

Resilience can Predict the Increase in the Influence of Job Satisfaction on each Individual's Work Performance

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ABSTRACT: Employee work performance looks different even though they admit that they have the same job satisfaction, so the research questions to be asked are, is there a direct effect of job satisfaction on job performance? and is there an indirect effect of job satisfaction on job performance through resilience?. So far, it is known that job satisfaction is an important factor, but it does not measure the resilience that occurs in individuals, even though sustainable work performance occurs not only because they are satisfied with their jobs but resilience plays an important role in long-term work. This study uses a non-experimental quantitative approach with a case study approach because it aims to see a group of samples and not to generalize the results of the study. Samples were collected by being selected based on job performance assessments from the research location. Data were taken using three scales and analyzed with mediation. The results of this study explain that rejecting the first null hypothesis, which means that there is a direct effect of job satisfaction on job performance significantly. Then rejecting the second null hypothesis, which means that there is an indirect effect of job satisfaction on job performance through resilience significantly. The conclusions and suggestions in this study are explained further.

Keywords: Individual Work Performance; Work Satisfaction; Resilience



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INTRODUCTION

The work environment is everything that is around workers and that can affect them in carrying out the tasks assigned, such as cleanliness, lighting and others. In the work environment, which includes all work facilities and infrastructure around employees who are doing work that can affect the implementation of work, including the workplace, facilities, cleanliness, lighting, tranquility, including working relationships between people in that place, so that employee work performance will increase ([Angka & Sulawati, 2022](#)).

Work performance is an important aspect in human resource management because it is directly related to the effectiveness and productivity of the organization. According to Robbins (2016), work performance reflects the extent to which employees are able to complete the tasks given according to the standards set by the organization. Employees with good work performance will contribute more to achieving organizational goals, while poor performance can hinder the progress

of the organization as a whole. Therefore, managing and improving work performance is a major focus in modern organizational strategies.

The phenomenon that affects work performance in Indonesia is the high rate of employee turnover, especially in sectors such as retail, technology, and manufacturing. Rapid employee turnover is often caused by low job satisfaction, especially in terms of compensation, work-life balance, and career development opportunities. Attention to employee well-being is increasing in Indonesia. With increasing awareness of the importance of work-life balance, many companies are starting to pay attention to the mental and physical health aspects of employees as part of their strategy to improve work performance.

Employee well-being programs, such as flexible working hours, mental health support, and health facilities, are now increasingly being adopted by large companies in Indonesia. This phenomenon shows that organizations are starting to realize that employee satisfaction and well-being have a direct impact on overall productivity and work performance.

The factors that influence work performance are very diverse, ranging from individual skills and competencies, the work environment, to motivation and job satisfaction. Hasibuan (2014) stated that employee skills and experience play an important role in influencing work performance. In addition, a supportive work environment, both physically and psychologically, will facilitate employees to work more effectively. This shows that management needs to create optimal conditions so that employees can achieve their best performance.

In the context of globalization and increasingly fierce competition, organizations are required to continue to improve the work performance of their employees in order to maintain a competitive advantage. However, work performance is not only about what employees achieve, but also how they achieve it. High work performance is created through appropriate behavior, especially discretionary behavior, and the effective use of necessary knowledge, skills, and competencies ([Armstrong, 2021](#)).

Work performance reflects the level of efficiency, effectiveness, and innovation in achieving goals set by management and various divisions within the organization. Work performance is considered good and successful if the expected goals can be achieved optimally. In addition, work performance is understood as the result of the interaction between ability, motivation, and opportunity, so that job satisfaction is a factor that influences individual performance. Work performance also represents actions that indicate a person's participation as a member of a group. Thus, work performance refers to the behavior or actions of individuals in the context of a particular organization or group ([Robbins & Judge, 2014](#)).

Job satisfaction is also a crucial factor that influences work performance. Employees who are satisfied with their jobs tend to be more motivated to give their best to the organization ([Luthans et al., 2021](#)). This satisfaction can come from various aspects, such as fair compensation, good relationships with coworkers, and career development opportunities. When employees feel appreciated and supported by the organization, they will be more involved in their work and show better performance.

