital, creative self-efficacy, and employee engagement, indicating that adaptive psychological resources influence both individual functioning and organizational effectiveness (Harijadi et al., 2024; Al Achtaar, 2025). Reviews of resilience intervention programs further indicate that resilience can be strengthened through systematic organizational support, although evidence remains concentrated within corporate, educational, and governmental institutions rather than political organizations (Scheuch et al., 2021). Existing findings collectively imply that resilience and self-confidence represent interconnected psychological assets whose interaction may become particularly consequential in highly evaluative organizational environments.

Despite this growing body of literature, important conceptual and empirical limitations remain unresolved because research examining resilience has predominantly emphasized organizational resilience, institutional sustainability, or employee performance while giving comparatively limited attention to the psychological experiences of grassroots political actors. Studies investigating organizational resilience generally position self-efficacy, transformational leadership, talent management, and flexible human resource practices as organizational antecedents, leaving the direct relationship between personal resilience and self-confidence under sustained political pressure insufficiently explained (Amelia & Purbiyati, 2024; Nelson et al., 2025). Research on resilience among organizational members has also focused primarily on academic organizations, public institutions, and civil servants, producing findings that cannot automatically be generalized to political organizations characterized by ideological contestation, public criticism, and identity-based evaluations (Auliaunissa et al., 2025; Mukhlisah & Suhadianto, 2025). Another unresolved issue concerns the tendency of previous studies to investigate resilience independently from broader psychological conditions such as anxiety and perceived social pressure, despite evidence suggesting that adaptive responses emerge through continuous appraisal of environmental demands and available coping resources (Lazarus & Folkman, 1984). The distinctive interaction between organizational demands, social identity, and individual psychological adaptation therefore remains theoretically fragmented. Such fragmentation limits a comprehensive understanding of why some political administrators remain confident and effective under sustained political pressure whereas others experience diminished participation despite occupying similar organizational positions.

The unresolved issues acquire greater significance because grassroots administrators increasingly operate within political environments characterized by heightened polarization, rapid information circulation, and intensified public evaluation that amplify emotional demands beyond conventional organizational responsibilities. Democratic institutions rely upon psychologically adaptive political actors who are capable of maintaining constructive engagement despite persistent criticism, organizational conflict, and uncertainty regarding political outcomes (Kristiyanto et al., 2023). Clinical and occupational psychology recognizes prolonged exposure to social stressors and anxiety as conditions capable of influencing adaptive functioning and psychological well-being, making resilience an increasingly relevant protective factor in demanding organizational contexts (American Psychiatric Association, 2022; Spielberger, 1983). Recent studies involving occupations exposed to continuous organizational pressure similarly demonstrate that resilience contributes to adaptive functioning and emotional stability when individuals confront sustained workplace demands (Wicaksono et al., 2026). Strengthening resilience among political administrators therefore possesses implications extending beyond individual adjustment because psychologically confident administrators are more likely to sustain effective political communication, organizational representation, and democratic participation. Examining this relationship also provides practical insights for political

organizations seeking evidence-based strategies to develop psychologically prepared grassroots cadres capable of functioning effectively under continuous public scrutiny.

This study positions itself within the intersection of political psychology and organizational behavior by shifting analytical attention from institutional resilience toward the psychological mechanisms operating within individual political administrators. Rather than treating resilience merely as an organizational attribute, this research conceptualizes resilience as an individual adaptive capacity that may explain variations in self-confidence after accounting for concurrent psychological conditions associated with political organizational life. The focus on sub-district and urban-village administrators is particularly important because these actors directly implement the functions mandated for political parties within Indonesia's democratic system while simultaneously encountering organizational expectations and public evaluations in everyday practice (Undang-Undang Republik Indonesia Nomor 2 Tahun 2008 tentang Partai Politik; Undang-Undang Republik Indonesia Nomor 2 Tahun 2011 tentang Perubahan atas Undang-Undang Nomor 2 Tahun 2008 tentang Partai Politik). Recent discussions concerning political stability increasingly acknowledge that the effectiveness of leadership and institutional performance cannot be separated from the adaptive capacities of organizational actors operating at multiple administrative levels (Dewi, 2026). Evidence from organizational research likewise indicates that resilience consistently enhances adaptive performance across diverse institutional environments, although comparable investigations within political party organizations remain notably scarce (Srivastava & Madan, 2020). Addressing this overlooked context offers an opportunity to refine theoretical understanding regarding how resilience functions as a psychological mechanism supporting self-confidence in politically demanding organizational environments.

