

The Effect of Emotional Intelligence on Resilience in Female Employees at PT "X" East Jakarta

Cindy Maria Kristiana¹, Nurulita Silvia Ramadhani²,
Nurhidayah Muamana Tanzilla Hastomo³

Faculty of Psychology, Master of Professional Psychology, Persada Indonesia University YAI

E-mail: cindymariakristiana@gmail.com¹, litha.ramadhani12@gmail.com²,
tanzilla.hastomo@gmail.com³

Abstract

Workload is a responsibility that each worker has to take on, but if the workload has an excessive quantity in many ways, it will certainly have a negative impact on the workers concerned. It is caused by all forms of workload that can provide its own pressure for female employees with all the demands that exist, such as one of which is that female employees must still be able to perform stable or good performance in accordance with existing standards. In this situation, an ability called resilience is needed. Resilience will allow a person to keep standing upright in the face of existing problems and actively seek solutions to the problems being faced. Good resilience can greatly help female employees to be able to optimize their work, even in difficult times so that it has an impact on their health both physically and mentally, and affects the success achieved in interacting with their environment and remaining productive in carrying out their responsibilities to the fullest. Female employees who have resilience are certainly supported by a factor such as emotional intelligence that can help female employees increasingly have an awareness of the importance of resilience when facing existing difficulties. This study aims to determine the effect of emotional intelligence on resilience owned by female employees, especially those at PT "X" East Jakarta. This study involved 40 employees at PT "X" East Jakarta. The measuring instruments used in this study are resilience scale and emotional intelligence scale. The results of simple regression analysis show that emotional intelligence has a positive influence on resilience owned by employees at PT "X" East Jakarta. Emotional intelligence affects a person's level of resilience. The implication of this research is that can provide information to employees at PT "X" East Jakarta and or general readers who have the same condition to be more aware of the importance of having resilience and knowing the emotional intelligence factors that exist to still be able to help further improve resilience when in a difficult situation or condition such as pressure or a lot of workload.

Keywords employees, emotional intelligence, resilience.

INTRODUCTION

Pharmaceutical companies are companies engaged in the field of medicine and focus on research activities, developing various types of medicine and distributing them to pharmacies, hospitals and health workers who open their own clinics. Pharmaceutical companies include consumer goods industry companies by providing products such as medicine that function to cure various diseases that may occur in humans, as well as providing vitamins that function to increase endurance. In Indonesia, one of the main supporting industries in the economy is the pharmaceutical industry (www.kemenperin.go.id).

As one of the main supporters of the economy in Indonesia, it is necessary to make efforts to develop an advanced industry. This can be realized through strengthening an independent, healthy, and competitive industrial structure, by utilizing resources optimally and efficiently. The resources referred to in this case are human resources which are one of



the elements that determine the success of a company. Humans are the drivers of every activity process in the company. The sophisticated tools used in producing a product will always remain under the supervision of humans, therefore human resources can almost never be replaced by other resources and are one of the factors in the success or failure of a company or organization to achieve its goals. Human resources in pharmaceutical companies are all members within the scope of the company or organization ranging from subordinates to superiors.

In the pharmaceutical field, both from enthusiasts in the field of education and also jobs in Indonesia, overall it is still dominated by many female students and employees (Ismail, 2020). Similar to PT "X", located in East Jakarta, the workforce at PT "X" is dominated by women or called employees. The employees at PT "X" certainly have different backgrounds. There are employees who have single or unmarried status, there are employees who have different educational backgrounds and different positions accompanied by different task demands in terms of quality and quantity.

The existence of different backgrounds and different task demands will make a person display different responses when facing obstacles in it. If this condition is not managed properly, it will make female employees experience work stress. Work stress is something that will definitely be experienced by all individuals and is not something that can be ignored. If ignored and not managed properly, it will have an impact on decreased productivity performance (Kinman & Grant, 2011).

Factors that cause someone to experience work stress are very little control or tend to be negligent in doing a job, the available workforce is not balanced with the workload, and lack of support from coworkers. Lack of work support will make cooperation not optimal among coworkers at PT "X". For example in the field of production installation, in this production installation workers are required to be able to work precisely and in detail in producing medicine that must meet the standards of efficacy, safety, and quality according to the dose used in medicinal purposes for the community. In addition, there is also an annual production achievement target that must be achieved by the company to be able to fulfill the need for medicine in the market. Of course, this will be a varied workload for the employees and will cause work stress that can affect the decline in performance (Clements & Ermakova, 2012). In some female employees of PT "X" East Jakarta, it shows that they complain of feeling tired at work due to a large task load that causes them to make mistakes at work.

