

# Resilience, Psychological Well-Being, and Employee Job Stress

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## Abstract

*This study aims to determine the relationship between resilience and employee welfare with work stress on employees. The subjects in this study were 150 employees using simple random sampling technique. The method in this study used multiple regression analysis with analytical techniques using SPSS version 26 for windows. Based on the results of the data analysis conducted, it is known that 1) Simultaneously, resilience and psychological well-being are proven to have a significant relationship with work stress. These two variables together have a contribution of 96.4% in reducing work stress levels; 2) Resilience is proven to have a negative and significant relationship with work stress; 3) Psychological well-being is proven to have a negative and significant relationship with work stress*

**Keywords:** resilience, psychological well-being, job stress.

## I. Pendahuluan

Psychological stress is a natural part of life that everyone goes through. Most people believe they are resilient, however, the majority of people are neither emotionally nor psychologically prepared to deal with hardship. Everyone is vulnerable to despair and helplessness; nevertheless, even if a person has resilience in some areas of their life, they may still require assistance to overcome adversity in others (Reivich dan Shatté dalam Mulyani, 2011). Individuals are deemed resilient if they can recover to pre-trauma settings rapidly and appear immune to unpleasant life experiences. In this situation, resilience is regarded as a fundamental quality that serves as the foundation for all good traits in developing a person's emotional and psychological well-being (Desmita, 2012).

Human resources are critical to the achievement of the company's ultimate aim (Hasibuan, 2010). Employee psychological well-being is also significant in shaping employee behavior and work environment conditions in the workplace (Danna dan Griffin, 1999). As long as an individual becomes an employee, the assessment procedure on his life experience can influence his high and low levels of psychological well-being. This is due to the fact that psychological well-being is the most essential component of overall well-being and is linked to physical, mental, and longer life for workers (Aryan dan Kathuria, 2017). Work stress is a common mental health issue that individuals confront (Mangkunegara, 2005) resulting in symptoms such as decreased work passion, excessive anxiety, impatience, and so on. The longer this stress can extend to other activities such as not being able to sleep peacefully, reduced appetite, and lack of concentration, while the loss for the company consequences can be in the form of decreased absenteeism, decreased productivity levels, and psychological can reduce organizational commitment, trigger feelings of alienation, to turnover (Robbins, 2000). This research will analyze in depth the importance of resilience, and psychological well-being to prevent job stress. The description of the research concept in this study is:

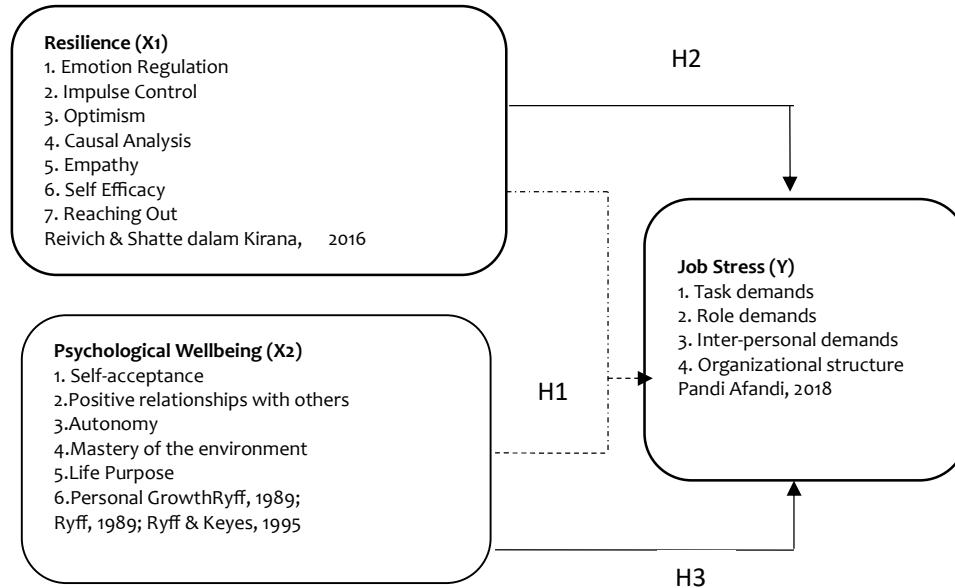


Figure 1. Framework of Thought

## II. METHODS

This study employs quantitative methodologies using a correlational approach. A questionnaire was utilized to collect data, which was graded on a Likert scale. Data analysis approaches include quantitative analysis and multivariate linear regression analysis. The research variables include dependent variables such as occupational stress and independent variables such as resilience and psychological well-being. The population in this study consists of all PT Anugerah Pharmindo Lestari employees who have worked for at least one year. The sample in this study consisted of 50 personnel from PT Anugerah Pharmindo Lestari, divided into 15 warehousing divisions, 15 sales divisions, 10 operations divisions, and 10 financial divisions. The operational definitions of the variables in this study are as follows:

1. Job Stress (Y), is measured by developing a scale of job stress indicators developed by Afandi (2018) such as task demands, role demands, interpersonal demands, organizational structure, and organizational leadership.
2. Resilience (X1), measured by developing a resilience indicator scale developed by Reivich and Shatte (in Pasudewi, 2013) such as emotion regulation, impulse control, optimism, ability to analyze problems, empathy, self-efficacy, and achievement.
3. Psychological Well-being (X2), measured by developing a psychological well-being indicator scale developed by Ryff dan Keyes (1995) such as autonomy, self-acceptance, positive relationships with others, environmental mastery, life goals, and personal growth.

## III. RESULTS AND DISCUSSION

### A. RESULTS

#### 1. Measurement Tool Test

##### a. Item Discrimination Test

The discrimination power of this item looks at the item-total coefficient value. The criteria for selecting items used are the limits of the correlation coefficient  $\geq 0.30$ , then the discrimination power is considered to pass and the item  $\leq 0.30$  discrimination power is considered to be canceled with a tolerance of decreasing the coefficient to 0.25 (Azwar, 2014).

Table 1. Results of Discrimination Test of Work Stress Scale items

| Number of Analysis items | Round of Analysis | Total of Failed Items | Number of items Remaining | Description                                                            |
|--------------------------|-------------------|-----------------------|---------------------------|------------------------------------------------------------------------|
| 23                       | I                 | 9                     | 14                        | The corrected item-total correlation index moves from -0.013 to 0.710. |
| 14                       | II                | 2                     | 12                        | The corrected total item correlation index moves from 0.146 to 0.882.  |
| 12                       | III               | 0                     | 12                        | The corrected total item correlation index moves from 0.608 to 0.917.  |

Source: SPSS v.26 output.

Table 2. Results of Discrimination Test of Resiliency Scale Items

| Number of Analysis Items | Round of Analysis | Total of Failed Items | Number of Items Remaining | Description                                                           |
|--------------------------|-------------------|-----------------------|---------------------------|-----------------------------------------------------------------------|
| 59                       | I                 | 4                     | 55                        | The corrected total item correlation index moves from 0.264 to 0.723  |
| 55                       | II                | 14                    | 41                        | The corrected total item correlation index moves from 0.257 to 0.765  |
| 41                       | III               | 11                    | 30                        | The corrected total item correlation index moves from 0.098 to 0.877  |
| 30                       | IV                | 0                     | 30                        | The corrected total item correlation index moves from 0.629 to 0.934. |

Source: SPSS v.26 output.

Table 3. Results of Discrimination Test of Psychological Wellbeing Scale Items

| Number of Analysis Items | Round of Analysis | Total of Failed Items | Number of Items Remaining | Description                                                             |
|--------------------------|-------------------|-----------------------|---------------------------|-------------------------------------------------------------------------|
| 50                       | I                 | 25                    | 25                        | The corrected total item correlation index moves from -0.412 to 0.784.  |
| 25                       | II                | 0                     | 25                        | Indeks korelasi item total yang dikoreksi bergerak dari 0,394 s/d 0,930 |

Source: SPSS v.26 output.

## b. Reliability Test

The reliability technique used in this study is Cronbach's Alpha reliability because this research instrument is in the form of a questionnaire and scale. The Cronbach Alpha test has provisions based on the magnitude of the reliability coefficient which ranges from 0.00 to 1.00 where the closer to 1.00 the more reliable the item (Azwar, 2014).

Table 4. Results of Reliability Test of Work Stress Scale Items

| Number of Analysis Items | Round of Analysis | Number of Valid Items | Number of Failed Items | Reliability |
|--------------------------|-------------------|-----------------------|------------------------|-------------|
| 23                       | I                 | 14                    | 9                      | 0,800       |
| 14                       | 2                 | 12                    | 2                      | 0,969       |
| 14                       | 3                 | 12                    | 0                      | 0,967       |

Sumber: SPSS v.26.Output

Table 5. Reliability Test Results of Resiliency Scale Items

| Number of Analysis Item | Round of Analysis | Number of Valid Items | Number of Failed Items | Reliability |
|-------------------------|-------------------|-----------------------|------------------------|-------------|
| 59                      | 1                 | 55                    | 4                      | 0,958       |
| 55                      | 2                 | 41                    | 14                     | 0,959       |
| 41                      | 3                 | 30                    | 11                     | 0,969       |
| 30                      | 4                 | 30                    | 0                      | 0,988       |