This study aims to examine the relationship between resilience and self-confidence among political party administrators serving at the sub-district and urban-village levels in East Jakarta while controlling for the influence of social pressure and anxiety. The research concentrates on resilience because preliminary findings indicate that it represents the strongest psychological predictor of self-confidence within the broader analytical model. By investigating psychological adaptation in the context of grassroots political organizations, this study extends existing discussions beyond institutional and organizational perspectives toward individual psychological processes underlying effective political participation. The findings are expected to contribute theoretically by strengthening the integration of resilience and self-confidence within political organizational settings while enriching the application of psychological resource perspectives in political behavior research. Methodologically, the study contributes empirical evidence from a population that has received limited scholarly attention and demonstrates the value of simultaneously examining resilience alongside other psychological conditions affecting organizational functioning. The study also provides a foundation for developing future interventions intended to strengthen the psychological preparedness of political administrators confronted with increasingly complex democratic demands.

RESEARCH METHODS

This study employed an empirical quantitative research design using a non-experimental cross-sectional survey to examine the relationship between resilience and self-confidence among political party administrators. The article presents a focused analysis derived from a broader thesis investigating the effects of social pressure, anxiety, resilience, and self-confidence, with particular emphasis on the contribution of resilience after statistically controlling for social pressure and anxiety. The target population comprised 200 political party administrators serving at the sub-district and urban-village levels in East Jakarta. A census sampling technique was adopted because the entire accessible population was included in the study. A total of 178 respondents met the inclusion criteria and completed the questionnaire, consisting of chairpersons, secretaries, treasurers, division administrators, and executive members who had actively served within the party organization. The implementation of this population-based approach reflects the organizational structure of Indonesian political parties as stipulated in the legal framework governing political organizations (Undang-Undang Republik Indonesia Nomor 2 Tahun 2011 tentang Perubahan atas Undang-Undang Nomor 2 Tahun 2008 tentang Partai Politik). Data were collected through self-administered questionnaires distributed directly to respondents after they had received information regarding the objectives of the study and provided informed consent.

Table 1. Characteristics of Research Respondents

Characteristic	Category	<i>n</i>	%
Gender	Male	132	74.16
	Female	46	25.84
Age	20–30 years	47	26.40
	31–40 years	65	36.52
	41–50 years	50	28.09
	>50 years	16	8.99
Administration Level	Sub-district	75	42.13
	Urban-village	103	57.87
Position	Chairperson/Secretary/Treasurer	73	41.01
	Division Administrator/Member	105	58.99
Length of Service	<1 year	23	12.92
	1–3 years	83	46.63
	>3 years	72	40.45

Resilience was measured using the 25-item Connor–Davidson Resilience Scale (CD-RISC-25), which assesses personal competence, tolerance of adversity, positive acceptance of change, self-control, and spirituality, whereas self-confidence was measured using a 20-item Self-Confidence Scale developed based on Lauster’s theoretical framework covering confidence in personal ability, confidence in decision-making, positive self-evaluation, and willingness to express opinions (Connor & Davidson, 2003). Social pressure was measured using a researcher-developed Social Pressure Scale, while anxiety was assessed using the seven-item Anxiety subscale of the Depression Anxiety Stress Scales (DASS-21) and included as control variables in the analytical model because psychological distress may influence individuals’ confidence when responding to demanding organizational environments (American Psychiatric Association, 2022). The adapted CD-RISC-25 demonstrated standardized factor loadings ranging from 0.450 to 0.996 with Cronbach’s alpha coefficients between 0.722 and 0.896, whereas the self-confidence instrument reported a reliability coefficient of 0.913; all questionnaire items satisfied the predetermined validity criteria and were retained for subsequent analysis (Bandura, 1997). Data analysis consisted of data screening, descriptive statistical analysis, regression assumption testing, and path analysis. The path regression model simultaneously estimated the effects of resilience, social pressure, and anxiety on self-confidence, with statistical significance established at $p < .05$ and the coefficient of determination (R^2) used to estimate the proportion of variance in self-confidence explained by the predictor variables. Ethical considerations included voluntary participation, informed consent, anonymity, confidentiality of participant information, and the exclusive use of collected data for academic research purposes.

