

Literature Review: Resilience Factors In Service Sector Employees In The Covid-19 Pandemic

Daniel Ido Brahmantya¹ IGAA Noviekayati²

^{1,2}Universitas 17 Agustus 1945 Surabaya Jl. Semolowaru 45 Surabaya 60118

¹dbrahmantya_s2@untag-sby.ac.id ²noviekayati@untag-sby.ac.id

Keywords : resilience, employees, pandemic, Covid-19

Abstract : The Covid-19 pandemic has become a global pandemic that makes all people feel great fear because of its rapid spread. This virus has a variety of effects on mental health, physical health, finances, and how people act on a daily basis. Work from home (WFH) activities started to be introduced across the organization, including employees in the service sector. As a result, employees must quickly adjust to potentially dangerous and unclear conditions. The right variable in this case is resilience. The goal of this literature review is to see what factors influence employee resilience in the service industry. A literature study was conducted based on the topic, technique, and research journal similarities. Eight of the ten papers chosen utilized quantitative methods, one used mixed methods, and one used experimental methods. Employees who worked as nurses, doctors, health care workers, teachers, and frontline workers made up the study's population. The study was carried out in a number of nations, including Indonesia, Turkey, Thailand, Sweden, and the United Kingdom. Sleep quality, positive emotions, life satisfaction, age, employee tenure, work experience, and individual character are all characteristics that promote resilience, according to the findings of eleven studies. If an employee cannot be a resilient person, it will be easy to experience stress and the employee's performance will decrease. If an employee can develop resilience, they will work more calmly, have higher subjective well-being, and be able to deal with potentially dangerous situations.

INTRODUCTION

Based on news reported by Time which stated that the World Health Organization (WHO) announced the corona virus (Covid 19) is a global pandemic for the whole world (Ducharme, 2020). This pandemic has become a great fear because it has spread throughout the country and is a new disaster that has never happened before in the history of human life. The Covid-19 pandemic is still going on, and it's affecting people all around the world. As evidence, everyone is undergoing changes in numerous parts of their lives, including health, employment, and family life (Gangopadhyaya & Garret, 2020). This pandemic period has also had a significant impact on mental health, exacerbating individual psychopathology (Adhanom, 2020). The occurrence of lockdowns and quarantines in numerous countries is also a result of this pandemic period. Parents have struggled as a result of the lockdown and quarantine. Struggle to care for children while working (Chen & Bonanno, 2020).

Apart from having an influence on physical health, the Covid-19 pandemic also has an impact on individual mental health. Every individual is confronted with a new life system shift, such as social limits, employee

termination of job contracts, working from home (WFH), reduced working hours, large-scale social restrictions (PSBB), and health protocols that must be followed at all times. The existence of these policies has an impact on an organization's ability to achieve its objectives (Sutrisno, 2009). Some people will unavoidably have to adjust to a new reality characterized by dread and the spread of the virus (Tim Redaksi, 2020). Individuals suffering from mental health issues such as worry and stress as a result of this influence are more likely to engage in unproductive conduct. This shifting work pattern may have a direct or indirect impact on employees' motivation to do their best work, be healthy, safe, and comfortable (Sedarmayanti, 2009).

Employees' ability to quickly adjust to new situations and emotions of worry that develop from time to time as a result of the Covid-19 pandemic causes them to change their behavioral routines, which can have detrimental effects on their health and performance (Dewayani, 2020). Examples of jobs that require employees to be able to adapt quickly are employees who provide services for customers, be it frontliners, nurses, waiters, and so on. Service standards become a standard guideline utilized by employees at work, and if

they are not followed consistently, customers may be dissatisfied with the services provided by employees (Ellyanawati, 2018). The introduction of tight health regulations in each profession shows the shape of changes in behavior and new habits.

The consequences of this pandemic have been severe, with employees suffering significant bodily, psychological, and social consequences. Because of the severity of the pandemic's impact, people who can adapt and learn to adjust to new ways of life are in high demand. Resilience is one of the principles that explains this ability (Astika & Saptoto, 2016). According to McEwen (2011), resilience is defined as the ability to survive or overcome adversity as well as successfully adapt to change and ambiguity (Steven & Prihatsanti, 2017). Block (Matulesy & Maisyarah, 2015) defines resilience as ego-resilience, which means a general ability that involves great adaptation and flexibility. Reivich and Shatte (2002) describe resilience as the ability to adapt and persevere in the face of adversity (Matulesy & Masyarah, 2015).