To deal with the many demands of work, it requires an ability to be able to deal with various changes and difficulties in life called resilience (Wagnild & Young, 1990). McLarnon, Rothstein and King (2020) also state that resilience is needed when in difficult conditions such as pressure and a lot of workload. Resilience will enable individuals to overcome life's challenges and be able to maintain good and consistent health and energy so that they can continue to carry out activities as usual when experiencing difficulties or obstacles. Resilience takes an important role in the psychological state for the employees of PT "X" in order to remain able to carry out work with maximum performance and in accordance with what should be.

Someone who has resilience will be able to display attitudes in accordance with the aspects that become the benchmark. A person's resilience will appear when he is able to recognize his strengths and weaknesses correctly so that he can determine a strategy in achieving performance correctly (aspects of personal competence), be wise or careful in determining the steps to be taken when solving a problem (aspects of self-confidence or instinct), be able to adapt to various situations or conditions that exist around him (aspects of positive acceptance of a change), have self-control (aspects of control or self-control), and have the belief that all difficulties at work are part of life that has been determined by God (aspects of spiritual influence).

In this case, if the female employees of PT "X" have high resilience, they will be able to recognize their competencies and will develop them to support a higher career, be able to calmly determine the attitude in solving a problem at work, have no difficulty in adapting to do new work or complex work, have self-control in managing stress properly and believe that all difficulties in work are part of life that has been determined by God. However, in reality, there are still female employees of PT "X" who are still less able to control themselves when faced with a large task load. This can be seen in the female employees who are still negligent at work and the company targets at PT "X" that have not been achieved, this is a representation of the performance that has not been maximized by the female employees. In addition, 5 out of 7 interviewees have low motivation in improving their competencies. The 5 female employees consider that attending certain trainings will not have a significant impact on their future career advancement. There is also an female employee who has an interest in resigning, she considers that private companies are more promising to have a higher career path. This condition is one indication that employees have low resilience.

Resilience is an ability that every individual has naturally as a human being (Holaday, 2012). However, not all individuals have a high level of resilience because resilience is influenced by several factors, one of which is emotional intelligence (Connor & Davidson, 2012). Emotional intelligence is considered important because individuals who have good emotional intelligence will be able to face problems in life and be optimistic in their lives including the work environment (Goleman, 2013). A person is increasingly able to master the emotions that exist in him as the person gets older (Supriadi, Yudiernawati & Rosdiana 2017). This is in line with Gooding's (2012) research which states that in the adult age range, a person tends to be able to regulate emotions and solve a problem, different when compared to a younger age. In this case, female employees are already adults who should be better able to regulate and control emotions in difficult times.

In accordance with the description of the aspects of emotional intelligence by Goleman (2012), someone who has high emotional intelligence will be able to recognize and manage their own emotions, motivate themselves, empathize, and build relationships with others well. When these five aspects can be managed well, then someone is able to manage their emotions well and can overcome a pressure that occurs, such as the increasing workload of employees. In doing a job, emotional intelligence is as important as how to do a job technically. Moreover, at this time, the company's ability to survive and even develop is a



representation of the quality of human resources working in a company concerned. Of course, the quality of human resources will always be associated with their emotional intelligence. Emotional intelligence can also be one of the considerations in deciding to accept someone to work in a company (Yu & Zhang, 2011). The importance of emotional intelligence can be useful in making decisions independently or in groups, finding solutions to problems, being able to calm down when under pressure, and communicating with friends or work partners correctly so that they are able to give criticism or respond to criticism correctly.

In reality, researchers found that the emotional intelligence of female employees is less than ideal to survive in difficult times. The large workload makes female employees tend to focus on themselves, overwhelmed in communicating effectively with coworkers. Female employees are less able to recognize their emotions properly so they are very sensitive if there is a misunderstanding in communicating or coordinating a task. In the end, female employees are also often involved in conflicts to complete a task. In addition, female employees also tend to be less motivated to get a higher career path, tend to lack ambition, and will only work according to their responsibilities.

Based on the previous explanation, a high or good level of emotional intelligence can be a factor that is believed to affect a person's resilience. When an individual has a high level of emotional intelligence, it will make the individual able to face and survive when in a period of difficulty (Schneider, Lyons & Khazon, 2013). However, from the description above, and the results of initial interviews with several female employees at PT "X" East Jakarta, it shows that they tend to have low resilience. This can also indicate that these female employees have a level of emotional intelligence that tends to be low as a result of an unbalanced task and time load. The existence of this phenomenon and previous research that has examined the factors that can affect a person's resilience, so based on this background, the researcher is interested in conducting research with the aim of finding out further how the level of emotional intelligence influences resilience in female employees of PT "X" East Jakarta.