RESULTS AND DISCUSSION

Descriptive Profile of the Research Variables

The descriptive analysis was conducted to provide an overview of the distribution of resilience and self-confidence among political party administrators before examining the structural relationship between the variables. The respondents represented grassroots administrators serving at the sub-district and urban-village levels, whose organizational responsibilities involve direct interaction with citizens, internal coordination, and the implementation of party programs at the local level. These responsibilities require continuous adaptation because administrators frequently encounter organizational expectations alongside public evaluations in the course of their political activities. Such conditions illustrate that the psychological characteristics of grassroots administrators constitute an important element in understanding organizational performance within democratic political institutions (Budiardjo, 2019). The demographic profile also indicates that the participants were sufficiently diverse in terms of age, organizational position, and length of service, providing an adequate representation of local political administrators included in the study. This diversity allows the descriptive findings to reflect the psychological characteristics of respondents occupying different roles within the same organizational environment.

The composition of respondents showed that male administrators accounted for a larger proportion of the sample than female administrators, while individuals aged between 31 and 40 years represented the largest age group. More than half of the respondents served at the urban-village level, and the majority occupied positions as division administrators or executive members rather than executive leadership positions. Nearly half of the respondents had served within the organization for one to three years, indicating that most participants had accumulated practical experience in carrying out organizational responsibilities before participating in the survey. Political organizations generally rely on administrators with varying organizational experiences because party institutionalization depends upon the continuity of organizational participation across multiple structural levels (Duverger, 1954). Differences in demographic characteristics were not treated as comparison variables in the present study, yet they provide contextual information for interpreting the observed variation in resilience and self-confidence. The respondent profile also reflects the organizational structure commonly found within Indonesian political parties operating at the grassroots level (Undang-Undang Republik Indonesia Nomor 2 Tahun 2008 tentang Partai Politik).

The descriptive statistics of the principal variables are presented in Table 2. The resilience variable obtained a mean score of 58.00 with a standard deviation of 16.37, whereas self-confidence produced a mean score of 46.54 with a standard deviation of 13.09. Both variables exhibited relatively wide empirical score ranges, suggesting considerable variability in psychological responses among respondents. The observed variation indicates that administrators differed in their ability to adapt to organizational demands as well as in their confidence when performing political responsibilities. Rather than indicating homogeneous psychological characteristics, the findings suggest that individual experiences within the same organizational environment may contribute to different levels of resilience and self-confidence.

Table 2. Descriptive Statistics of the Main Variables

Variable	N	Minimum	Maximum	Range	Mean	SD
Resilience	178	25	98	73	58.00	16.37
Self-confidence	178	20	78	58	46.54	13.09

The descriptive statistics demonstrate that resilience displayed a wider score distribution than self-confidence, as reflected in both the empirical range and standard deviation. No categorical interpretation such as low, moderate, or high was applied because the original research design did not establish normative classification thresholds for either instrument. This analytical approach preserves the empirical characteristics of the data and avoids arbitrary categorization that may reduce measurement precision. Similar recommendations have been emphasized in psychological assessment research, which encourages interpreting continuous psychological constructs based on observed score distributions rather than unsupported categorical labels (Bandura, 1997). The dispersion of resilience scores suggests that administrators differed substantially in their capacity to recover from organizational challenges, while the comparatively narrower distribution of self-confidence indicates relatively more consistent perceptions of personal capability across respondents. These descriptive findings provide an empirical basis for examining whether resilience contributes to explaining such differences in self-confidence.