Resilience refers to a person's ability to rebound from life's crises, hardships, and obstacles (Herdiana & Suryanto, 2018). According to Reivich & Shatte (Matulesy & Maisyarah, 2015), the function of resilience is to address problems by analyzing the situation and changing one's perspective to a more positive one (overcoming), convincing oneself that one can master the environment and solve problems (steering through), giving confidence that one can overcome all problems and return to normal life (bounce back), and providing more and more (reaching out). Karen Reivich and Andrew Shatte (2002) argue that there are 7 (seven) important factors which are human internal strengths that directly affect a person's resilience ability. The seven aspects are emotion regulation, *impulse control*, problem analysis, optimism, empathy, self-efficacy, and *reaching out* (Reivich & Shatte, 2002).

Employees must be able to recognize the level of their resilience qualities in order to become resilient. Knowing the internal strength profile of humans can reveal this ability to be resilient (Wediyaswari, Cahyadi, Susiati, & Yuanita, 2019). According to research by NJ Roberts, K. McAloney-Kocaman, K. Lippiett, E. Ray, L. Welch, and C. Kelly (2020), psychological support for a person is required

to lower stress, depression, and anxiety levels, as well as to maintain a person's resilience (Robert, et al., 2020). According to studies conducted on Swiss health workers, improving managerial skills, communication, and social support will increase decision-making, cooperation, and conflict resolution. This can also help health staff be more resilient in anticipating future catastrophes (Juvet, et al., 2021).

As a result, it is necessary to carry out an in-depth analysis to determine the resilience or resilience of employees, both those in the service sector or others. Every employee must be a person who is resilient to his work so that every job he does continues to run well, maximally, comfortably, and healthy. This serves as a reminder to employees to continue working properly so that they do not experience prolonged stress or unproductive work. As a result, it's critical to understand what factors influence employee resilience as well as the impact of resilience on employees. A literature review was used to perform this research.

RESEARCH METHODS

This study used approach literature review. This method is a research method that uses library research as a reference for reference materials, such as articles, scientific journals, and books on the topic being researched (Estheriani & Muhid, 2020). Approach literature review was employed in this study. This is a research method that employs library research to locate reference resources such as articles, scientific journals, and books on the subject at hand (Estheriani & Muhid, 2020). At this point, the researcher used a database to gather information from a variety of sources, including science direct, PubMed.gov, and Google Scholar. Researchers searched keywords like "resilience," "resilience employee," "resilience worker," "resilience worker during a pandemic," and "resilience employee during a pandemic" to discover materials that fit the research theme. After finding the right publication or source, the researcher uses judgment and selection to find sources that are relevant to the research goals. Researchers found 19,637 journals in Science Direct, then limited it down to locate the most recent journals, resulting in 7,717 journals. Researchers discovered 258 journals on PubMed.gov, which is the most recent journal.

Google Scholar researchers discovered 17,400 journals from the years 2019 to 2021 on the website.

RESULT

1) The emphasis of the topic to be investigated

Barita Ulina Mariani (2020) in her research brings up the issue of the endurance required by the nurses of the Rumah Sakit Penyakit Infeksi Prof. Dr. Sulianti Saroso (RSPI-SS) to be able to work well in the midst of the Covid-19 pandemic. In addition to the researchers above, there are several other researchers who have studied health care workers. Bozdag & Ergun (2020), Juvet, et al., (2021), and Robert, et al., (2020) also investigated how nurses and medical personnel adapt to unexpected situations. The research conducted in several countries such as Sweden, United Kingdom, Turkey, and Thailand. The researchers believe that nurses need good resilience to unexpected situations. This endurance is required in order to strike a balance between job performance, personal issues, and the daily workload. Endurance, or commonly called resilience, is a quality that a nurse must possess in order for their work to remain effective. This is also in line with research conducted by Ocktafian (2021) which aims to ensure that employees can perform productively and have a high level of life satisfaction even if they are in the midst of a Covid-19 epidemic. The resilience factor also has a positive and significant effect on life satisfaction (Prayag, Spector, & Orchiston, 2019).