Job satisfaction is a very important concept in the world of organizations and human resource management. The definition of job satisfaction refers to the extent to which individuals feel happy and satisfied with various aspects related to their work, including the work environment, relationships with coworkers, salary, and career development opportunities. According to Robbins (2016) that job satisfaction if not accepted by the individual will cause stress. Work-related tension tends to reduce job satisfaction in general, although low to moderate levels may improve employee performance, realizing that stress is unpleasant for every individual, especially workers.

In this modern era marked by fierce competition and rapid change, understanding job satisfaction is becoming increasingly relevant. Satisfied employees not only show better work performance, but also tend to be more loyal and committed to the organization ([Fitria & Linda, 2020](#)). On the other hand, job dissatisfaction can result in various negative impacts for individuals, such as decreased productivity, high turnover, and mental health problems such as stress and fatigue ([Maslach & Leiter, 2016](#)).

Organizations that are able to create a work environment that supports employee satisfaction can achieve significant competitive advantages. Therefore, it is important for management to understand the factors that influence job satisfaction and implement appropriate strategies to improve employee work experience. Thus, not only employee welfare is maintained, but also the success and sustainability of the organization can be achieved.

In line with this, based on the work performance indicator data obtained from the company, the results showed that only 10 employees had excellent work performance scores, and the rest had good and sufficient work performance scores from a total of 130 employees as a population. This encourages researchers to conduct research on the effect of job satisfaction on work performance at PT. Karya Samo Mas.

In this case, the phenomenon of job satisfaction reflects a complex relationship with various internal and external factors that influence employees' feelings about their work. By understanding and managing the factors of job satisfaction, organizations can create a supportive work environment and enhance individual job satisfaction, which will ultimately contribute to the overall success of the organization.

Individuals who feel satisfied with their work will certainly try their best with all their abilities to be able to complete the work that has been assigned. Thus, employee work performance will increase optimally. Organizations need employees who are able to work better, but employee job satisfaction must be met ([Sujana & Ardana, 2016](#)).

Employee work performance and resilience are closely related, especially in facing dynamic challenges in the modern workplace. Resilience, which is defined as a person's ability to adapt and bounce back from difficult situations, plays an important role in determining how employees maintain their work performance under pressure. Employees who have high levels of resilience tend to be better able to maintain or even improve their performance when faced with obstacles, such as organizational change or increased workload. Resilience helps employees manage stress and maintain focus on work goals despite facing various difficulties. Employees who have high

resilience are not only more resilient in facing challenges, but also more motivated to find creative solutions to solve problems. This has a positive impact on work performance, because resilient employees are more flexible in dealing with change and are better able to maintain productivity even in less than ideal conditions ([Ocktafian, 2021](#)).

Employees who have good resilience also tend to show more consistent work enthusiasm, are less affected by adverse external conditions, and have the ability to bounce back from failure more quickly. Furthermore, organizations that support the development of employee resilience will see a positive impact on overall performance. According to Nashori and Saputro (2021) when companies provide an environment that supports the development of resilience through training, mentoring, and social support, employees are more likely to feel supported and engaged in their work. This not only increases job satisfaction but also helps organizations maintain high levels of productivity, even in difficult situations. In other words, employee resilience serves as a foundation that helps maintain consistent work performance across the organization. In addition, employees who have high resilience are more likely to maintain their job satisfaction in stressful situations. Resilience allows individuals to overcome obstacles without feeling frustrated or losing their work enthusiasm, which keeps their satisfaction levels stable. Research by Shin et al., (2014) shows that resilient employees are better able to face changes in the organization or challenges in their work with a positive attitude, so that they remain satisfied with their work even in challenging situations. Resilience helps employees maintain a positive perspective, which directly contributes to feelings of satisfaction with their work.