The observed variability is understandable considering that grassroots political administrators operate in organizational settings characterized by dynamic social interactions, changing political circumstances, and continuous public scrutiny. Administrators occupying similar formal positions may nevertheless experience different levels of psychological adaptation because organizational demands are influenced by individual experiences, interpersonal relationships, and exposure to political conflict. Contemporary scholarship has argued that political organizations increasingly require adaptive human resources capable of responding effectively to evolving democratic environments rather than relying solely on formal organizational structures (Dalton, 2021). Institutional continuity likewise depends not only on organizational rules but also on the ability of individual members to sustain effective participation despite changing political conditions (Sartori, 1976). The descriptive findings therefore indicate that psychological characteristics constitute meaningful individual differences that deserve further investigation within political organizational contexts. Such variation also provides a reasonable empirical foundation for examining the structural association between resilience and self-confidence.

The descriptive findings should be interpreted as an initial representation of respondents' psychological characteristics rather than evidence of causal relationships among the research variables. Mean scores describe the central tendency of the observed data, whereas standard deviations indicate the extent to which individual responses differ from one another within the study population. The absence of categorical classifications does not reduce the analytical value of the descriptive statistics because the subsequent path analysis evaluates relationships using continuous measurements that retain the full variability of respondents' responses. This analytical sequence is consistent with quantitative studies investigating psychological constructs in organizational settings, where descriptive statistics function primarily as the basis for inferential analysis rather than as independent evidence of theoretical conclusions. The empirical variation identified in this section provides the statistical rationale for examining whether resilience explains differences in self-confidence after accounting for other psychological conditions included in the research model. The following section therefore presents the results of the path analysis to evaluate the magnitude and significance of resilience as a predictor of self-confidence among political party administrators.

The Effect of Resilience on Self-Confidence among Political Party Administrators

The path analysis was conducted to examine whether resilience significantly predicts self-confidence after controlling for social pressure and anxiety. The model demonstrated a statistically significant relationship, indicating that resilience remained the strongest predictor of self-confidence even when the influence of other psychological conditions was simultaneously considered. This finding suggests that the ability to recover from adversity, adapt to organizational challenges, and maintain psychological functioning contributes substantially to administrators' confidence in performing their organizational responsibilities. The explanatory power of the model was also substantial, with the predictors jointly accounting for 72.3% of the variance in self-confidence. Such a proportion indicates that resilience, social pressure, and anxiety collectively provide a robust explanation of self-confidence within the present research context. The detailed results of the path analysis are presented in Table 3.

Table 3. Predictors of Self-Confidence in the Path Analysis Model

Predictor	β	t	p	Interpretation
Social Pressure	-0.228	-4.304	<0.001	Significant
Anxiety	-0.197	-3.705	<0.001	Significant
Resilience	0.555	10.669	<0.001	Significant

Note. $R^2 = 0.723$. Standardized path coefficients are reported.

The standardized path coefficient demonstrates that resilience exerted the largest positive effect on self-confidence ($\beta = 0.555$), exceeding the magnitude of the negative effects associated with social pressure and anxiety. The positive coefficient indicates that respondents who possessed stronger adaptive capacities also reported greater confidence in making decisions, expressing opinions, and fulfilling their organizational responsibilities. Although social pressure and anxiety remained statistically significant predictors, their comparatively smaller coefficients indicate that adaptive psychological resources explain self-confidence more strongly than psychological distress within the estimated model. The relatively high coefficient of determination further indicates that the proposed model adequately captures important psychological processes associated with confidence among grassroots political administrators. These findings reinforce the assumption that individual adaptive capacity constitutes an essential psychological resource when administrators operate under continuous organizational and public demands. The remaining unexplained variance suggests that additional psychological or organizational factors may also contribute to self-confidence and deserve investigation in future studies.