LITERATURE REVIEW

The workplace is a dynamic environment where employees are often exposed to various stressors, making resilience a critical factor in maintaining well-being and productivity. Emotional intelligence (EI) has been identified as a significant predictor of resilience, particularly in challenging work settings. This literature review explores the theoretical frameworks and empirical evidence surrounding the relationship between emotional intelligence and resilience, with a specific focus on female employees at PT “X” in East Jakarta.

Emotional Intelligence: Definitions and Theoretical Frameworks

Emotional intelligence, as defined by Salovey and Mayer (1990), refers to the ability to perceive, assess, and manage the emotions of oneself and others. Goleman (1995) expanded this concept by introducing the four domains of EI: self-awareness, self-regulation,

social awareness, and relationship management. These domains collectively contribute to an individual's ability to navigate complex social environments and maintain emotional balance, which is essential in the workplace.

The Bar-On model of emotional-social intelligence (1997) further extends the concept by including social competencies, such as empathy and interpersonal relationships, which are crucial for effective teamwork and leadership. This model emphasizes the role of emotional intelligence in managing stress and building resilience, particularly in high-pressure work environments.

Resilience: Conceptual Understanding and Importance

Resilience is broadly defined as the capacity to recover from difficulties and adapt to change. It involves a combination of psychological factors, including optimism, self-efficacy, and coping strategies, which enable individuals to overcome adversity and maintain their mental health. In the workplace, resilience is associated with higher job satisfaction, lower burnout rates, and better overall performance.

Research indicates that resilience is not a static trait but a dynamic process that can be developed over time. This process is influenced by various factors, including emotional intelligence, social support, and organizational culture. For female employees, resilience is particularly important as they often face unique challenges related to gender roles, work-life balance, and organizational expectations.

The Relationship Between Emotional Intelligence and Resilience

Numerous studies have highlighted the positive relationship between emotional intelligence and resilience. Individuals with high emotional intelligence are better equipped to manage stress, navigate interpersonal conflicts, and maintain a positive outlook, all of which contribute to greater resilience. For instance, Schneider, Lyons, and Khazon (2013) found that emotional intelligence significantly predicts resilience, with higher EI associated with better coping strategies and emotional regulation.

Furthermore, Cherniss (2011) argued that emotional intelligence enhances resilience by improving emotional awareness and control, which are critical in managing the psychological impact of stress. The ability to recognize and manage emotions allows individuals to respond to challenges more effectively, reducing the likelihood of burnout and emotional exhaustion.

Gender Differences in Emotional Intelligence and Resilience

Research on gender differences in emotional intelligence suggests that women may have higher levels of certain EI components, such as empathy and social skills. This difference may contribute to greater resilience among female employees, as these skills are essential for building social support networks and managing stress.

However, gender-based expectations and societal norms can also impact the development and expression of emotional intelligence, potentially influencing resilience. In the context of PT "X" in East Jakarta, understanding these gender dynamics is crucial for



developing interventions that support female employees in building both emotional intelligence and resilience.

METHOD

The main purpose of this study was to determine the effect of emotional intelligence on resilience in female employees at PT "X" East Jakarta. The subjects of this study were 40 female employees at PT "X" East Jakarta. This study uses quantitative methods with emotional intelligence and resiliency. The emotional intelligence scale is based on Goleman's theory (Goleman, 2009) with 5 aspects namely self-awareness, self-regulation, motivation, empathy and social skills. The resilience scale is based on the theory proposed by Connor & Davidson (2011) with 5 aspects, namely personal competence, standards and tenacity, trust in instincts, acceptance of positive change and safe relationships, control of envy, and belief in God. The scale proposed in this study uses the Likert model where the items on the emotional intelligence scale use statements with five answer choices, namely Strongly Disagree (STS) with a value of 1, Disagree (2) with a value of 2, Sometimes with a value of 3, Agree (S) with a value of 4, and Strongly Agree (5) with a value of 5. The resilience scale also uses the Likert model where the items on the resilience scale use statements with five answer options, namely Strongly Disagree (STS) with a value of 1, Disagree (2) with a value of 2, Sometimes with a value of 3, Agree (S) with a value of 4, and Strongly Agree (5) with a value of 5. The score will move from 5 to 1 and the scale is presented in the form of positive statements and negative statements. Data was analyzed using simple linear regression analysis.