Furthermore, the combination of job satisfaction and resilience creates a positive cycle that improves employee well-being and performance. Caza and Milton, (2011) emphasize that when employees are satisfied with their work and have strong resilience, they tend to be better able to face problems with optimism and resilience. Organizations that support job satisfaction and provide training to improve employee resilience can create a healthier work environment, where employees not only feel satisfied but also more resilient in facing challenges. Thus, job satisfaction and resilience reinforce each other in maintaining a balance between work pressure and psychological well-being. Therefore, the research questions to be asked are (1) Is there a direct effect of job satisfaction on job performance? (2) Is there an indirect effect of job satisfaction on job performance through resilience?

Job satisfaction plays an important role in improving work performance, and resilience acts as a mediating factor that strengthens this relationship. Employees who are satisfied with their jobs tend to be more motivated and show higher engagement, which has a positive impact on performance. In addition, job satisfaction increases employees' mental and emotional resilience, making them more resilient in the face of stress or change in the workplace. Employees who have high resilience are able to maintain good work performance even when faced with challenges. Resilience helps employees cope with stress and stay focused on goals, so job satisfaction combined with resilience strengthens overall work performance. Based on this, the hypothesis that will be proposed is (1) is there a direct effect of job satisfaction on work performance? (2) is there an indirect effect of job satisfaction on work performance through resilience?.

METHOD

This research has obtained ethical permission from the Master of Psychology study program at Medan Area University. This study uses a quantitative approach. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, data analysis is quantitative or statistical in nature with the aim of testing the established hypothesis ([Sugiyono, 2013](#)). This type of research uses a non-experimental quantitative method. Non-experimental quantitative is used if the sample does not receive intervention. This research was conducted at PT. Karya Samo Mas. This research was conducted from October 2024 to January 2025.

Population is the entire object/subject to be studied which will later be generalized to draw conclusions based on the data obtained. The population in this study is employees of PT. Karya Samo Mas totaling 130 people. while the Sample is part of the number and characteristics possessed by the population ([Sugiyono, 2013](#)). Samples taken from the population must be truly representative so that sampling must be carried out with certain techniques in order to obtain effective and accountable results. The sampling technique in this study used purposive sampling, namely a sampling technique that has criteria ([Azwar, 2015](#)). With this, the sample used in the study amounted to 120 samples. The criteria in this study are employees who have good and enough values.

The resilience variable is measured using a scale that has been prepared by the author based on aspects of resilience according to Connor and Davidson, (2003), namely: personal competence, a person's trust in instincts and tolerance for negative influences, positive self-acceptance of change and having good relationships with others, control, and spiritual influence. This scale is arranged based on a Likert format with 4 (four) alternatives. The work performance variables in this study were revealed through a Likert model scale compiled by researchers based on the work performance scale according to Koopmans et al., (2011) who said that there are 3 aspects used to measure individual work performance, namely Task performance, Contextual performance, Counterproductive Work Behavior. This study uses quantitative with a mediation model approach ([Neuman, 2013](#)). This study will look at the function of the resilience variable (M) on the influence of job satisfaction on work performance. data analysis using JASP software assistance.

RESULT AND DISCUSSION

Validity and reliability test

The first validation result explains that the variable model analysis is fit because each estimated value of 25 contains three items (R10, 11, and 6) that have not met the standard value. The standard estimated value moves from 0.3 to 0.6, which means that on average each item has a value of more than 40% which can explain the resilience construct. Meanwhile, the reliability of resilience looks quite good because the consistency value $\alpha = 0.905$ with the lowest prediction value $\alpha = 0.877$ and the highest $\alpha = 0.927$, which means it is greater than 0.5 as a standard benchmark of more than 50%.

The second validation result explains that the variable model analysis is fit because each estimated value of 25 contains four items (TP3, CP10, CWB15, CWB17) that have not met the standard value. The standard estimated value moves from 0.3 to 0.5, which means that on average each item has a value of more than 40% which can explain the work performance construct. Meanwhile, the reliability of work performance looks very good because the consistency value $\alpha = 0.830$ with the lowest prediction value $\alpha = 0.780$ and the highest $\alpha = 0.871$, which means it is greater than 0.5 as a standard benchmark of more than 50%.