The problems of previous research are also almost the same as the research conducted by Hakim & Rizky (2021) regarding the description of resilience experienced by employees of the customer service department at PT. X area of East Java during the Covid-19 pandemic. Employees engaged in the service sector also really need to be able to adapt quickly to changing conditions. According to McEwen (2011), resilience involves the ability to survive or overcome adversity and successfully adapt to change. Resilience itself can also be generated from a person's personal and environmental characteristics (McEwen, 2011). In meeting the demands of work, a customer service does not always serve with a comfortable work situation. When consumers

complain furiously or berate, customer service must continue to provide excellent service. Resilience is required in this critical situation so that customer service may provide the best possible service. Resilience is also needed when individuals are faced with challenging situations (Zellars, Justice, & Beck, 2011).

Siliyah & Hadi (2021) emphasize research on aspects of resilience experienced by educators at SMAN 1 Bangil. In the Covid-19 setting, an instructor must also be able to perform well despite the numerous hurdles. The goal of this study is to find out how teachers' resilience affects their work engagement. Gurman et al., (2021) investigated the impact of the Inquiry-Based Stress Reduction (IBSR) intervention on well-being, resilience, and burnout among Jerusalem teachers during the Covid-19 pandemic. This study aims to determine how resilient teachers are in the face of stress, trauma, or circumstances that generate stress. This study aims to determine how resilient teachers are in the face of stress, trauma, or circumstances that generate stress.

2) The research steps or procedures that were utilised.

Mariani (2020) employs a non-experimental quantitative approach with a descriptive analytic type and a cross sectional design in her research. Mariani's research (2020) uses random sampling. Ocktafian (2021), Hakim & Rizky, (2021), Siliyah & Hadi, (2021), Robert, et al., (2020), Coulombe, et al., (2021), Ojo, Fawehinmi, & Yusliza, (2021), dan Bozdag & Ergun, (2020) use a quantitative approach by distributing questionnaires through google forms, taking data directly. SPSS is the software used to process the data from the research. The research in which the researchers used 2 or more variables that were related or compared to the resilience variable. Researchers employed two or more factors that were connected to or compared to the resilience variable in this study. The variables used to be tested are work stress, work engagement, anxiety, depression, burnout, and psychological well-being.

Juvet, et al., (2021) employed a mixed techniques, quantitative and qualitative study approach. The study used open-ended questions and used analysis using SPSS for Windows. Gurman, et al., (2021) used an

experimental strategy in their research. In this study, intervention approaches are used in the experiments.

DISCUSSION

1) Analysis of each study's similarities and differences

Nurses and doctors are two professions that are most susceptible to infection by the Covid-19 virus. As a result, they continue to experience anxiety, panic, trauma, despair, and bewilderment, among other mental health issues (Bozdag & Ergun, 2020). According to research conducted by Bozdag & Ergun (2020), three model factors were tested: 1) Population demographics 2) Sleep quality, age, and fears of becoming infected with the virus are all factors to consider 3) Sleep quality, positive emotions and negative emotions, and life satisfaction are all factors to consider. The study discovered that sleep quality, positive emotions, and life satisfaction must all be enhanced in order for health care employees to be resilient. In contrast, the research conducted by Mariani (2020) on nurses did not involve demographic factors in it. Mariani's research (2020) reveals that a person's tenure is a crucial component in their resilience to hard events like the Covid-19 pandemic. The longer a person's working period, the individual can increase his or her resilience in the face of pressure (Mariani, 2020). This could be attributed to the process of adjusting to a new field of work in order for nurses to become more resilient in their jobs.

This research from Bozdag & Ergun (2020) and Mariani (2020) has almost the same results as research from Robert, et al., (2020) which examines the level of resilience with other variables such as anxiety and depression. In his research, Robert, et al., (2020) stated that resilience can also be influenced by individual character factors, age, and length of service of nurses. Hope, self-efficacy, and a work-life balance are all examples of resilience (Robert, et al., 2020). The study was processed using simple regression and found that nurses in the UK have high resilience based on their age and length of service. In addition to these findings, Coulombe, et al., (2020) discovered that the trait resilience factor is one of the more dominating variables encouraging individuals to minimize stress and raise the meaning of life in order to become resilient. Family function, high social support from friends, social

participation, and trust in health institutions are the other aspects (Coulombe, et al., 2020). Trait resilience is a phenomenon in which people approach and react to unfavorable experiences and then assess their ability to recover from them (Maltby, Day, & Hall, 2015). The resilience trait is believed to be able to generate feelings of meaning in life and reduce a person's stress level (Coulombe, et al., 2020).

