

The Influence of Resilience on Job Performance: The Mediating Role of Work Engagement Among Banking Employees in Jakarta

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Abstract. The purpose of this study is to explore whether job performance can be influenced by the resilience obtained by employees and whether work engagement can serve as a mediator in this influence. Using a quantitative approach, the researcher involved 103 samples consisting of employees from various banks in Jakarta and different divisions within those banks. The collected data were primary, based on survey questionnaires distributed randomly and analyzed using SEM-PLS techniques assisted by the SmartPLS software. The findings indicate that resilience significantly positively affects employee performance (p-value: 0.000; t-statistic: 5.215) and in this study, it was proven that work engagement acts as a mediating variable (p-value: 0.030).

Keywords: Work Engagement, Resilience, Job Performance, Banking Employees.

Introduction

In recent years, job stress among employees in Indonesia, particularly in the banking sector, has become a significant concern for human resource management researchers and practitioners. Based on data from the Central Statistics Agency (BPS), as described by Chrisbiantoro (2024), revealed that 60% of employees in the formal sector experience stress, while research by Pane & Oktariani (2023) revealed that many bank workers experience high work stress. This high stress arises from heavy workloads, demands for fast service, and pressure to achieve targets. (Wirawan et al., 2023). This work stress affects employees' mental health and negatively impacts their productivity and performance. Research shows that prolonged stress can lead to decreased motivation, increased absenteeism, and even resignation from work. Therefore, keeping employees' stress levels within reasonable limits is essential to maintain optimal performance.

Maintaining job stress levels in employees is essential to ensure good performance. According to organizational psychology experts, such as Luthans (2002), cited from Saadati & Parsakia (2023), resilience, optimism, hope, and self-efficacy play a crucial role in helping individuals deal with stress. Research shows that individuals with high levels of resilience can manage stress better and maintain their performance despite challenging situations. A study by Medhurst and Albrecht (2011) revealed that resilience positively affects sales performance through high morale and energy investment when facing challenges (Salim & Tjalla, 2023). Thus, companies need to develop programmes that support enhancing resilience among employees.

Work engagement also has a significant relationship with job stress. Employees who feel emotionally attached to their jobs tend to be better able to cope with the pressures and challenges at hand. Data shows that around 70% of employees with high work engagement report lower stress levels than those without. Research by Dhoopar et al. (2022) showed that employees with strong work engagement tend to respond more positively to job risks, thus creating a tendency to maintain their work performance. This attachment also serves as a shield against the negative impact of stress, allowing employees to stay focused on their tasks.

In Indonesia, the government has also issued regulations related to managing occupational stress in the workplace by issuing Law No. 13 of the Year 2003 on Labour. Law No. 13 of 2003 on manpower emphasizes the importance of mental health protection for workers (Fauzan & Effendy, 2021). In managing

work stress, this law provides a legal framework that supports creating a healthy and productive work environment. One of the main objectives of this law is to empower the workforce and ensure their well-being, which is directly related to managing stress in the workplace.

Article 4 of Law No. 13 Year 2003 mentions four main objectives of manpower development, namely: (1) to empower and utilize Labour optimally and humanely, (2) to create equal employment opportunities, (3) to protect Labour in creating welfare, and (4) to improve the quality of Labour. In this context, labour empowerment includes physical and mental aspects, which means that companies must pay attention to employees' mental health as part of their human resource management strategy.

This regulation also emphasizes creating a conducive work environment to reduce stress. Article 1 number 1, Law No. 13 Year 2003 defines employment as everything related to Labour before, during, and after the working period. (Aprilia et al., 2022; Sarifa & Wartono, 2020). This shows that attention to employee welfare must start from the recruitment process to the retirement period. Thus, companies are expected to implement policies focusing on productivity and employees' psychological well-being.

Previous research has shown a positive influence of working capital - including resilience - on performance. A study by Sukiman and Priyono (2020) revealed that employee performance positively influences performance in the formal sector and helps employees have a higher level of Resilience. Meanwhile, Lusianingrum et al. (2020) revealed that there is also an influence obtained by the performance of work engagement where the more attached employees or employees will improve the quality of their performance. However, although many studies have been conducted on the effect of resilience on job performance, more research is still needed regarding how work engagement can mediate the relationship between the two.

The urgency of this research becomes even more apparent when considering all of the above factors. With increasing levels of stress in the Indonesian banking sector and its impact on employee performance, it is essential to explore further how resilience can serve as a *buffer* against stress and how work engagement can strengthen the relationship. The focus on bank employees as research subjects is unique as this sector has specific challenges related to customer service and high target pressure. Through this research, it is hoped that it can significantly contribute to understanding the influence of resilience and work engagement on bank employees' job performance and provide practical recommendations for companies in managing human resources more effectively.

