

## **DEVELOPING EMPLOYEES PSYCHOLOGICAL RESILIENCIES IN PANDEMIC ERA THROUGH THE ROLE OF PSYCHOLOGICAL CAPITAL AND ADVERSITY QUOTIENT**

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**Abstract.** Psychological resilience is an important concept in the dynamic changes of today's business environment, especially now that the world is facing the Covid - 19 pandemic so that the labor sector is one of the sectors affected. The concept of psychological resilience can be built if individuals in the organization have an adversity quotient. The adversity quotient helps individuals strengthen their abilities and perseverance in facing the challenges of everyday life. In addition to the adversity quotient, to create psychological resilience for employees in today's conditions is by using psychological capital. Besides individual factors, perceived organizational support that represents by supportive and positive organizational climate can improve employees' resiliencies, therefore organizational support in creating psychological resilience for employees affected by covid – 19 is very important. The participants in this research are employees from manufacturing companies located in Salatiga, who are affected by the covid – 19 pandemic. Data were collected from 152 employees using a self – administered questionnaire. The data analyzed using path analysis, the results of this research shows that psychological capital and adversity quotient do have a positive significant and relationship with employees' psychological resilience. Second, perceived organizational support as a mediating variable, fully mediates the relationship between psychological capital and adversity quotient toward employees' psychological resilience.

**Keywords:** psychological resilience, psychological capital, adversity quotient

### **INTRODUCTION**

The COVID - 19 outbreak has become a pandemic faced by almost all countries in the world. The condition of this pandemic does not only have an impact on public health conditions but almost all sectors are affected by this outbreak. One of them is the labor sector or human resources. According to Setiawan & Nurwati (2020) currently, the ILO shows that the Covid - 19 pandemic has caused an unprecedented reduction in economic activity and working time, on April 1, 2020, it is estimated that working hours decreased by around 6.7% which equivalent to 195 million workers is full time assuming a 48-hour workweek. In this case, it can be seen that workers will lose their income and experience deeper poverty. According to Setiawan & Nurwati (2020) this coronavirus pandemic condition provides three psychological effects for employees, namely crisis, uncertainty, and loss of control. The psychological problems of these employees will ultimately have an impact on decreasing employee performance and of course company performance. Psychological resilience defined as the capacity to recovery after adversity or trauma, it can be said that people who have resilience will "bounce back" (Lock et al., 2020). People who have psychological resilience will be able to help them face future challenges better, and not just survive (Amir & Standen, 2019). The concept of psychological resilience can be built if individuals in the organization have an adversity quotient. More over Venkatesh & Shivaranjani (2016) adversity quotient is individual intelligence in dealing with obstacles or difficulties that come. The adversity quotient helps individuals

strengthen their abilities and perseverance in facing the challenges of daily life while still sticking to their principles.

In addition to the adversity quotient, to create employee psychological resilience in the current condition is to use psychological capital which is defined as a positive psychological state in the individual (Luthans & Youssef-Morgan, 2017). Apart from individual factors, research by Tüzün et al. (2018) explains that with a supportive and positive organizational climate, employees can tend to improve themselves, therefore organizational support in creating psychological resilience for employees affected by the Covid - 19 is very important. The organizational support construct in this study is perceived organization support which is defined as a managerial effort to maintain the flow of information, maintain positive internal relationships with individuals in the organization, make them feel valued and the organization also pays attention to the welfare and comfort of employees (Erdem et al., 2017). This research will be conducted in Salatiga, by taking industrial workers respondents in Salatiga city which according to statistical data in 2020 amounted to 15,612 people, during the Covid - 19 pandemic many employees were affected so that they experienced; reduction of basic salary, reduction of facilities, reduction of working hours, elimination of overtime work, reduction of working days, or being temporarily laid off by the company. So it can be concluded that the problem in this research is how to build psychological resilience of employees affected by Covid - 19 through adversity quotient and psychological capital with organizational support as a mediator. This is also the goal and urgency of this research, namely to build psychological resilience of employees affected by Covid - 19, so that research is expected to contribute to building resilience so that employees can survive through this pandemic while still having a good job and performance and the company can also survive in this condition.