The positive association between resilience and self-confidence is theoretically consistent with the conceptualization of resilience proposed by Connor and Davidson (2003), who describe resilience as a multidimensional capacity involving personal competence, perseverance under pressure, positive acceptance of change, self-control, and spiritual influence. Administrators capable of maintaining adaptive functioning despite organizational conflict or public criticism are more likely to develop confidence in their ability to perform future political responsibilities. Experiences of successfully managing demanding situations may gradually strengthen beliefs regarding personal capability because

individuals repeatedly confirm that they can function effectively despite adversity. This pattern is reflected in the present findings, where resilience remained the strongest predictor after other psychological influences were statistically controlled. The results indicate that adaptive functioning should not be interpreted merely as emotional endurance but also as a psychological mechanism supporting effective organizational participation. Such evidence strengthens the argument that resilience represents a central psychological asset within politically demanding environments.

The findings are also consistent with Bandura's (1997) social cognitive theory, which emphasizes that self-confidence develops primarily through mastery experiences rather than temporary encouragement or external reinforcement. Political administrators who repeatedly overcome criticism, organizational disagreement, leadership transitions, or implementation difficulties accumulate experiences demonstrating their capacity to manage future challenges. These successful experiences gradually strengthen positive self-evaluations, making individuals more willing to communicate publicly, defend organizational decisions, and interact confidently with diverse stakeholders. The present findings support this theoretical proposition by demonstrating that resilience contributes positively to confidence even after accounting for psychological pressures that commonly accompany organizational life. Rather than eliminating organizational stress, resilience appears to transform demanding experiences into opportunities for developing stronger perceptions of competence. Such a mechanism helps explain why administrators with comparable organizational roles may nevertheless display different levels of confidence during political engagement.

The current findings also correspond with recent empirical studies emphasizing resilience as an important component of psychological capital that supports organizational effectiveness across various institutional contexts. Research conducted within governmental and organizational settings has consistently demonstrated that resilience contributes to adaptive performance, sustainable organizational functioning, and employees' capacity to maintain effectiveness under demanding conditions (Harijadi et al., 2024). Similar evidence indicates that resilience interacts with self-efficacy, leadership support, and organizational practices to strengthen both individual and organizational resilience, suggesting that adaptive psychological resources remain relevant across different organizational environments (Amelia & Purbiyati, 2024; Nelson et al., 2025). Although previous investigations have largely focused on corporate or public-sector employees, the present study extends this body of knowledge by demonstrating comparable psychological dynamics among grassroots political party administrators. The findings therefore contribute additional empirical evidence indicating that resilience functions as an important predictor of self-confidence beyond conventional organizational settings. This extension broadens the applicability of resilience theory within political psychology and organizational behavior research.

The results also highlight the distinctive nature of grassroots political organizations, where administrators regularly confront public evaluation while simultaneously fulfilling organizational obligations. Unlike employees operating within relatively stable institutional environments, political administrators frequently encounter ideological disagreement, criticism directed toward party identity, and uncertainty associated with electoral competition. Such conditions require not only technical competence but also psychological adaptability that enables individuals to remain confident despite fluctuating political circumstances. Recent organizational resilience research similarly emphasizes that sustainable organizational functioning depends upon individuals' capacity to adapt to changing environmental demands rather than solely upon institutional arrangements or procedural systems (Al Achtaar, 2025). The present findings indicate that strengthening resilience may represent an important strategy for enhancing the psychological readiness of political administrators responsible for maintaining effective communication and organizational representation at the grassroots level. These results provide the basis for further discussion regarding how resilience operates alongside social pressure and anxiety within demanding political organizational environments.