The third validation result explains that the variable model analysis is fit because each estimated value of 34 contains six items (EP5, TD2, TD3, TD4, WH1, WH2) that have not met the standard value. The standard estimated value moves from 0.3 to 0.5, which means that on average each item has a value of more than 40% which can explain the work performance construct. Meanwhile, the reliability of job satisfaction looks very good because the consistency value $\alpha = 0.902$ with the lowest prediction value $\alpha = 0.873$ and the highest $\alpha = 0.925$, which means it is greater than 0.5 as a standard benchmark of more than 50%.

Mediation analysis

Based on the results of the regression analysis, the regression magnitude value is 0.104, this value is equal to 10.4%, meaning that there is an influence of job satisfaction on work performance, with an influence of 10.4%. Significance explains that the influence of job satisfaction on work performance has a significant value because the p value = <.050, which is <.001. Based on the results of the regression analysis, the regression magnitude value is 0.083, this value is equal to 8.3%, meaning that there is an influence of job satisfaction on resilience, with an influence of 8.3%. Significance explains that the influence of job satisfaction on resilience is significant because the p value = <0.050, which is 0.001 <0.050. Based on the results of the regression analysis, the regression magnitude value is 0.782, this value is equal to 78.2%, meaning that there is an influence of resilience on work performance with an influence of 78.2%. Significance explains that the influence of resilience on work performance is significant because the p value <0.050, namely <0.001 <0.050.

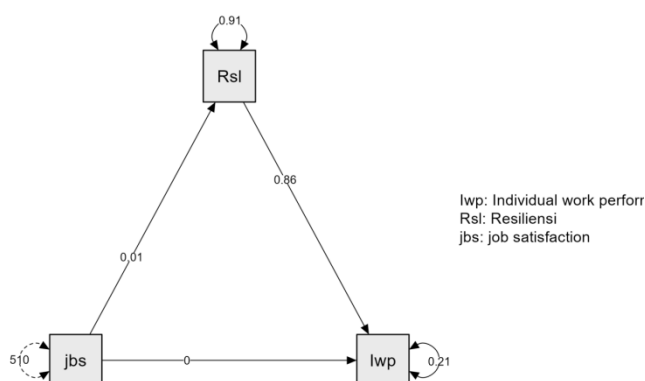


Figure 1. path analysis of three variables

While in mediation it can be seen that directly job satisfaction on work performance has a less strong value estimate because it is below 1% and significant. Then for the indirect effect it has a greater value than the direct effect, this effect is around 1.1%. In the overall path analysis, it can be seen that the strongest path actually occurs in the influence of resilience on work performance of 86%. Meanwhile, the path of job satisfaction on performance and resilience is not very strong. Therefore, it can be concluded that the presence of resilience can improve work performance rather than just contributing to job satisfaction.

Job satisfaction is an individual's attitude toward their job, which can be interpreted as an emotional or affective response to various aspects of the job. Individuals who have a high level of job satisfaction tend to have a positive view of their job, while those who are dissatisfied will show a negative attitude. Job satisfaction results from employees' perceptions of how well their job meets the elements that are considered important ([Antara, 2020](#)).

Furthermore, job satisfaction represents a complex collection of cognitions, emotions and tendencies. There is no surefire way to measure job satisfaction, but there are various ways to identify when an employee is satisfied or dissatisfied with their job. Moreover, employee job performance depends heavily on perceptions; values and attitudes, there seem to be so many variables that influence job performance that it is almost impossible to understand them. Job performance is defined as a function of an individual's abilities and skills and effort in a given situation ([Choi & Lee, 2013](#)).

The influence of job satisfaction on job performance is an increasingly relevant topic in the modern era, especially with the development of technology and changes in work dynamics. Recent research shows that employee performance is not only influenced by internal factors, but also by their level of satisfaction with their job. A study by Sinaga and Zairnati, (2025) found that job satisfaction contributes significantly to improving employee work performance with a contribution of 91.5% in increasing job satisfaction. This shows that employees who are satisfied with their jobs tend to show better work performance.