RESULT AND DISCUSSION

The hypothesis in this study states that emotional intelligence has a positive effect on resilience in employees who work at PT "X" East Jakarta. This positive influence provides an understanding that the higher the level of emotional intelligence possessed, the higher the level of resilience possessed. On the contrary, the lower the emotional intelligence, the lower the level of resilience. The existence of this relationship shows that emotional intelligence affects a person's level of resilience.

The results of this research data processing are in accordance with the proposed hypothesis, namely that there is a positive influence between emotional intelligence on resilience in female employees working at PT "X" East Jakarta. Resilience refers to the quality of a person in terms of the ability to deal with suffering. A person is able to show a high level of resilience if she fulfills 5 aspects in it such as having competence in accordance with existing standards, being able to be calm in taking an action, accepting positively something new or different from before, being able to control herself in achieving her goals and having a sense of belief that every problem is something that has been determined by God so that it will make individuals more able to go through any difficulties that exist.

If individuals fulfill these aspects of resilience, then individuals can easily overcome difficulties and quickly adapt to new environments. When responding to a difficulty, individuals can actually use a variety of options available. The choice of negative attitudes

displayed by individuals can be in the form of pessimism, frustration and despair when facing a problem. In contrast to this, individuals can try their best to be able to rise again and face their difficulties with a positive attitude such as optimism. When someone is optimistic about something, this shows that he still has hope for the future.

A person's resilience is certainly influenced by several factors, one of which is emotional intelligence. This is reinforced by previous studies which reveal that emotional intelligence has many roles in various aspects of life (Clarrochi, Forgas, & Mayer, 2013). Research conducted by Gottman (2008) shows that someone who has emotional intelligence, will get many positive impacts in many aspects of life such as physical health that tends to be more stable, good achievements in the fields they pursue, always able to adapt to the surrounding environment and be able to increase resilience. High emotional intelligence will make a person able to recognize the feelings experienced appropriately, can relieve anxiety, and make themselves more focused on something objectively rather than focusing too long on feeling upset (Cherniss, 2011).

A person with a low level of emotional intelligence will experience problems in recognizing the emotions felt and tends to be difficult to manage the emotions experienced, especially negative emotions. In the current research, it was found that the demands in work have increased in line with the increasingly complex situation and still have to provide what is needed by the public. The pharmaceutical field itself, especially in recent times, which has also experienced the impact of the previous pandemic, is required to increase the number of health products to be sold to the public and those in need. Not only that, pharmaceutical health workers in every job are required to carry out clinical pharmacy services, provide information and also ensure the quality of services related to the use of medicine.

The existence of different backgrounds both in character and different workloads in terms of quantity and quality, will certainly make employees display different responses in dealing with a complex situation. The response displayed will always reflect how to manage one's emotions. In this case, the emotional intelligence of female employees has an important role in displaying a wise attitude when in trouble. This will ultimately affect her resilience.

In the results of this study, it was found that the emotional intelligence of the employees tended to be low or poor. When described one by one, in terms of self-regulation, which is one aspect of emotional intelligence, it is found that the employees tend to experience obstacles in expressing what they feel about something that happens while working in the company. During work, the employees will certainly have a lot of interactions with other employees both within the same division and with different divisions. This interaction provides an understanding of each other's character. When in an unpleasant situation such as a misunderstanding, there are employees who prefer to be silent or not solve the problem completely. There are also female employees who are very sensitive and easily offended, especially when they have experienced physical fatigue due to a lot of workload accompanied by the behavior of coworkers who are less cooperative in carrying out a task, then it makes the relationship with each other less harmonious. Of course, this will greatly impact on overall performance. One of the negative impacts on performance is that there is



an error in coordination so that the number of products provided does not match the available list.

In line with the aspect of self-regulation, this is certainly related to other aspects of emotional intelligence, namely empathy. The inability to manage emotions properly can result in less harmonious relationships among coworkers. Of course, this is inseparable from the inability of the employees to feel the emotions or feelings of other coworkers. This condition is very reasonable considering that each employee will certainly work according to their respective workloads so that they will focus more on what they are responsible for. Moreover, if the existing conflict makes the relationship between female employees tense, then there is a reluctance to be able to build a trusting relationship with each other in doing a job. If there is no trust in each other, then employees are not or less able to do the job optimally when cooperation as a team is needed in achieving a target.