Psychological Adaptation under Political Organizational Demands

The simultaneous inclusion of social pressure, anxiety, and resilience in the analytical model provides a broader understanding of the psychological mechanisms underlying self-confidence among political party administrators. Although resilience emerged as the strongest positive predictor, the negative coefficients for social pressure and anxiety indicate that psychological adaptation is shaped by both internal resources and external demands. Administrators working at the grassroots level are

expected to communicate organizational policies, respond to public criticism, and maintain relationships with diverse community groups, all of which create continuous psychological demands beyond formal administrative responsibilities. These findings suggest that confidence in organizational performance is not determined exclusively by individual capability but also by the manner in which administrators perceive and manage challenging social situations. The coexistence of positive and negative predictors illustrates that self-confidence develops within a dynamic interaction between adaptive resources and stressful organizational experiences. Such a pattern is consistent with the multidimensional nature of psychological functioning observed in organizational settings characterized by high public exposure.

The statistical relationship observed in this study can be interpreted through the Transactional Theory of Stress and Coping, which proposes that psychological outcomes depend on individuals' cognitive appraisal of environmental demands and the coping resources available to address them (Lazarus & Folkman, 1984). Administrators possessing stronger resilience are likely to evaluate criticism, organizational conflict, or political uncertainty as manageable challenges rather than overwhelming threats. This appraisal process enables individuals to preserve confidence even when organizational circumstances become increasingly demanding. Conversely, limited adaptive resources may intensify perceptions of threat and reduce confidence in one's ability to perform organizational responsibilities. The findings therefore indicate that resilience operates not by eliminating organizational pressure but by influencing the interpretation of stressful experiences. This mechanism helps explain why administrators exposed to comparable organizational conditions may nevertheless display different levels of self-confidence.

The contribution of anxiety to the analytical model also deserves attention because emotional responses remain closely associated with confidence when individuals perform roles involving continuous public evaluation. Anxiety may reduce confidence by increasing hesitation, excessive self-monitoring, and concerns regarding potential negative judgments from others. Clinical psychology recognizes that persistent anxiety may interfere with adaptive functioning, decision-making, and effective interpersonal communication when individuals are repeatedly exposed to demanding situations (American Psychiatric Association, 2022). A similar perspective is reflected in the conceptualization of state and trait anxiety, where heightened anxiety influences cognitive processing and behavioral performance under evaluative conditions (Spielberger, 1983). Although anxiety demonstrated a smaller standardized coefficient than resilience, its significant negative relationship indicates that emotional distress remains an important psychological condition requiring organizational attention. The present findings therefore support the view that confidence develops through the interaction between adaptive capacities and emotional regulation rather than through either mechanism alone.

To clarify the relative contribution of each predictor, Table 4 summarizes the direction and magnitude of the relationships identified in the path analysis. The comparison demonstrates that resilience contributes positively, whereas both social pressure and anxiety contribute negatively to self-confidence. The larger standardized coefficient associated with resilience indicates that adaptive capacity explains a greater proportion of variation in confidence than the two negative predictors within the proposed model. This pattern reinforces the interpretation that psychological resources constitute a protective mechanism enabling administrators to maintain effective functioning despite demanding organizational conditions.

Table 4. Summary of the Effects of Psychological Predictors on Self-Confidence

Predictor	Direction of Relationship	Relative Magnitude	Interpretation
Resilience	Positive	Strongest	Strengthens adaptive confidence in organizational roles
Social Pressure	Negative	Moderate	Reduces confidence through external evaluation
Anxiety	Negative	Moderate	Weakens confidence through emotional distress

The dominance of resilience within the model aligns with recent organizational research emphasizing that adaptive psychological resources contribute substantially to sustainable performance and organizational resilience. Studies conducted in public institutions and organizational contexts indicate that resilience enables individuals to remain productive despite uncertainty, interpersonal challenges, and changing institutional demands (Harijadi et al., 2024). Comparable findings also demonstrate that resilience is strengthened through leadership support, organizational practices, and self-efficacy, indicating that adaptive functioning develops through interactions between individual and organizational factors rather than personal characteristics alone (Amelia & Purbiyati, 2024; Nelson et al., 2025). Evidence from organizational resilience research further suggests that resilient employees are more capable of maintaining work engagement and effective performance under changing conditions (Al Achtaar, 2025). The present findings extend these observations to political organizations, where administrators confront distinctive forms of public accountability and ideological contestation. This extension indicates that resilience retains its explanatory relevance even within organizational environments characterized by continuous political evaluation.