Resilience is also related to job stress on service employees. Research conducted Hakim & Rizky (2021) found that there is a relationship between resilience and stress. A correlation test was used to evaluate the study. According to Hendriani (Hakim & Rizky, 2021), employees can adjust to issues and develop a resilient attitude at work if they can find coping stress that suits them. Someone who is capable of resilience experiences low work stress, while someone who is less capable of resilience experiences high work stress (Hakim & Rizky, 2021).

Resilience is a term used to describe a person's ability to adapt well when confronted with stress, adversity, trauma, tragedy, or threats (American Psychological Association, 2014). Gurman, et al., (2021) discovered that resilience can be one of an individual's strength aspects in producing positive mental processes and developing effectively, as well as overcoming negative emotions, poor ideas, and non-compliant behavior. In threatening and dangerous situations, such as the Covid-19 epidemic, resilience can lessen the hazards of stress on mental health and lead to good actions and attitudes, according to the study's findings (Gurman, et al., 2021).

Ojo, Fawehinmi, & Yusliza (2021) in their research said that resilience can help employees overcome and recover from crises and unexpected situations like the Covid-19 pandemic. This study examines resilience with work engagement. The findings from this study suggest that for teachers, support from family and friends will improve their ability to manage with stress caused by the Covid-19 pandemic. Teachers who receive support from family and friends will be better able to cope with stress during the Covid-19 pandemic, according to this study. (Ojo, Fawehinmi, & Yusliza, 2021). As a result, a teacher's ability to recover from a slump can be enhanced by spending time with family or colleagues in order to become a more resilient person, which might affect a teacher's

professional engagement. This research is also in accordance with Siliyah & Hadi (2021), which looked at the impact of resilient work involvement on teachers. Resilience has a favorable impact on professional engagement, according to this study. That is, every increase in the resilience variable is accompanied by an increase in the work engagement variable.

Employee performance is also influenced by resilience. This is supported by Ocktafian's (2021) which examines the effect of resilience on employee performance. Based on the results of the study, it was found that employee

resilience has a positive and significant effect on employee performance. The results of this study are the same as research from Mayangsari & Millanintyas, (2020) which shows that resilience has a positive and significant effect on employee performance. Juvet, et al., (2021) found research results revealing strategies that employees can also do to be better at being resilient. Employees' emotions (fear of being infected with the Covid-19 virus and unpredictable situations) can be managed, and work and personal life can be balanced.

Table 1. Literature Review table

No	Authors	Title	Design	Participants	Results
1	Faruk Bozdogan, Naif Ergun	Psychological Resilience of Healthcare Professionals During Covid-19 Pandemic	Kuantitatif	Nurses, doctors and health staff	This study found that in order to increase employee resilience, good sleep quality, positive emotions, and life satisfaction must be developed. These three elements are thought to have an impact on the quality of health-care employees' services and their ability to perform at work.
2	Barita Ulina Mariani	Faktor-Faktor Personal sebagai Prediktor terhadap Resiliensi Perawat di Rumah Sakit Penyakit Infeksi Prof. Dr. Sulianti Suroso	Quantitative non-experimental descriptive analytical type with cross sectional design	239 nurses	In the RSPI-SS, there is a correlation of 0.022 between tenure and resilience. This demonstrates that the longer a nurse works, the higher the amount of subject resilience. A longer working period can improve a person's ability to cope with stress. This could be attributed to the process of adjusting to the sector of work and gaining experience, which can help nurses become more resilient in their profession.
3	N. J. Roberts, K. McAloney-Kocaman, K. Lippiett, L. Welch, C. Kelly	Level of Resilience, Anxiety, and Depression in Nurses Working in Respiratory Clinical Areas During the Covid Pandemic	Descriptive quantitative	255 nurses	The study found that nurses who were more resilient were nurses who were older and had longer experience as a nurse. Resilience can also be influenced by social characteristics and social environment
4	Simon Coulombe, Tyler Pacheco, Emily Cox, Christine Khalil, Marina M. Doucerain, Emilie Auger, dan Sophie Meunier	Risk and Resilience Factors During the Covid-19 Pandemic: A Snapshot of the Experiences of Canadian Workers Early on in the Crisis	Descriptive quantitative	Minimum age 18 years, living in Canada, working at least 20 hours per week	Except for social distancing, every risk factor associated with the pandemic had a minimal link with mental health and subjective well-being, according to this study. Mental health and well-being are favorably associated to resilience qualities. Trait resilience is the most common type of resilience seen. This is the primary factor that causes a person's sense of well-being to emerge.
5	Gamma Rahmita Ureka Hakim,	Hubungan Resiliensi dengan Stres Kerja Karyawan	Quantitative with descriptive	38 employees	According to the findings, 52.63% of the study's participants experienced

