## Psychological Research and Intervention

# Resilience and social support as predictors of work engagement in Indonesian industrial workers: A JD-R model perspective

Latifah Mutiara Husnaa[1], Unggul Haryanto Nur Utomo[2]

[1] Faculty of Psychology Universitas Ahmad Dahlan; Jalan Kapas No. 9 Yogyakarta 55166

e-mail: [1]latifah2000013023@webmail.uad.ac.id, *[2]unggul.utomo@psy.uad.ac.id

**Abstract**

Work engagement was a key psychological construct linked to employee well-being and organizational productivity. Drawing from the Job Demands-Resourcess (JD-R) model, this study investigates the predictive roles of personal and job resources, specifically resilience and social support, on work engagement. Using a quantitative correlational design, data were collected from 157 employees of a manufacturing company in Indonesia. Standardized scales measured resilience, social support, and work engagement. Multiple linear regression analysis revealed a significant joint contribution of resilience and social support to work engagement ($R = 0.603$, $p < .01$). Partial correlations further showed that both resilience ($r = .333$, $p < .01$) and social support ($r = .270$, $p < .01$) individually had significant positive relationships with work engagement. This result indicated that 36.4% of the variance in work engagement had been explained by the combined contribution of resilience and social support. Specifically, resilience accounted for 20.72% of the variance, while social support accounted for 15.67% of the variance in work engagement. These findings support the JD-R model and underscore the importance of enhancing individual and environmental resources in the workplace. Practical implications include the development of resilience training programs and the strengthening of support systems to promote work engagement in organizational settings.

**Keywords:** *JD-R framework; resilience; social support; work engagement*

**Suggested citation**

## Introduction

Work engagement has become a crucial issue in modern industrial organizations, especially in facing the challenges of productivity, efficiency, and psychological well-being of employees. Work engagement refers to a positive affective-cognitive state characterized by passion, dedication, and full concentration towards work (Schaufeli *et al.,* 2002). Organizations that were able to maintain high levels of work engagement typically show better performance, strong employee loyalty, and low absenteeism. Amidst the pressures of globalization, economic uncertainty, and changing work patterns due to the pandemic, maintaining work engagement was a strategic priority that could not be ignored.

The Job Demands-Resources (JD-R) model was a theoretical framework used to understand the dynamics of work engagement. This model explains that work engagement is not only influenced by job demands but also by the availability of resources possessed by individuals and the work environment (job resources). These resources play a crucial role in mitigating work-related stress and fostering intrinsic motivation among employees (Bakker & Demerouti, 2008). Two forms of resources that are highly relevant and strategic in the workplace context are resilience and social support. Resilience, as an individual's capacity to recover and adapt to stress, has been identified as a key buffer against work-related stress and a predictor of work engagement (Masten, 2021; Southwick *et al.,* 2014). Social support from supervisors and colleagues was found to provide psychological safety and strengthen social cohesion, ultimately enhancing work engagement.

Although the JD-R model has been extensively tested across various work contexts and cultures, there was limited empirical evidence simultaneously examining the roles of resilience and social support as predictors of work engagement, particularly in the context of industrial workers in developing countries like Indonesia. Additionally, the export-oriented manufacturing sector in Indonesia faces high work pressure, strict production targets, and complex organizational systems. These challenges have the potential to reduce work engagement if not accompanied by strategies to strengthen personal and social resources. Therefore, this study aims to address the empirical need for a deeper understanding of the determinants of work engagement in this context.

This study aimed to examine the influence of resilience and social support on work engagement among industrial workers in Indonesia, both separately and simultaneously. This objective was intended to make contribution to the development of the JD-R model and provide an empirical basis for interventions to enhance work engagement through strategies to strengthen personal and job resources.