Sumber: SPSS v.26. Output

Table 6. Reliability Test Results of Psychological Well-Being Scale Items

| Number of Analysis Items | Round of Analysis | Number of Valid Items | Number of Failed Items | Reliability |
|--------------------------|-------------------|-----------------------|------------------------|-------------|
| 50                       | I                 | 25                    | 25                     | 0,892       |
| 25                       | I                 | 25                    | 0                      | 0,978       |
|                          | I                 |                       |                        |             |

Sumber: SPSS v.26. Output

## 2. Descriptive Analysis

Research data obtained from the results of filling out the resilience scale, psychological well-being, and job stress from research respondents. The sample of this study amounted to 150 employees who worked at the company PT Anugerah Pharmindo Lestari Surabaya, consisting of 70 warehouse division people, 44 sales division people, 11 operation division people, and 25 finance division people. The empirical mean and hypothesized mean were obtained from the research sample responses through two research scales, which were the 30 resilience scale, 25 psychological well-being scales, and 12 work stress scales. Categories based on the comparison of the hypothetical mean and empirical mean can be directly seen in the descriptive research data.

Table 6. Empirical Mean and Hypothetical Mean

| Variable                 | Empirical Mean | Empirical SD | Hypothetical Mean | Hypothetical SD | Status |
|--------------------------|----------------|--------------|-------------------|-----------------|--------|
| Resiliency               | 125,146        | 25,632       | 90                | 20              | HIGH   |
| psychological well-being | 107,10         | 17,04        | 75                | 16,67           | HIGH   |
| Work Stress              | 50,060         | 10,39        | 36                | 8               | HIGH   |

Sumber: SPSS v.26. Output

According to the measurement results through the resilience scale, psychological well-being, and occupational stress that have been filled in, the empirical mean is greater than the hypothetical mean, this indicates that the subject is in the high-level category.

Data categorization of each variable includes maximum, minimum, median, mode, mean, and standard deviation values as follows:

### a. Resilience

The resilience scale amounted to 30 statement items with a sample of 150 respondents. The results of the resilience scale analysis obtained a minimum value of 30, a maximum of 150, a mean of 125.146, a median of 131.00, a mode of 146, and a standard deviation of 25.632.

### b. Psychological Wellbeing

The psychological well-being scale amounted to 25 statement items with a sample of 150 respondents. The results of the psychological well-being scale analysis obtained a minimum value of 51, a maximum of 125, a mean of 107.10, a median of 109.50, a mode of 125, and a standard deviation of 17.036.

### c. Work Stress

The Work Stress Scale amounted to 12 statement items with a sample of 150 respondents. The results of the Job Stress scale analysis obtained a minimum value of 12, a maximum of 60, a mean of 50.060, a median of 52, a mode of 60, and a standard deviation of 10.39.

### 3. Assumption Test

#### a. Normality Test

For the normality test, researchers used the IBM SPSS 26.0 Statistics For Windows application with the Kolmogrov-Smirnov test, as well as normal Probability Plots. According to the results of the normality test, it is known that the significance value is  $0.062 > 0.05$ , it can be concluded that the residuals are normally distributed.

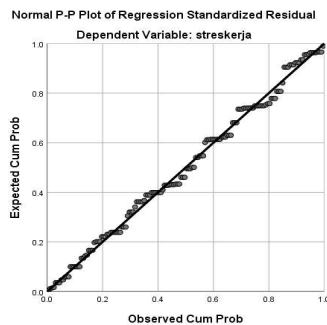


Figure 2. P-P Plot of Normality Test

#### b. Linearity Test

The results of the linearity test calculation using the help of the SPSS verisi 26 application show that the resilience variable has (Sig) 0.060 and psychological well-being has a value (Sig.)  $0.115 > 0.05$ . So it can be interpreted that the resilience and psychological well-being variables are linear.

#### c. Correlation Test

The results of the calculation of the resilience correlation test with work stress amounted to -0.121, which means that there is a significant negative correlation between resilience and work stress. The results of hypothesis analysis in this study show a significance value of 0.039 which is smaller than ( $p < 0.05$ ). If the significance value  $< 0.05$  then the two variables are correlated. While the correlation test results of psychological well-being with work stress amounted to -0.169 which means that there is a significant negative correlation between psychological well-being and work stress. This relationship means that the higher the psychological well-being, the lower the job stress. The results of hypothesis analysis in this study show a significance value of 0.038 which is smaller than ( $p < 0.05$ ). If the significance value  $< 0.05$  then the two variables are correlated.