The results of this study are also supported by the results of research by Adhan et al., (2019) that job satisfaction has a positive effect on employee work performance. In addition, the results of research conducted by Subiyanti and Trisnadi, (2022) found that there was a significant influence between job satisfaction and employee work performance. Research by Adianita et al., (2021) also shows that increasing levels of job satisfaction are in line with increasing employee work performance. In other words, the higher the employee satisfaction with their work, the greater their motivation to improve their work performance to a better level.

Job satisfaction is an important factor that influences employee work performance, where a positive attitude towards work contributes to increased performance. Several studies have shown that employees who are satisfied with their jobs tend to show better performance, with a significant contribution to increasing productivity. Several studies support this finding, indicating that employee perceptions of important elements in their jobs greatly influence motivation and work outcomes. Therefore, creating a work environment that supports satisfaction can be an effective strategy for organizations to improve overall employee performance.

In addition to job satisfaction, resilience also has a significant influence on work performance. Resilience is defined as an individual's ability to deal with various difficulties and unpleasant events. They are able to adapt to changes or unpredictable situations ([McEwen, 2011](#)). Resilience can help employees manage stress more effectively, so they can maintain work performance even in stressful situations. High levels of resilience are better able to manage conflict constructively and communicate effectively. These skills help create a collaborative work environment and support team performance. In an often uncertain work environment, resilience allows employees to remain adaptive and flexible, so they can deal with change in a more proactive and effective way. ([Robertson et al., 2015](#)).

In the context of the workplace, resilience helps employees to remain productive and focused even when facing complex challenges. Luthans et al., (2006) stated that resilience is one component of psychological capital (PsyCap) that is positively correlated with work performance. Resilient individuals tend to have better abilities in overcoming obstacles, maintaining motivation, and developing innovative solutions. This allows them to not only complete tasks well, but also make additional contributions to the organization. With this, individuals who have high levels of resilience are better able to maintain work performance amidst uncertainty and organizational challenges ([Avey et al., 2011](#)).

Resilience, or an individual's ability to recover from adversity and adapt to change, plays an important role in improving employee performance. In the context of a stressful work environment, such as that faced by many employees today, resilience is a key factor that helps individuals cope with challenges and stress. The study showed that employees with high levels of resilience were able to maintain good performance despite facing difficult situations, such as job uncertainty and pressure from superiors. This shows that resilience not only affects employee psychological well-being but also contributes to employee performance ([Antonio & Kurniawan, 2024](#)). As the results of the study obtained by Walpita and Arambepola, (2020) the higher the level of resilience, the higher the employee's work performance tends to be. In line with that, other studies also show a positive and significant relationship between resilience and employee performance in Australia and India ([Athota et al., 2020](#)). This is due to the fact that high levels of resilience can reduce negative impacts in the work environment, such as stress, fatigue, depression, and anxiety ([Gito et al., 2013](#)).

With this, resilience has a significant influence on employee work performance, where an individual's ability to face difficulties and adapt to change is very important in the context of a stressful work environment. Resilience helps employees manage stress effectively, maintain focus, and communicate well, thereby creating a collaborative work environment that supports team performance. Research shows that individuals with high levels of resilience are not only able to overcome challenges, but also contribute more to the organization through innovative solutions and high motivation. Thus, developing resilience in the workplace is crucial to increasing employee productivity and well-being, especially amidst the uncertainty and challenges that are often faced in today's work world.

CONCLUSION

This study rejects the first null hypothesis because it is proven that there is a direct effect of job satisfaction on work performance with significant results. This means that high job satisfaction will directly increase work performance. The second hypothesis also rejects the null hypothesis that there is an indirect effect of job satisfaction on work performance through resilience. This means that high job satisfaction will indirectly increase higher work performance because it has a high resilience value.

The limitations of this study are in the method that does not use secondary data for analysis, then the analysis is carried out without excluding outlier data so that it can basically reduce the error value that occurs. Then this research approach only looks at the results for the research sample without generalizing the research results on the same character. Therefore, in further research, it is necessary to take and analyze in a different way so that it can see broader results, as well as larger samples.

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