Numerous studies had examined the Job Demands–Resources (JD-R) model; however, the majority of this research had been conducted in developed countries and had primarily focused on professional populations, such as teachers, nurses, or corporate employees. Research findings by Hu (2014)concluded that the JD-R model could be adapted to various work settings, including blue-collar occupations, which typically faced different types of job demands and resources. Although the JD-R model was considered valid, it required contextual adjustments to account for cultural differences, including diverse perceptions of work engagement and job security.

Prilatama and Pramita (2023) summarized various studies on the relationship between job demands and job resources. The findings indicated that job demands had the potential to deplete physical, psychological, and cognitive resources, thereby exerting a negatively detrimental impact on employees. Conversely, job resources could fulfill basic psychological needs, increase employee engagement, and foster creativity. A systematical review conducted by Galanakis and Tsitouri (2022) highlited that while the JD-R model had been studied extensively, it had primarily focused on professional populations in developed countries, suggesting the need for further research across different sectors and geographic contexts to improve its applicability.

Rattrie and Kittler (2014) found convincing support for the JD-R model across various national context. However, they also found a lack of studies using the JD-R model in a cross-national context. No empirical studies in the sample explicit considered the international context

of the current work environment or clearly linked JD-R research to the International Human Resources Management (IHRM) literature. A study of nurses at a General Hospital in Malaysia found that the nurses received a high level of physical and mental demands. However, the result indicated that they received a low level of autonomy and performance feedback from their respective colleagues and supervisors. Additionally, they also received a moderate level of social support from the same colleagues and supervisors (Tahir & Hussein, 2018).

Relatively few studies have explored the model in the context of industrial workers, particularly within collectivist cultural settings such as Indonesia. Moreover, limited empirical work has tested the combined effects of resilience and social support within a single predictive model of work engagement. Accordingly, this study was intended to address this gap in the existing literature.

The novelty of this research lay in the simultaneous exploration of two forms of personal and job resources within a single JD-R framework, using empirical data from Indonesian industrial workers. Furthermore, the findings of this study will have significant practical implications for human resource management, particularly in designing resilience-enhancing training programs, strengthening workplace social support systems, and developing organizational policies that prioritize employee psychological well-being. Therefore, this study was expected to contribute both theoretically and practically to the development of strategic approaches for enhancing work engagement in competitive industrial sectors.

Resilience as a personal resource

Resilience reflected an individual's ability to grow and develop despite facing difficulties (Connor & Davidson, 2003). It encompassed five dimensions (1) personal competence, high standards, and tenacity; (2) trust in one's instincts, tolerance of negative affect, and strengthening effects of stress; (3) positive acceptance of change and secure relationship; (4) control; and (5) spiritual influences. Employees with resilience tend to be dedicated, task-oriented, and focused on task completion, and exhibit a strong sense of responsibility (Levine, 2003). Studied conducted across various industrial sectors revealed that resilience had a positive and significant correlation with work engagement. For instance a study by Prasetyo and Farhanindya (2021) involving 49 field employees in a public transportation industry demonstrated that high levels of resilience were directly proportional to increased work engagement among employees. Resilient employees who were able to adapt effectively to changes in the work environment were more likely to exhibit higher levels of engagement (Bakker & Demerouti, 2008).

Social support as job resources

Social support was defined as the assistance received or expected to be received by individuals from people with whom they have relationships or contact in various ways, expressed in various forms such as feelings of love, care, friendship, togetherness, and a sense of belonging in the context of working life (Papakonstantinous & Papadopoulos, 2019). Social support could be derived from peers, family, access to facilities, information, and emotional encouragement (Winayu *et al.,* 2021). Previous studies indicated that social support was closely associated with social stress and health outcomes, contributing to improvements in physical, psychological, and overall individual well-being (House, 1987; Lu *et al.,* 2021).

Social support, encompassing both emotional and instrumental assistance from colleagues and supervisors, functioned as a significant job resource in enhancing work engagement, especially within dynamic work environments. According to the JD-R model, job resources serve as primary drivers of intrinsic motivation and work engagement (Bakker & Demerouti, 2007; Somu *et al.,* 2020). A study by Mutiara and Dewi (2022) on special education teachers in the cities of Cilegon and Serang demonstrated that high levels of received social support positively influenced employee work engagement, yielding results of $r = 0,220$ and $p < 0,05$.