	dan Dinda Kurnia Rizky	Bagian Layanan Pelanggan PT. X Area Jawa Timur di Masa Pandemi Covid-19	and correlational analysis		significant work stress and 57.89% had low resilience. The correlation between resilience and work stress is -0.576 , which is higher than the R_{table} value of 0.320 with a significant level of 0.05 , indicating that the hypothesis is correct. At PT. X Area East Java's customer service department, it was discovered that there was a significant negative correlation between resilience and job stress.
6	Tzofnat Zadok-Gurman, Ronit Jakobovich, Eti Dvash, Keren Zafrani, Benjamin Rolnik, Ariel B. Ganz, dan Shahar Lev-Ari	Effect of Inquiry-Based Stress Reduction (IBSR) Intervention on Well-Being, Resilience and Burnout of Teachers during the COVID-19 Pandemic	Experiment	Intervention group: 32 participants, control group: 35 participants	The study's findings revealed that participants who received the intervention experienced increased psychological and subjective well-being, mindfulness, and resilience. Participants who were not exposed to the intervention, on the other hand, had lower self-esteem and subjective well-being, as well as higher degrees of emotional weariness. Psychological well-being was found to have a positive relationship with subjective well-being, resilience, and mindfulness ($r = 0.39 - 0,66$ $p < 0.01$). In threatening and dangerous situations, such as the Covid-19 epidemic, resilience can lessen the hazards of stress on mental health and lead to good behavior and thoughts, according to the study's findings.
7	Adedapo Oluwaseyi Ojo, Olawole Fawehinmi, dan Mohd Yusoff Yusliza	Examining the Predictors of Resilience and Work Engagement during the COVID-19 Pandemic	Quantitative, by distributing surveys online	274 participants	During the Covid-19 epidemic, the study discovered the relevance of self-support and the capacity to promote self-resilience in dealing with anxiety and unpredictable situations, hence enhancing work engagement. Researchers also discovered that having support from family and coworkers can help employees cope with the stress caused by the Covid-19 pandemic.
8	Na'imatus Siliyah dan Cholichul Hadi	Pengaruh Resiliensi terhadap <i>Work Engagement</i> pada Guru	Quantitative	74 teachers	The findings of this study show that resilience has an influence on work engagement of ($F(1.72) = 16.8$; $p < 0.01$; $R^2 = 0.189$). That is, an individual's level of resilience can predict and define 18.9% of their job participation goals.
9	Qikki Oektafian	Pengaruh Resiliensi Karyawan terhadap Kinerja Karyawan Melalui Kepuasan Hidup	Quantitative	71 nurses	Employee resilience affects employee performance in a favorable and meaningful way. Nurses' high level of resilience will have an impact on their ability to perform at a higher

					level. Furthermore, because employee welfare is judged as an internal component from within the individual, resilience has a positive and significant effect on life satisfaction, which indicates that strong nurses will tend to have better life satisfaction.
10	Typhaine M. Juvet, Sandrine Corbaz-Kurth, Puline Roos, Lamyae Benzakour, Sara Cereghetti, Gregory Moullec, Jean-Claude Suard, Laure Vieux, Hannag Wozniak, Jacques A. Pralong, Rafael Weissbrodt	Adapting to the Unexpected: Problematic Work Situations and Resilience Strategies in Healthcare Institutions during The COVID-19 Pandemic's First Wave	<i>Mixed-Methodology</i>	15,272 participants who are all staff nurses, doctors, health staff in Switzerland	According to the findings, resilience methods can be implemented in four different ways: organization, equipment, groups, and individuals. Resilience can exist in organizations based on organizational structure, relationships, and individual factors. Equipment preparation, informing management about equipment use, preparations and planning, management formation, governance procedures, leadership practices, organizational culture, social networks, and collaboration are all examples of activities that can be carried out on equipment. Individuals can develop resilience if they acquire techniques to manage their emotions, receive education on how to increase self-efficacy, care for others, and maintain a healthy work-life balance.