The broader political context also provides an important framework for interpreting these findings because grassroots administrators function at the intersection of organizational expectations and public accountability. Party institutionalization depends not only on formal structures but also on the ability of organizational members to sustain effective participation despite changing political circumstances and external criticism (Kristiyanto et al., 2023). Organizational stability similarly relies upon leadership capacity and psychologically prepared members who can maintain constructive engagement under conditions of uncertainty (Dewi, 2026). Evidence from occupations involving substantial organizational pressure likewise demonstrates that adaptive psychological functioning supports continued performance despite demanding work environments (Wicaksono et al., 2026). The findings of the present study indicate that resilience should be regarded as a strategic psychological resource supporting both individual confidence and the effective implementation of organizational responsibilities within political parties. These results provide a basis for considering practical organizational strategies aimed at strengthening resilience among grassroots political administrators while encouraging future studies to examine additional psychological and organizational factors that contribute to self-confidence.

Practical Implications, Research Limitations, and Future Directions

The findings of this study have important practical implications for the development of human resources within political organizations, particularly at the grassroots level where administrators interact directly with citizens and represent the organization in everyday political activities. Strengthening self-confidence should not rely exclusively on improving political knowledge or communication skills because the present findings indicate that adaptive psychological capacity plays a more substantial role in explaining confidence under demanding organizational conditions. Human resource development programs may therefore benefit from integrating resilience-oriented interventions alongside conventional leadership and communication training. Reviews of organizational resilience interventions indicate that structured programs focusing on coping strategies, emotional regulation, and adaptive problem-solving contribute positively to psychological functioning across organizational settings (Scheuch et al., 2021). Such initiatives may help administrators respond more constructively to criticism, organizational conflict, and rapidly changing political circumstances. Developing these psychological competencies may ultimately improve the effectiveness of political representation at the community level.

The findings also suggest that political organizations should consider resilience development as a continuous organizational process rather than an individual responsibility. Administrators working at the sub-district and urban-village levels regularly encounter situations involving interpersonal disagreement, public scrutiny, and fluctuating political expectations, making sustained organizational support particularly important. Organizational practices such as mentoring, peer consultation, reflective discussion forums, and constructive performance feedback may strengthen adaptive functioning while reducing the psychological burden associated with political work. Contemporary organizational research similarly demonstrates that resilience is reinforced through supportive organizational climates, effective leadership, and opportunities for continuous learning rather than through individual effort alone (Luthans et al., 2021). These organizational conditions may increase administrators' willingness

to maintain active participation despite experiencing criticism or organizational setbacks. The present findings therefore encourage political parties to view psychological capacity as an organizational asset that contributes to long-term institutional effectiveness.

The results are equally relevant for applied psychology because the relationship identified in this study provides an empirical basis for designing psychological assessment and intervention programs tailored to politically demanding occupations. Practitioners working with political organizations may consider incorporating resilience assessment into leadership development, organizational coaching, or psychological consultation programs intended for grassroots administrators. Intervention strategies emphasizing emotional regulation, cognitive reappraisal, mastery experiences, and adaptive coping may strengthen confidence while simultaneously reducing the adverse influence of organizational pressure. Recent empirical studies have likewise emphasized that adaptive psychological resources are positively associated with organizational resilience and sustainable work performance across different institutional contexts (Harijadi et al., 2024; Al Achtaar, 2025). These findings indicate that psychological interventions should focus not only on reducing distress but also on strengthening protective psychological resources capable of supporting long-term organizational functioning. Such an approach may provide greater benefits than interventions directed exclusively toward symptom reduction.