Work engagement in an industrial context

Work engagement, characterized by three dimensions–vigor, dedication, and absorption–not only influenced employee's psychological well-being but also predicted their performance and retention (Schaufeli *et al.,* 2002). Vigor was reflected in high energy levels, mental resilience, and a willingness to exert effort at work, even in the face of difficulties. Dedication was evident in individuals who experienced a sense of meaning, enthusiasm, inspiration, pride, and involvement when facing challenges. Absorption occurred when individuals became deeply immersed in their work, losing track of time and finding it difficult to disengage. Post-2020 research emphasized that job resources consistently triggered engagement, particularly in high-demand occupational contexts. Work engagement served as a critical foundation for ensuring service quality and workforce stability in the manufacturing sector.

Integration of resilience and social support

Numerous studies had explored the effects of either resilience or social support on work engagement independently. However, research investigating their combined influence remained scarce. A study conducted by Gede *et al.,* (2024) demonstrated that both resilience and supervisory social support simultaneously increased employee work engagement. These findings highlighted the need to examine an integrative model that captured the synergistic interaction between personal resources (i.e., resilience) and job resources (i.e., social support received by employees), rather than isolating one specific type of support. Such a comprehensive approach was essential to better understand the mechanisms through which multiple resources contribute to sustained work engagement, especially in high-demand occupational contexts.

Theoretical framework: Job Demands-Resourcess (JD-R) model

The Job Demands–Resources (JD-R) model was a theoretical framework that explained how the interaction between job demands and resources influenced various organizational outcomes, such as burnout and work engagement (Bakker & Demerouti, 2007). Empirical findings indicated that both personal and job resources tended to exert a stronger influence on work engagement, especially under conditions of high job demands. Moreover, the simultaneous presence of these two types of resources had been shown to enhance their positive impact on employee engagement.

Table 1. Recent Empirical Evidence on Work Engagement Studies

| Variable | Recent Studies |
|---|---|
| Resilience | consistently supported the positive relationship between resilience and work engagement across various industrial sectors (Felicia *et al.,* 2022; Prasetyo & Farhanindya, 2021). |
| Social support | particularly from supervisors and peers was found to significantly enhance work engagement among special education teachers in Serang and Cilegon (Mutiara & Dewi, 2022). |
| Integrated predictor | there remained a notable gap in the literature concerning the combined influence of resilience and social support within organizational contexts, especially in the local Indonesian setting. |

**Method**

Research design

This study employed a correlational quantitative approach using an *ex post facto* design to examine the relationship between resilience and social support as predictors of work engagement. This design aligned with the primary objective of the study, which was to identify the contribution of independent variables to the dependent variable under non-manipulated conditions.

Participants

The participants consisted of 157 permanent employees aged between 19 and 48 years, with work experience ranging from 1 to 18 years. Participants were selected through purposive proportional stratified sampling based on their length of service. The inclusion criteria were: (1) permanent employee status with a minimum of one year of work experience, (2) employment in either production or supporting units, and (3) willingness to participate by signing an informed consent form.

The following tables provided demographic data based on work period (table 2) and age (table 3).

Table 2. Demographic Data Based on Participant's Work Period

| Year | Work Period (years) | Number of Employees | Number of Samples |
|---|---|---|---|
| 2020 – 2024 | 0 – 5 | 651 | 65 |
| 2015 – 2019 | 6 – 10 | 456 | 45 |
| 2010 – 2014 | 11 – 15 | 328 | 33 |
| 2007 – 2009 | 16 – 18 | 139 | 14 |
| | Total | 1573 | 157 |

Table 3. Demographic Data Based on Participant's Age

| Age (years) | Number of Samples |
|---|---|
| 19 – 24 | 56 |
| 25 – 30 | 46 |
| 31 – 36 | 22 |
| 37 – 42 | 25 |
| 43 – 48 | 8 |
| Total | 157 |