CONCLUSIONS AND SUGGESTIONS

According to the academics that discussed the 10 studies above, there are a variety of elements that can effect employee resilience. Sleep quality, positive emotions, and life satisfaction can actually influence a person to become resilient (Bozdog & Ergun, 2020). Mariani (2020) states that age, years of service, work experience, individual character (Robert, et al., 2020) are also factors in the formation of resilience in employees, especially in the health sector.

During the Covid-19 epidemic, the resilience attribute was also one of the protective factors against mental health disorders and stress (Coulombe, et al., 2020). Trait resilience is a phenomenon in which people approach and react to unfavorable experiences and then assess their ability to recover from them (Maltby, Day, & Hall, 2015). Someone who is resilient will be able to grow to their full potential, reducing unpleasant emotions, poor thoughts, and inappropriate

activities. In unclear and hazardous situations, resilience can reduce stress and lead to positive conduct (Gurman, et al., 2021). Employees that are resilient and can manage their stress are more involved in their work (Siliyah & Hadi, 2021) and perform better (Ocktafian, 2021).

From the results of the literature review conducted, the researcher recommends that the factors that form the resilience can be supported and endeavored to occur within the individual. These things can support employees to work more calmly, comfortably, and safely. Social support is also felt to be very necessary for individuals, groups, and organizations. This is done in order to anticipate, monitor, and train themselves from threatening situations such as the Covid-19 pandemic.

REFERENCES

Adhanom, G. J. (2020). Addressing mental health needs: An integral part of covid-19 response. *World Psychiatry*, 129-130.

- American Psychological Association. (2014). *The road to resilience*. Washington DC, USA: American Psychological Association .
- Astika, N. F., & Saptoto, R. (2016). Peran resiliensi dan iklim organisasi terhadap work engagement. *Gadjah Mada Journal of Psychology*, 38-47.
- Bozdag, F., & Ergun, N. (2020). Psychological resilience of healthcare professionals during covid-19 pandemic. *Psychological Reports*, 1-20.
- Chen, S., & Bonanno, G. A. (2020). Psychological adjustment during the global outbreak of covid 19: A resilience perspective. *Psychological Trauma: Theory, Research, Practice, and Policy*, 1-5.
- Coulombe, S., Pacheco, T., Cox, E., Khalil, C., Doucerain, M. M., Auger, E., & Meunier, S. (2020). Risk and resilience factors during the covid-19 pandemic: A snapshot of the experiences of canadian workers early on in the crisis. *Frontiers in Psychology*, 1-25.
- Dewayani, T. (2020, Mei 21). *Flexible working space (FWS) sebagai new normal kementerian keuangan pasca pandemi covid-19*. Retrieved from Kementerian Keuangan Republik Indonesia : <https://www.djkn.kemenkeu.go.id/kanwil-jabar/baca-artikel/13122/Flexible-Working-Space-FWS-Sebagai-New-Normal-Kementerian-Kuangan-Pasca-Pandemi-Covid-19.html>
- Ducharme, J. (2020, Maret 11). *World health organization declares covid-19 a 'pandemic'. here's what that means*. Retrieved Desember 30, 2020, from Time: <https://time.com/5791661/who-coronavirus-pandemic-declaration/>
- Ellyanawati , N. E. (2018). Peningkatan kompetensi frontliners dalam memberikan layanan prima: Studi kasus pada bprs mci yogyakarta. *Jurnal Ekonomi Syariah Indonesia*, Vol. 8, No. 1, Hal. 1-13.
- Estheriani, N. G., & Muhid, A. (2020). Pengembangan kreativitas berpikir siswa di era industri 4.0 melalui perangkat pembelajaran dengan media augmented reality. *Insight: Jurnal Ilmiah Psikologi*, Vol 22 (2), hal 118-129.
- Gangopadhyaya, A., & Garret, B. (2020). Unemployment, health insurance, and the covid-19 recession. *Timely Analysis of Immediate Health Policy Issues* , 1-8.
- Gurman , T. Z., Jakobovich, R., Dvash, E., Zafrani, K., Rolnik, B., Ganz, A. B., & Ari, S. L. (2021). Effect of inquiry-based stress reduction (ibsr) intervention on well-being, resilience and burnout of teachers during covid-19 pandemic. *International Journal of Environmental Research and Public Health* , 1-14.
- Hakim, G. R., & Rizky , D. K. (2021). Hubungan resiliensi dengan stres kerja karyawan bagian layanan pelanggan pt. x area jawa timur di masa pandemik covid-19. *Memperkuat Kontribusi Kesehatan Mental dalam Penyelesaian Pandemi Covid 19: Tinjauan Multidisipliner* (pp. 201-213). Malang: Fakultas Pendidikan Psikologi Universitas Negeri Malang.
- Herdiana, I., & Suryanto. (2018). Family resilience: A conceptual review. *Advances in social science, education an Humanities Research.*, ISBN : 978-602-60885-1-2, 108-116.
- Juvel, T. M., Kurth, S. C., Roos, P., Benzakour, L., Cereghetti, S., Moullec, G., . . . Weissbrodt, R. (2021). Adapting to the unexpected: Problematic work situations and resilience strategies in healthcare insitituions during the covid-19 pandemic's first wave. *Safety Science*, 1-9.
- Maltby, J., Day, L., & Hall, S. (2015). Refining trait resilience: Identifying engineering, ecological, and adaptive facets from extant measures of resilience. *Plos One*, 1-27.
- Mariani, B. U. (2020). Faktor-faktor personal sebagai prediktor terhadap resiliensi perawat di rumah sakit penyakit infeksi