Methods

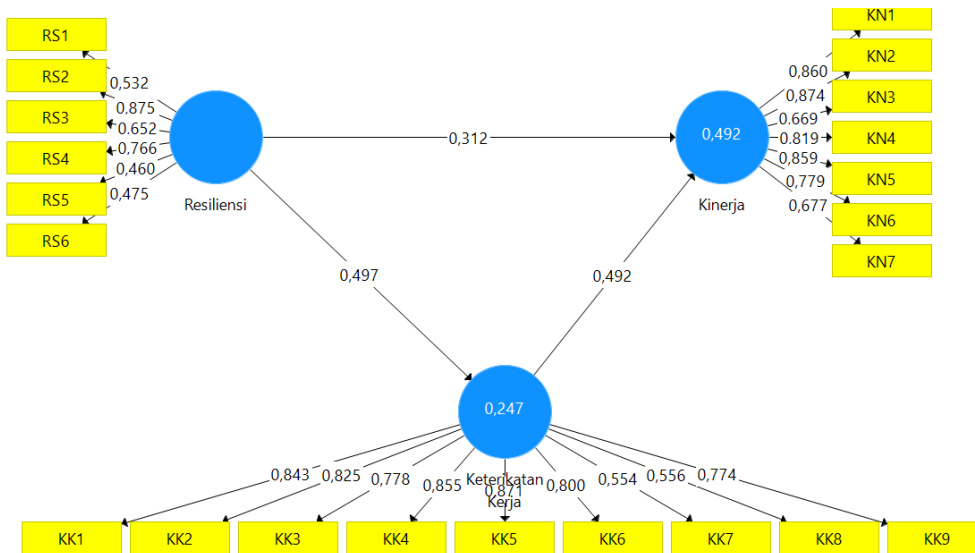
The author conducted this research based on a quantitative research method or approach that will involve statistical numbers in the research and will be the basis for concluding the results of this study. This study involves 103 samples of employees of various banks in Jakarta. Data from the sample was collected using questionnaires distributed using *random sampling*. The questionnaire used is a questionnaire using a Likert scale of 1 - 5. The author analyzed the data using the SEM-PLS technique based on the results' explanations. Febryaningrum et al. (2024) is a technique for conducting analyses that can explore the role of *intervening* variables in a research model. In the analysis process, the author uses the *SmartPLS* version 3 application.

Result and Discussion

Research Results

Outer Model Test

Outer model testing is needed to see the ability of indicators or items from the questionnaire to be valid and reliable in describing the conditions of each variable used. In the outer model of this study, as revealed in Figure 1 and Table 1, the *outer loading* value of several variables is lower than 0.7, which is the limit for indicators to be declared valid and able to describe the conditions of each variable. Therefore, with the indicators statistically detected to have a value lower than 0.7, the indicators in this study must be readjusted by removing indicators that do not meet the validity requirements.



Outer Loading Test Results Before Adjustment

Table 1. Outer Loading Test Results Before Adjustment

Indicators	Outer Loadings	Indicators	Outer Loadings
RS1	0,532	KK6	0,800
RS2	0,875	KK7	0,554
RS3	0,652	KK8	0,556
RS4	0,766	KK9	0,774
RS5	0,460	KN1	0,860
RS6	0,475	KN2	0,874
KK1	0,843	KN3	0,669
KK2	0,825	KN4	0,819
KK3	0,778	KN5	0,859
KK4	0,855	KN6	0,779
KK5	0,871	KN7	0,677

Following correction, it was discovered that all of the study's variables already had indicators with outer loading values greater than 0.7. According to these findings, each variable already contains indications that satisfy the criteria for discriminant validity, or the degree to which an indicator accurately describes the variable being studied. Figure 2 and Table 2 display the computation's outcomes following the indicators' adjustments.