Research instruments

This study employed three psychological scales that had been validated by three experts in industrial and organizational psychology and adapted to the Indonesian context. The scaling method followed the summated ratings method with four response options (1 = strongly disagree, 4 = strongly agree):

1. Resilience Scale: The Connor-Davidson Resilience Scale (CD-RISC), adapted by Octaryani and Baidun (2017) and further modified by the researcher, consisted of 25 items. An example item was, *"Saya mampu beradaptasi dengan lingkungan yang mudah berubah"*. The reliability coefficient (Cronbach's alpha) was $\alpha = .895$.
2. Social Support Scale: This scale was adapted from the instrument developed by Tentama et al. (2019), based on House's (1981) theory of social support, and was modified by the researcher. It consisted of 12 items. An example item was, *"Rekan kerja menawarkan bantuan jika saya mengalami kesulitan menyelesaikan pekerjaan"*. The reliability coefficient was $\alpha = .883$.

3. Work Engagement Scale: The Utrecht Work Engagement Scale (UWES), originally developed by Schaufeli *et al.,* (2002) and adapted by Aulia and Adiono (2021), was also modified by the researcher. It consisted of 21 items. An example item was, *"Di tempat kerja, saya merasa penuh dengan energi".* The reliability coefficient was α = .920.

Research procedure

After obtaining permission from company management and receiving ethical approval from the university's research ethics committee, the researcher distributed the questionnaires via Google Forms from January 17, 2025, to February 12, 2025. The researcher ensured data confidentiality and participant anonymity throughout the process. Scoring was conducted by summing the item scores on each respective scale.

Data analysis techniques

The data were analyzed using IBM SPSS Statistics version 20.0 following these steps:
1. Statistical Assumption Tests
   a. Normality of data distribution was tested using the Kolmogorov-Smirnov test.
   b. Multicollinearity was examined using tolerance and variance inflation factor (VIF) values.
   c. Homoscedasticity and linearity of residuals were assessed.
2. Inferential Statistical Analysis
   a. Multiple linear regression analysis was conducted to examine the simultaneous contribution of resilience and social support to work engagement (major hypothesis test).
   b. Partial correlation analysis was used to determine the individual contribution of each predictor variable (minor hypothesis testing).
   c. The significance level was set at $p < .05$, and $p < .01$ for highly significant results.

**Result and Discussion**

Result

The following table provided a summary of the descriptive statistical information based on the empirical scores.

Table 4. Descriptive Statistic Results

| Variable | Empiric Scores | | | |
|---|---|---|---|---|
| | Min | Max | Mean | SD |
| Work Engagement | 39 | 84 | 57.7 | 6.50 |
| Resilience | 63 | 95 | 73.9 | 5.46 |
| Social Support | 23 | 48 | 35.6 | 3.44 |

Statistical assumption test

The Kolmogorov–Smirnov normality test showed a normality index of 0.814 with a significance level of 0.522 ($p > .05$) for all three variables, indicating that the data were normally distributed. The multicollinearity test revealed a tolerance value of 0.579 ($> 0.10$) and a VIF of 1.726 ($< 10$), suggesting that no multicollinearity issues had existed among the independent variables. Furthermore, the data had met the assumptions of linearity and homoscedasticity.

Multiple linear regression analysis

The multiple linear regression analysis had shown that resilience and social support had simultaneously contributed significantly to work engagement, $F(2, 154) = 44.035$, $p < .001$, with $R = .603$ and $R^2 = .364$. This result indicated that 36.4% of the variance in work engagement had

been explained by the combined contribution of resilience and social support, while the remaining 63.6% could be attributed to other unmeasured factors, such as self-efficacy, optimism, or self-esteem (Bakker & Demerouti, 2008).