Psychological resilience is an important concept in the dynamic changes of the current business environment, especially now that the world is faced with the Covid - 19 pandemic, so the labor sector is one of the sectors affected. In Indonesia, many companies issue decisions that are burdensome for their workforce, such as; termination of employment known as PHK, laid off, working in shift, and reduced salary. In the current condition, efforts are needed to build employee resilience. Employee resilience is defined as an employee's capacity to utilize resources to continuously adapt and develop in the workplace, even when facing challenges or difficult conditions (Näswall et al., 2019). These difficult conditions can vary widely, according to Lock et al (2020) the mechanism of resilience between individuals can differ from one another because resilience is closely related to the severity of adversity or difficulties encountered. Starting from resistance to daily routines such as work stress (mild difficulties), to resilience to face extensive difficulties such as current conditions (severe difficulties). In this study, the concept of resilience used is psychological resilience, because psychological resilience is a relevant construct today, in particular, is psychological resilience for employees in dealing with the impact of the Covid – 19 pandemic. Psychological resilience is defined as an individual's capacity to recover or rise after experiencing difficulties or challenges. trauma (Amir & Standen, 2019). According to (Luthar, 2006) psychological resilience is included in personality traits and is understood as a process that changes dynamically. Psychological resilience is a dynamic process that is adaptive or adapts to the context of the difficulties encountered. Psychological resilience is measured by 4 dimensions, which include: persistence, positive emotions, finding meaning in adversity, and commitment to growth (Connor & Davidson, 2003; Näswall et al., 2019).

According to Venkatesh & Shivanranjan (2016) adversity quotient is defined as a person's ability to use his intelligence to direct, shift his way of thinking and actions when dealing with obstacles and difficulties that can afflict him. While Parvathy & M (2014) defines adversity quotient briefly, namely as a person's ability to deal with problems. Based on this definition, it can be concluded that the adversity quotient is an individual's ability to be able to survive in the face of all kinds of difficulties until finding a way out, solving problems at hand, reducing obstacles by changing mindsets, and attitudes towards these difficulties. Furthermore, Venkatesh & Shivanranjani (2016) stated that there are 4 dimensions of adversity quotient that can increase the ability to face difficulties, namely: control, endurance; range; and ownership. By understanding the various

interrelated factors between factors that can shape or interfere with individual resilience, according to Lee et al., (2013) factors that are directly related to psychological resilience can be divided into two categories; demographic factors and psychological factors. In line with this opinion, Venkatesh & Shivaranjani (2016) have classified individual abilities or intelligence in facing difficulties into demographic factors, namely: quitters, campers, and climbers. The results of Roncaglia, (2019) research emphasize the need for efforts to develop employee psychological resilience through the learning process so that adversity quotient can be an appropriate predictor variable to develop employee psychological resilience. There are two factors related to the formation of psychological resilience, which are demographic factors and psychological factors (Lee et al., 2013). In this study, psychological factors are proxied by psychological capital variables. According to Çavuş & Gökçen, (2015), psychological capital is the basic competence possessed by individuals to develop awareness, effort, and efficiency in completing work. In line with this, Luthans & Youssef-Morgan, (2017) explained that psychological capital is the trust, hope, optimism, and resilience possessed by a person. Furthermore, Luthans & Youssef-Morgan (2017) explained that psychological capital is a positive psychological state in individuals which is characterized by: self-efficacy; optimism; hope. The results of the meta-analysis, Avey et al., (2011) show that psychological capital has a positive influence on desired employee behavior such as job satisfaction, organizational commitment, psychological well-being. In psychological capital, resilience is a character that can be inherent in individuals. According to Luthans & Youssef-Morgan (2017) a resilient individual can be identified as someone who has the following character traits: 1). steadfastly accept reality; 2). Belief, often supported by deeply held values, that life is meaningful; 3). Able to adapt to significant changes. From this explanation, it can be concluded that psychological capital can be a predictor of individual psychological resilience.