Several limitations should be considered when interpreting the findings of this study. First, the cross-sectional design restricts the interpretation of causal relationships because resilience and self-confidence were measured at a single point in time. Although the statistical model demonstrated a strong positive association, the temporal direction of the relationship cannot be established with certainty using the present research design. Second, the respondents were recruited exclusively from political party administrators serving in East Jakarta, requiring careful consideration before generalizing the findings to political organizations operating under different social, cultural, or electoral contexts. Third, all variables were measured using self-report instruments, creating the possibility of social desirability bias because respondents may have been motivated to present themselves as psychologically competent while fulfilling politically visible organizational roles. These methodological considerations indicate that the findings should be interpreted within the specific empirical context examined in this study.

Another limitation concerns the scope of the explanatory model. Although resilience, social pressure, and anxiety jointly explained 72.3% of the variance in self-confidence, approximately one-quarter of the variance remained unaccounted for, suggesting the potential influence of additional psychological and organizational variables. Previous studies have identified leadership, organizational climate, self-efficacy, talent management, and institutional support as factors capable of strengthening resilience and adaptive organizational behavior (Amelia & Purbiyati, 2024; Nelson et al., 2025). Literature reviews have likewise emphasized that resilience is influenced by multiple personal and environmental factors operating simultaneously rather than by isolated psychological characteristics (Mukhlisah & Suhadianto, 2025). Future research may therefore benefit from incorporating organizational culture, political efficacy, social support, emotional regulation, leadership quality, or organizational commitment into more comprehensive explanatory models. Such an approach may provide a broader understanding of the psychological processes underlying effective political participation.

Future investigations should also consider methodological approaches capable of extending the present findings beyond correlational evidence. Longitudinal studies would enable researchers to examine how resilience and self-confidence evolve throughout different stages of organizational involvement, whereas experimental or intervention-based research could evaluate the effectiveness of resilience development programs for political administrators. Mixed-methods designs may further enrich quantitative findings by exploring how administrators interpret political criticism, organizational conflict, and leadership transitions within their everyday experiences. Recent studies conducted in organizational and educational contexts have demonstrated that resilience develops through continuous interaction between individual capacities and environmental support systems rather than through static personal characteristics (Auliaunissa et al., 2025). Expanding future investigations across different political parties, administrative levels, and regional settings may also improve the external validity of resilience research within political organizations. These directions provide opportunities to strengthen theoretical development while supporting evidence-based strategies for enhancing the psychological preparedness of political party administrators in increasingly complex democratic environments.

CONCLUSION

This study demonstrates that resilience is positively and significantly associated with the self-confidence of political party administrators at the sub-district and urban-village levels in East Jakarta after controlling for the effects of social pressure and anxiety. Administrators who possess stronger adaptive capacities are more likely to maintain confidence when carrying out organizational responsibilities, making decisions, communicating with the public, and responding to criticism encountered during political activities. The results indicate that resilience is the strongest predictor in the self-confidence model, exceeding the contributions of social pressure and anxiety. The analytical model also explains 72.3% of the variance in self-confidence, indicating that the combination of the three psychological variables provides substantial explanatory power within the research context. These findings highlight the importance of adaptive psychological resources in supporting effective performance among grassroots political administrators who operate under continuous organizational and public demands. The study therefore extends the understanding of self-confidence by demonstrating that resilience represents a key psychological resource within local political organizations.

The findings carry practical implications for political organizations seeking to strengthen the effectiveness of grassroots administrators through comprehensive human resource development strategies. Programs focusing on resilience, emotional regulation, adaptive coping, and reflective learning may complement conventional training in political communication, leadership, and organizational management. Strengthening these psychological capacities may enhance administrators' readiness to cope with political pressure while maintaining constructive engagement with the public and the organization. The study also contributes to the literature on political psychology by providing empirical evidence from a research context that has received relatively limited scholarly attention. Despite the robustness of the statistical model, the cross-sectional design limits conclusions regarding causal relationships among the variables, and the findings should therefore be interpreted as evidence of significant statistical associations. Future research is encouraged to employ longitudinal, experimental, or mixed-methods designs involving broader political contexts to obtain a more comprehensive understanding of how resilience and self-confidence develop over time within political organizations.

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