- prof. dr. sulianti saroso. *The Indonesian Journal of Infectious Disease*, 14-22.
- Matulesy, A., & Maisyarah. (2015). Dukungan sosial, kecerdasan emosi, dan resiliensi guru sekolah luar biasa . *Persona, Jurnal Psikologi Indonesia*, 225-232.
- Mayangsari, N. J., & Millanintyas, R. (2020). Pengaruh resiliensi, career path dan employee skill terhadap employee performance pada pdam kota malang. *E-Jurnal Riset Manajemen* , 1-12.
- McEwen, K. (2011). *Building resilience at work*. Australia: Australian Academic Press .
- Ocktafian, Q. (2021). Pengaruh resiliensi karyawan terhadap kinerja karyawan melalui kepuasan hidup . *Jurnal Ilmu Manajemen* , Vol 9 (2), hal 830-844.
- Ojo, A. O., Fawehinmi, O., & Yusliza, M. Y. (2021). Examining the predictors of resilience and work engagement during the covid-19 pandemic. *Sustainability*, 1-18.
- Prayag, G., Spector, S., & Orchiston, C. (2019). Current issues in tourism psychological resilience, organizational resilience and life satisfaction in tourism firms: Insights from the canterbury earthquakes. *Current Issues in Tourism*, 1-18.
- Reivich, K., & Shatte, A. (2002). *The resilience factor: 7 keys to finding your inner strength and overcoming life's hurdles*. New York: Three Rivers Press.
- Robert, N. J., Kocaman, K. M., Lippiet, K., Ray, E., Welch, L., & Kelly, C. (2020). Levels of resilience, anxiety and depression in nurses working in respiratory clinical areas during the covid pandemic. *Respiratory Medicine*, 1-7.
- Sedarmayanti. (2009). *Tata kerja dan produktivitas kerja* . Bandung: CV Mandar Maju .
- Siliyah, N., & Hadi, C. (2021). Pengaruh resiliensi terhadap work engagement pada guru . *Buletin Riset Psikologi dan Kesehatan Mental* , Vol 1 (2), 1152-1160.
- Steven, J., & Prihatsanti, U. (2017). Hubungan antara resiliensi dengan work engagement pada karyawan bank panin cabang menara imperium kuningan jakarta. *Jurnal Empati*, 160-169.
- Sutrisno , E. (2009). *Manajemen sumber daya manusia (pertama)*. Jakarta: Kencana.
- Tim Redaksi . (2020, Oktober 18). *Resiliensi sebagai benteng diri di masa pandemi*. Retrieved Januari 1, 2021, from Center for Public Mental Health Fakultas Psikologi Universitas Gadjah Mada: <https://cpmh.psikologi.ugm.ac.id/2020/10/18/resiliensi-sebagai-benteng-diri-di-masa-pandemi/>
- Wediyaswari, M., Cahyadi, S., Susiati, E., & Yuanita, R. A. (2019). Rancangan pendampingan "4 skills of resilience" untuk pengembangan resiliensi bidang akademik pada mahasiswa bidik misi. *Jurnal Psikologi Sains dan Profesi*, Vol. 3, No.2, Hal. 89-98.
- Zellars, K. L., Justice, L., & Beck, T. E. (2011). Resilience: New paths for building and sustaining individual and organizational capacity. *Research in Occupational Stress and Well Being* , 1-37.