Perceived Organizational Support (POS) is a managerial effort to maintain the flow of information, maintain positive internal relationships between individuals in the organization, make them feel valued and the organization also pays attention to employees' welfare and comfort (Erdem et al., 2017). POS is an important concept in the literature of organizational behavior where organizational support can explain the relationship between organizations, attitudes, and behavior of employees towards their work and organization. Krishnan & Mary (2012) also explain that POS is organizational support that assesses the extent to which the organization contributes, pays attention to welfare, hears complaints, pays attention to life, and treats employees fairly. An individual's experience of how an organization treats an employee can affect POS. Organizational point of view towards employee's participation and ideas, and also organizational responses towards employees problems are the most important aspects that are the main concerns of the employees themselves (Krishnan & Mary, 2012). POS can be a variable that mediates the effect of adversity quotient and psychological capital on employees' psychological resilience because POS is a response to all problems faced by employees. If the organization does not show or contribute to helping individuals who are involved in the problem, then employees will see that there is no support provided by the organization to employees, furthermore, when employees feel that the organization does not provide support for their current condition, it will be difficult for employees to have psychological resilience (Krishnan & Mary, 2012; Rhoades & Eisenberger, 2002). In addition, POS is also an antecedent of employee welfare and health, because if employees see and feel the organization provides support for the difficulties they face, employees will see this support as an effort to build their psychological resilience.

## RESEARCH METHOD

This research was conducted in Salatiga, by taking the population of employees or industrial workers in the city of Salatiga which according to city statistics in 2019 amounted to 15,612 people, from that population the number of research samples taken was 152 respondents. The purposive sampling method was used to determine respondents with the characteristics of employees whose jobs during the Covid – 19 pandemic were affected so that they experienced one of the following; reduction of basic salary, reduction of facilities for workers, reduction of working

hours, elimination of overtime work, reduction of working days, or being temporarily laid off by the company. From this, 81 (53.6%) of the employees were men and 71 (46.7%) of the employees were women. 98 (64.5%) of the employees come from generation Y and 54 (35.5%) of the employee come from generation Z. The data collecting process uses an online questionnaire, due to the physical distancing of the Covid – 19 pandemic.

Psychological resilience is defined as an individual's capacity to recover or rise after experiencing adversity or trauma (Amir & Standen, 2019). According to Luthar (2006) psychological resilience is included in the personality trait or personality traits and is understood as a process that changes continuously. Psychological resilience is a dynamic process that is adaptive or adapts to the context of the difficulties encountered. Psychological Resilience is proxied by four dimensions, which consist of perseverance, positive emotions, meaning-making, meaningfulness. The adversity quotient is a person's ability to deal with problems (Luthar, 2006)(Parvathy & M, 2014). Based on this definition, it can be concluded that the adversity quotient is an individual's ability to be able to survive in the face of all kinds of difficulties until finding a way out, solving the problems at hand, reducing obstacles by changing the mindset and attitude towards these difficulties. adversity quotient measure with; control, endurance, reach, origin and ownership. Psychological capital is the basic competence possessed by individuals to develop awareness, effort, and efficiency in completing work (Çavuş & Gökçen, 2015). In line with this, Luthans & Youssef-Morgan, (2017) explained that psychological capital is the trust, hope, optimism, and resilience possessed by a person. The measurement of psychological capital is self-efficacy, optimism, hope, and resilience. Perceived Organizational Support (POS) or perceived organizational support is a managerial effort to maintain the flow of information, maintain positive internal relationships with individuals in the organization, make them feel valued and the organization also pays attention to the welfare and comfort of employees (Erdem et al., 2017). POS measure with fairness, supervision support, organizational rewards, job conditions.