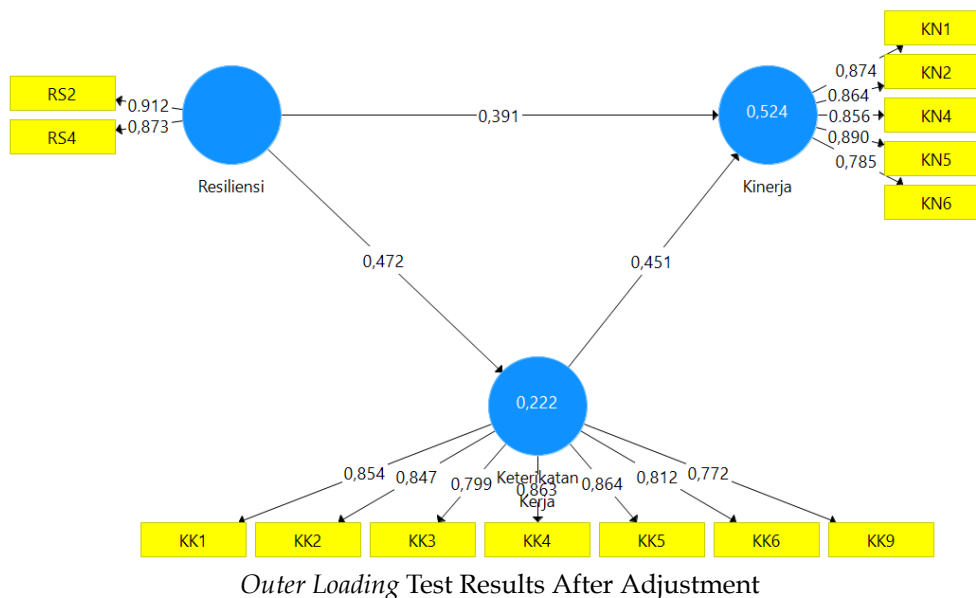


Table 2. *Outer Loading Test Results After Adjustment*

Indicators	Outer Loadings	Indicators	Outer Loadings
RS2	0,912	KK6	0,812
RS4	0,873	KK9	0,772
KK1	0,854	KN1	0,874
KK2	0,847	KN2	0,864
KK3	0,799	KN4	0,856
KK4	0,863	KN5	0,890
KK5	0,864	KN6	0,785

In the second validity test, namely construct validity, each variable indicator must have a higher correlation with its own variable than indicators from outside the variable to declare that the test results can pass and that the indicator has good construct validity. From the results of the author's test, which the author includes in Table 3, regarding the *cross-loading* value as a statistical basis for looking at construct validity in this study, each variable can be declared to have indicators with good construct validity because the indicators of each variable correlate more strongly with their variables than other indicators.

Table 3. *Cross Loading Results*

Indicators	Work Engagement	Job Performance	Resilience	Indicators	Work Engagement	Job Performance	Resilience
KK1	0,854	0,508	0,419	KN1	0,615	0,874	0,509
KK2	0,847	0,572	0,389	KN2	0,599	0,864	0,519
KK3	0,799	0,518	0,399	KN4	0,516	0,856	0,497
KK4	0,863	0,531	0,371	KN5	0,501	0,890	0,568
KK5	0,864	0,471	0,351	KN6	0,474	0,785	0,487
KK6	0,812	0,528	0,479	RS2	0,471	0,569	0,912
KK9	0,772	0,557	0,316	RS4	0,362	0,506	0,873

In reliability testing, the test will see how the consistency of the indicators used to assess existing variables in various conditions can be declared reliable. In SEM-PLS research standards, as Kusumastuti et al. (2020) revealed, an indicator can be declared reliable if its *Cronbach's alpha* and *composite* reliability values are > 0.7. So, with the analysis results obtained by the author and listed in Table 4, the indicators in this study can be declared reliable in all variables used.

Table 4. Reliability Test Results

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Job Attachment	0,925	0,940
Job Performance	0,907	0,931
Resilience	0,746	0,887

Inner Model Test

The inner model in SEM-PLS research will describe how the influence occurs on latent variables in the study or, in other words, reveal the influence between the independent and dependent variables, whether it uses *intervening* variables or not. In this test, *R Squared* will describe how the strength of the independent variables in providing explanations or can describe changes that occur in the variables they affect. The results obtained by the author in this test are that the job performance in this study can be explained as much as 0.524 or 52.40% by the variables that influence it and the remaining 47.60% is influenced by variables not considered by the author to be involved in this study.

Table 5. *R Squared* Test Results

	<i>R Square</i>	<i>R Square Adjusted</i>
Job Performance	0,524	0,514

The first hypothesis test was carried out to test the effect of resilience on job performance directly without the existence of work engagement as a variable that acts as a mediator. In this test, it was found that resilience can significantly influence performance. It is a positive influence, which indicates that the better or higher the resilience of employees will also improve job performance or, in other words, have a unidirectional influence. This is based on the *p*-value of 0.000 < 0.05 and the *t*-statistic value, which shows a positive value of 5.127.