Partial correlation analysis
The following table provides the independent contribution of each predictor to work engagement:

Table 5. Partial Correlation Results

| Variable | t | Beta | Zero-Order | Partial | Sig. |
|---|---|---|---|---|---|
| Resilience with work engagement | 4,379 | 0,370 | 0,560 | 0,333 | 0,000 |
| Social support with work engagement | 3,476 | 0,294 | 0,533 | 0,270 | 0,001 |

Based on the analysis, resilience demonstrated a highly significant positive partial correlation with work engagement (r = .333, p < .01). Similarly, social support also showed a highly significant positive partial correlation (r = .270, p < .01). These findings indicate that both resilience and social support are independently significant predictors of work engagement. Specifically, resilience accounted for 20.72% of the variance, while social support accounted for 15.67% of the variance in work engagement.

**Discussion**

Interpretation of findings
The results of this study indicate that resilience (personal resources) and social support (job resources) have a significant influence on work engagement, both simultaneously and partially. These findings lend support to the Job Demands-Resources (JD-R) theoretical framework, which emphasizes that personal and work resources can boost motivation and work engagement (Bakker & Demerouti, 2008).

In this study, the majority of respondents (80,3%) demonstrated moderate levels of work engagement. This result is consistent with the findings of Mewengkang and Panggabean (2016) who found that employees generally showed adequate willingness to perform their duties. Specifically, 51% of employees reported high levels of vigor, while 79,6% demonstrated moderate dedication, and 74.5% showed moderate absorption. Employees with high vigor typically exhibit high levels of energy and mental resilience at work, along with a strong willingness to invest effort and persist through difficulties (Schaufeli *et al.,* 2002). As noted by Shabrina and Mardiawan (2017), with high vigor tend to be more persistent and conscientious in completing their work tasks.

Furthermore, the majority of employees (65%) were found to have moderate levels of resilience. This suggests that while they are generally capable of adapting and recovering from work-related stress, additional support may be necessary to foster higher levels of psychological resilience. Employees with high resilience are better equipped to manage occupational stress, maintain focus, and engage both emotionally and cognitively in their roles. These findings are consistent with previous research which identifies resilience as a positive predictor of work engagement across a variety of occupational settings (Luthans, 2002; Ojo *et al.,* 2021). In other words, greater resilience tends to be associated with higher levels of work engagement, and vice versa. Employees who lack the necessary skills or capacities to manage workplace challenges particularly in environments with frequently changing production targets may experience diminished engagement. On the other hand, employees with strong competencies are more likely

to interpret these challenges as opportunities for personal and professional growth, thereby enhancing future performance (Marone, 2020).

Additionally, the results of this study are consistent with the findings of Felicia *et al.,* (2022) who examined 112 employees of an industrial company in Medan. Their study found that individuals with high resilience were more capable of adapting to challenging situations and managing workplace pressures. This is further supported by Khairunnisa *et al.,* (2022), who emphasized that resilient employees can regulate their emotions effectively, enabling them to remain focused and unaffected by various problems that may arise in their work environment.

Similarly, social support from colleagues and supervisors reinforces the belief that individuals are not facing workplace challenges alone, thereby enhancing their sense of engagement and loyalty to the organization. This study is in line with a meta-analysis by Lee *et al.,* (2024) which concluded that consistently received social support is positively correlated with work engagement across different cultures.

The findings of this study show that the majority of employees (54,8%) perceive high levels of social support, as reflected in their perceptions of the availability of assistance, attention, and emotional involvement within the work environment. The quality of interactions between employees and with management plays a crucial role in shaping work engagement (Ridho, 2023). Employees who feel that their roles and contributions are acknowledged tend to be more enthusiastic, dedicated, responsible, and focused in carrying out their tasks (Mariyanti *et al.,* 2024). Expressing appreciation as a form of support can help maintain employees enthusiasm and encourage them to develop and enhance their performance (Bakker & Demerouti, 2007). Conversely, a lack of social support is closely linked to disengagement, which is characterized by increased absenteeism, higher turnover rates, and a decline in employee commitment to the organization (Schaufeli & Bakker, 2004).