## RESULT AND ANALYSIS

### 1.1 Validity and reliability

This study was analyzed using Smart PLS to identified construct reliability and validity. Table I shows the output of the model analysis (Vinzi et al., 2010). Cronbach's alpha analysis items were significantly on the designated constructs and it was above the cut - off point of 0.7, reflecting strong construct validity. The values of Rho\_A were above 0.7, and the composite reliability and average variance extracted (AVE) were above the recommended value of 0.6 and 0.5(Sheng, 2010) Chin & Dibbern, (2010), indicating satisfactory construct reliability for all variables in the research.

Table 1. Construct validity and reliability

|                                | Cronbach's Alpha | Rho_A | Composite Reliability | AVE   |
|--------------------------------|------------------|-------|-----------------------|-------|
| Adversity Quotient             | 0.902            | 0.911 | 0.925                 | 0.641 |
| Psychological Capital          | 0.888            | 0.913 | 0.911                 | 0.564 |
| Percieved Organization Support | 0.793            | 0.791 | 0.783                 | 0.501 |
| Psychological Resilience       | 0.877            | 0.894 | 0.905                 | 0.550 |

Based on the table 1, the requirements for construct validity and reliability, and overall fitness of the measurement model were fulfilled.

### 1.2 Hypotheses Tested

The five hypotheses in this study were tested using Smart PLS V3.3.2, using a two-stage statistical analysis process. In the first stage, direct testing was carried out, and in the second stage indirect testing (mediation). On the direct effect of the two independent variables (i.e. adversity quotient and psychological capital) on the psychological resilience of employees, it can be proven that hypotheses 1 and 2 which state that there is a positive and significant effect of adversity quotient and psychological capital on employees' psychological resilience are accepted. The results showed that adversity quotient and psychological capital together explained 55.7 percent of the variation of employees' psychological resilience ( $R^2 = 0.557$ ;  $p = 0.000$ ). The two independent variables explained 46.6 percent of the variation in the perceived organizational support ( $R^2 = 0.466$ ;  $p = 0.000$ ). Separately, adversity quotient ( $b = 0.384$ ;  $p = 0.005$ ) and psychological capital ( $b = 0.167$ ;  $p = 0.021$ ) had a positive and significant effect on employees' psychological resilience. The results also show that adversity quotient ( $b = 0.669$ ;  $p = 0.000$ ) has a positive and significant effect on the POS, so hypothesis 3 is accepted. and psychological capital ( $b = 0.046$ ,  $p = 0.524$ ) has a positive but not significant effect on the POS, so hypothesis 4 cannot be accepted. In conclusion, the formulated research hypotheses (ie H1, H2, and H3) all receive empirical support, except for H4.

Meanwhile, for indirect testing, the results showed that the perceived organizational support significantly mediated the relationship between adversity quotient and employees' psychological resilience ( $b = 0.234$ ;  $p = 0.003$ ), or in other words, hypothesis 5 was accepted. The results also show that the climate of age diversity does not significantly mediate the relationship between psychological capital and psychological resilience ( $b = 0.016$ ;  $p = 0.663$ ), so hypothesis 6 is not accepted. In detail, the results of hypothesis testing are shown in table 2 below;

Tabel 2. Hypotheses Test

| Relationship       | Variables  | Coefficient (b) | p – value | Results      |
|--------------------|------------|-----------------|-----------|--------------|
| Direct Influence   | AQ→ PR     | 0.384           | 0.005     | H1: accepted |
|                    | PC→ PR     | 0.167           | 0.021     | H2: accepted |
|                    | AQ→ POS    | 0.669           | 0.000     | H3: accepted |
|                    | PC→ POS    | 0.046           | 0.524     | H4: rejected |
| Indirect Influence | AQ→ POS→PR | 0.234           | 0.003     | H5: accepted |
|                    | PC→ POS→PR | 0.016           | 0.663     | H6: rejected |