## IV. Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Test Results

| Coefficients <sup>a</sup> |                          |                             |            |                           |      |
|---------------------------|--------------------------|-----------------------------|------------|---------------------------|------|
| Model                     |                          | Unstandardized Coefficients |            | Standardized Coefficients | Sig. |
|                           |                          | B                           | Std. Error | Beta                      |      |
| 1                         | (Constant)               | 24.664                      | 2.231      |                           | .000 |
|                           | Resiliency               | -.005                       | .016       | -.034                     | .034 |
|                           | Psychological well-being | -.037                       | .025       | -.149                     | .038 |

a. Dependent Variable: work stress

Sumber: SPSS v.26. Output

The following is the multiple linear regression equation used by researchers, as follows:

$$Y = 24,664 - 0,005X_1 - 0,037X_2 + e$$

- a. The resilience variable shows a negative influence on job stress with a significance value of  $0.034 < 0.05$ . This means that resilience has an influence on job stress is significantly negative, so hypothesis 2.a is proven.
- b. The psychological well-being variable shows a negative influence on job stress with a significance value of  $0.038 < 0.05$ . This means that the effect of psychological well-being on job stress is significantly negative, so hypothesis 2.b is proven.

#### V. Coefficient of Determination

The test results obtained the Adjusted R<sup>2</sup> value of 0.964. This shows that there is a strong relationship between resilience and psychological well-being simultaneously towards employee work stress. The R Square value is 0.964, so it can be interpreted that the influence of resilience and psychological well-being has an effective contribution of 96.4% to job stress, while the remaining 3.6% are other related factors (factors not examined) so that hypothesis 1 is proven.

#### B. DISCUSSION

##### 1. The Effect of Resilience and Psychological Well-Being on Employee Job Stress

The results of data analysis show the proof of the 1st hypothesis which states, "Resilience and psychological well-being are significantly related to job stress". Simultaneously or together, resilience and psychological well-being have a significant effect on job stress. This finding implies that if employees are able to build resilience and at the same time maintain good psychological well-being, job stress will significantly decrease. Or in other words, good resilience and good psychological well-being can be modified or developed together in reducing work stress. With the support of the partial influence of the resilience and psychological well-being variables, each of which is negative and significant on job stress, the combination of these two variables, namely resilience and psychological well-being, will be able to significantly reduce job stress. The results of data analysis also show that the role of the two independent variables, namely resilience and psychological well-being together has an influence value of 96.4%, which means that both variables affect job stress.

##### 2. The Effect of Resilience on Employee Work Stress

The results of data analysis prove the truth of hypothesis 2.a which states, "There is a significant negative relationship between Resilience and job stress". This finding shows that resilience is negatively related to job stress. This means that when there is an increase in resilience, work stress will decrease significantly. Vice versa, if there is a decrease in resilience, work stress will increase significantly. The results of data analysis obtained the value of the resilience variable shows a negative influence on job stress with a significance value of  $0.034 < 0.05$ . This means that the higher the resilience in employees, the lower the work stress (Reivich dan Shatte, 2002). Vice versa, the lower the resilience in employees, the higher the work stress. The correlation coefficient results also support this with a value of -0.121, which means that there is a negative correlation between resilience and job stress.

##### 3. The Effect of Psychological Well-Being on Employee Job Stress

The results of data analysis prove the truth of hypothesis 2.b, which states "Psychological Well-being is negatively and significantly related to job stress". This finding shows that psychological well-being is negatively related to job stress. This means that when there is an increase in psychological well-being, work stress will decrease significantly. Vice versa, if there is a decrease in psychological well-being, work stress will increase significantly (Ryff, 1989). The results of data analysis also show that the obtained value of the psychological well-being variable shows a negative influence on job stress with a significance value of  $0.038 < 0.05$ , meaning that the higher the psychological well-being of employees, the lower the job stress. Vice versa, the lower the psychological well-being of employees, the higher the work stress. The correlation coefficient results also support this with a value of -0.169 which means that there is a negative correlation between psychological well-being and job stress.

## IV. CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that resilience and psychological well-being are partially proven to have a negative and significant relationship to employee work stress; resilience and psychological well-being are simultaneously proven to have a negative and significant relationship to employee work stress; and, the results of the R Square value of 0.964, so it can be interpreted that the influence of resilience and psychological well-being has an effective contribution of 96.4% to work stress, while the remaining 3.6% are other factors outside the study.

The results of the study are expected to provide a reference for companies to focus more on employee welfare and efforts to minimize the triggers of work stress and efforts to build a healthy work environment. Employees can further develop their resilience and potential (personal growth) to become more competitive HR in the future.

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