Table 6. Hypothesis Test Results of Direct Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Resilience -> Job Performance	0,391	0,390	0,076	5,127	0,000

Furthermore, in the second test, namely testing the indirect effect, the effect obtained by job performance from Resilience through work engagement shows a significant value with a *p*-value of 0.000 < 0.05. From these results, the answer is that work engagement can mediate the effect obtained by job performance from resilience.

Table 7. Indirect Effect Test Results

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Resilience -> Work Engagement-> Job Performance	0,213	0,218	0,055	3,903	0,000

Discussion

The Effect of Resilience on Job Performance

The results of this research show that job performance can be influenced by resilience in a significant positive way, which shows a unidirectional relationship. If resilience is higher, performance will increase, and vice versa, performance will decrease if resilience is reduced. This statement is based on the *p*-value, which shows a 0.000 < 0.05 and a *t* statistic of 5.127. The findings obtained by this author align with what Antonio and Kurniawan (2024) stated in their study, which states that resilience is positive and significantly impacts job performance. In addition, the authors also find that the results of this study are consistent or

similar to the findings by Ocktafian (2021), who stated that employee resilience significantly influences employee work performance.

This finding can be explained by citing the resilience theory proposed by Masten and Reed as cited from Amadhea et al. (2024), which defines resilience as excellent adaptation to unfavourable conditions. In the context of employee performance, resilience is a resilience-protective mechanism that helps individuals remain productive despite stress and pressure. Masten and Reed explained that resilient individuals can develop effective *coping* strategies so that they not only survive but can also thrive in difficult situations. This process includes the ability to identify available resources, both internal and external, that can be utilized to overcome challenges. As such, employees with high levels of resilience are likely to maintain their performance under pressure, adapt to change, and stay focused on work goals.

In addition, the resilience theory proposed by Reivich and Shatte, as quoted from Apriawal (2022), sees resilience as an individual's ability to respond to adversity or trauma healthily and productively. They identified seven main components of resilience: regulation, impulse control, optimism, causal analysis, empathy, self-efficacy, and achievement. These interrelated components contribute to an individual's ability to deal with workplace stress. Emotion regulation allows employees to manage their emotional reactions when facing pressure, while optimism provides confidence that they can overcome challenges. Employees who apply these components daily will be better equipped to deal with adversity and maintain high performance. Thus, this theory suggests that resilient individuals survive adversity and encourage them to achieve better results in their work.

The Effect of Resilience on Job Performance Through Work Engagement

This study found that work engagement can be a variable that acts as a mediator in the influence obtained by job performance from resilience. This is based on the p -value of $0.000 < 0.05$, indicating that the effect is significant.

According to Kahn (1990), work engagement is the degree to which workers are emotionally committed to their jobs. Higher levels of participation, commitment, and passion are the results of engaged individuals feeling a personal connection to their work and a sense of meaning, according to Kahn. Employees in this engaged state are more focused, resilient, and energetic, all of which have a major impact on performance on both an individual and organizational level (Kahn, 1990). According to research by Lupsa et al. (2020) and Paek et al. (2015), work engagement is the degree to which workers are emotionally committed to their jobs. Employee engagement has a favorable impact on both individual and organizational performance because engaged workers are more likely to be enthusiastic, committed, and emotionally invested in their work. Workers that exhibit high levels of work engagement give their all to the company and complete their assignments with great zeal (Markos & Sridevi, 2010). In this context, resilience enhances work engagement, as resilient individuals can cope with stress and challenges and better maintain focus and commitment to their tasks. When employees can cope with adversity, they are more likely to be emotionally and psychologically engaged in their work, improving performance.

Conclusion

The conclusion of this study shows that resilience positive and significant influence on job performance, with a unidirectional relationship. The higher the level of resilience employees possess, the better the performance they can achieve, and conversely, a decrease in resilience negatively impacts performance. This finding is supported by resilience theory, which explains that resilient individuals can adapt and develop effective coping strategies to deal with workplace pressures. In addition, work attachment serves as a mediator that strengthens the relationship between resilience and job performance. Employees with high engagement to their work tend to be more motivated and committed, increasing their productivity. Thus, organizations need to support the development of resilience employees and create a work environment that facilitates work engagement to achieve optimal performance outcomes. Managerial implications of the study recommend that organizations adopt policies aimed at sustaining and boosting employee work engagement, especially under the high-pressure conditions common in the banking sector. Organizations should ensure adequate support and provide necessary information to help employees manage workplace demands.

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