The purpose of this study is to test the influence of adversity quotient and psychological capital on employees' psychological resilience and to examine whether perceived organizational support mediates the adversity quotient and psychological capital relationship toward employees' psychological resilience in Salatiga. The stage to test the research hypotheses was using a two-stage process model developed by (Hayes, 2015). The first stage tested the direct influence of adversity quotient and psychological capital on employees' psychological resilience, and also the influence of those two independent variables on perceived organizational support. In the second stage, the indirect relationship between adversity quotient and psychological capital on employees' psychological resilience was tested using the mediator of perceived organizational support. The results of the direct influence of the analysis confirm that the adversity quotient positively and significantly influences employee psychological resilience and perceived organizational support. These findings support H1 and H3, indicating that the adversity quotient which includes; meaning, competence, and self-determination play a vital role in how organizations support psychological resilience, which means that organizations provide a wide space for employees to develop themselves by creating and exploring a new idea about how do their jobs, and also provide enough opportunities to implement their ideas. These results were similar to previous studies, which explained that the perception of employee empowerment is positively related to resilience and that adversity quotient facilitates individual values and positive change. (Nagarajan et al., 2005; Pieterse et al., 2010). Related to H3, organizations also develop adversity quotient by facilitating individual adversity and creating fair treatment to employees in the work environment. Our research also confirms the mediating role of perceived organizational support in the relationship between adversity quotient and employee psychological resilience, support H5. The impact of adversity quotient on employees' psychological resilience through perceived organizational support can be direct or indirect. The indirect impact can be explained by the fact that when organizations create a

fair and equal work environment, employees perceive their working conditions as being accepted and appreciated although they came in this pandemic situation. As a result, they are likely to develop a higher level of resilience, positive attitudes, and best efforts making them can 'bounce back' in overcoming this troubling situation and delivering their works.

Moreover, psychological capital is found to influence employee psychological resilience significantly and positively, thus providing support for H2. This result is expected because when employees have psychological capital they will have a positive attitude towards learning and self-development and can generate innovative ideas, and always be ready to accept new responsibilities. This proactive behavior will give employees the courage to come up with new ideas and have am psychological resilience. This finding is similar to previous studies in the innovation field (Hammond et al., 2011; Sherehiy & Karwowski, 2014). Otherwise, this study shows that psychological capital does not have a significant influence on perceived organizational support, this result does not support H4. It can be said that psychological capital is not completely related to organizational support, because an individual's capital to learn is not dependent on organizational support, psychological capital is a pure individual needs and ability, regardless of organizational support. This result is also in line with the result of perceived organizational support mediating the role between the relationship of psychological capital and psychological resilience, which shows that perceived organizational support is not mediating the relationship between psychological capital and psychological resilience, not supporting H5. The impact of psychological capital toward psychological resilience tends to be the direct influence, as it said before that perceived organizational support has a positive mediating influence on innovative behavior, but it's not significant, because individuals who have psychological capital tend to look for new challenges by themselves, and evaluate their experiences and draw conclusions from it and creating an innovative behavior (De Meuse et al., 2012). Also by themselves, even though their organization environment is not supported for fair treatment and not fully accepted POS. In addition, individuals who have high adversity tend to be able to take lessons from experience, then apply them in new conditions or situations, whatever the condition is. Psychological capital includes two factors; employee's ability to respond to changes and employee's ability to take advantage of those changes as opportunities to develop innovative behavior (Alavi & Wahab, 2013; Muduli, 2016). The implication for this result can be concluded that employees that affected by Covid – 19 in Salatiga, have a high psychological capital that can elevate their psychological resilience, without being entirely reliant on organizational support.

## CONCLUSION

Despite the empirical support for the influence of psychological empowerment and psychological capital in enhancing innovative behavior and the mediating effect of adversity quotient on employees' psychological resilience, this study has some limitations that future studies could accommodate. This study only focuses mainly on adversity quotient and psychological capital as the main variable and its influence on employees' psychological resilience. We also analyzed the mediating role of age diversity climate. While our proposed model generates valuable and conclusive results, future studies could consider other new constructs or variables that can shape employee psychological resilience. For example, future research could explore the moderating effect of intergenerational leadership or another individual construct, such as psychological contract along with diversity climate. To generalize the research findings, future studies should consider to proposed model in a different area with different cultural backgrounds.

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