Theoretical implications

These findings provide strong empirical support for the Job Demands–Resources (JD-R) model in the context of industrial workers in developing countries. By demonstrating that resilience and social support serve as significant predictors of work engagement, this study expands the applicability of the JD-R model, which has previously been tested more frequently in service or educational sectors. Another theoretical implication is the validation of psychological (resilience) and relational (social support) resource based interventions as integral components of strategic frameworks aimed at enhancing work engagement particularly in high-pressure work environments.

Practical implications

The results highlight the need for an integrated approach to improving employee engagement. Organizational leaders and company management are advised to (1) resilience-building programs such as psychological training, coaching sessions, and mindfulness-based interventions should be integrated into employee development plans; (2) fostering a socially supportive work culture is essential. Encouraging open communication, peer collaboration, and empathetic leadership can enhance feelings of belonging and motivation; (3) integrated motivation strategies that target both internal (resilience) and external (social support) resources are more effective than focusing on a single factor; (4) regular assessments of psychosocial work conditions can help organizations detect early signs of disengagement and implement timely interventions. By implementing these strategies, organizations can more effectively and sustainably manage work engagement.

**Conclusion**

This study demonstrates that resilience as a personal resources and social support as a job resources play a crucial role in enhancing work engagement among industrial employees in Indonesia. A strong and positive relationship was found between these two variables and work engagement, both individually and jointly. These findings provide empirical support for the Job

Demands-Resources (JD-R) theoretical framework, which emphasizes the importance of both personal and job resources in alleviating work-related stress and fostering intrinsic motivation ultimately leading to higher levels of work engagement.

**Suggestion**

This study has several limitations. First, the use of a cross-sectional design limits the ability to draw causal inferences between variables. Second, the sample was drawn from a single company, which constrains the generalizability of the findings to broader populations or different organizational context. Third, the reliance on self-report measures may introduce perceptual bias, as responses are subject to individual interpretations and social desirability.

One noteworthy limitation of this study lies in the broad tenure range of participants (1 to 18 years) without further stratification or analysis by tenure subgroup. While the study successfully demonstrates the predictive power of resilience and social support on work engagement, it does not account for how length of service might moderate these relationships. Employees with shorter tenure (e.g., 1–3 years) may experience different psychological dynamics compared to those with longer tenure (e.g., over 10 years). For instance, newer employees may rely more heavily on external job resources, such as social support, due to lower organizational familiarity or professional self-efficacy. In contrast, tenured employees may derive greater benefit from personal resources, like resilience, developed over time in response to prolonged job demands and organizational adaptation. The failure to control or analyze tenure as a potential moderating variable limits the generalizability and granularity of the findings. Without subgroup analysis or interaction testing, the study assumes a homogeneous effect of predictors across all service durations, which may obscure meaningful psychological variations.

To address these limitations, future research is encouraged to (1) employ longitudinal approach to better explore on how resilience and perceived social support evolve over time and influence work engagement across carrier stages; (2) compare similar models across manufacturing vs. service-based sectors to evaluate contextual influence on resource engagement dynamics would improve the external validity and representative of the findings; (3) incorporate qualitative methods (e.g., interviews or focus groups) to capture richer insights into how employees experience support and build resilience in real work settings; (4) examine tenure as a potential moderating variable to determine whether the influence of resilience and social support on work engagement varies across different service lengths. Furthermore, incorporating potential mediating variables such as meaningful work, job autonomy, or psychological capital could offer a more comprehensive understanding of the underlying psychological mechanisms that influence work engagement; (5) stratifying participants into early-career (1–5 years), mid-career (1–5 years), and late-career (11+ years) to identify distinct psychological resource patterns and engagement levels; (6) develop and validate culturally appropriate intervention models that integrate resilience and social support training tailored for industrial workforce in Southeast Asia or similar settings.

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