The existence of a picture of less able to recognize and manage emotions and less able to feel (empathy) the feelings of other female employees, gives an overall picture that social skills in the existing work environment tend to be lacking. Examples of attitudes and behaviors of employees who are less able to coordinate in completing a task, it can also be an illustration that the interaction that occurs is not smooth among fellow female employees. This can also illustrate the situation that employees who have a higher position are less able to display an effective attitude as a leader in resolving a dispute with other employees. If the leader is less able to take a role in leading, of course cooperation among other members will be difficult to achieve.

Overall, from the description above, it can be seen that female employees are less able to show emotionally intelligent attitudes, especially the empathy aspect. In order to have a growing career in a company, emotional intelligence has a very important role so that workers, especially female employees, are still able to work optimally (Baron, 2016). This will ultimately affect how employees view their work and how the ability of employees in difficult times that are being experienced while working in an agency or company. In other words, social intelligence can help individuals to be able to survive in unpleasant conditions. This is in line with Goleman's (2017) statement, that emotional intelligence is able to help someone survive a difficulty that is being experienced.

In line with the description of the emotional intelligence of female employees who tend to be moderate and low, it is followed by resilience which is classified as moderate and low. Individuals who have a low level of emotional intelligence will have a low level of resilience. Salovey & Mayer, (2012) state that resilience has a relationship with the extent to which emotional intelligence plays a role in it. Hargreaves & Fulan (2012) mention that someone with high emotional intelligence is able to manage feelings, handle stress, face failure optimistically, and survive in the face of adversity or called resilient.

Resilience is considered a basic strength that is the basis of all positive characters in building a person's emotional and psychological strength. Without resilience, a female employee is unable to think rationally and does not have the courage to determine the right attitude when facing a difficulty, and becomes less optimal at work. Even resilience can

ultimately determine an individual's way of thinking and success in life, including success at work (Kurnfer, 2012).

More specifically, resilience must be possessed by each individual in order to be able to overcome any difficulties that occur when in an environment. Furthermore, resilience implies personal competence, trust in oneself or instinct, acceptance of change, self-control in achieving goals and spiritual influence (Connor & Davidson, 2012). It is natural that female employees have difficulty in recognizing themselves, especially recognizing their emotions, this can be caused by excessive workloads that can cause excessive stress. When a lot of workload is accompanied by more physical fatigue, it will be vulnerable to experiencing negative emotions such as anger to have a deep sense of disappointment.

Resilience can be attributed to the quality of a person in terms of the ability to deal with suffering (Resnick, 2011). Individuals with high resilience will see that unpleasant situations or conditions are a challenge in achieving success, so that when someone has a heavy obstacle such as a large workload, then that person will continue to try to develop their abilities. Previous studies have shown that resilience can make a person successful and have good life satisfaction, can affect physical and mental health, and have good quality in relationships with others (Ifdil & Taufik, 2012). However, with emotional intelligence that tends to be at a moderate and low level, it will have an impact on the level of resilience which also tends to be moderate and low. This can be seen from the lack of confidence in achieving a higher career. In this study, female employees stated that the rules and conditions set were very many and complicated to get a higher career level. A higher level of education and the length of time working in a position are also factors that influence how quickly or how long a person's position can change. The existence of salaries received in fulfilling their different needs is one of the obstacles for employees to be able to continue their higher education. Female employees tend to prioritize meeting basic needs compared to current career achievements, so that every job that is their responsibility, they tend to do it as an obligation. In the end, female employees tend to do work in accordance with their responsibilities, do not have ambitions in achieving higher careers even though competence or ability can fulfill one of the existing requirements, but still does not qualify as a whole because it must be accompanied by other requirements.

Female employees who have low resilience can also be seen from the aspect of trusting their instincts or self. As previously explained, female employees tend to have difficulties in controlling emotions as a result of excessive workload so that there are mistakes in coordinating with other coworkers. This illustrates that female employees are not calm and tend to be careless in taking or displaying existing attitudes, so it is clear that emotional intelligence has an influence on one aspect of resilience.

Furthermore, in another aspect of resilience, which is the ability to be able to positively accept an existing change. In this case, someone who has resilience will be able to accept a difficulty positively and still maintain good relationships with others despite being in trouble so it does not affect the individual's social life with others. In the research conducted, it was found that a lot of female employees have excessive workloads. They consider it as a source of stress both psychologically and physically. With a lot of workload,



it will make them physically tired and less interested in being able to take care of each other or feel what others feel in these difficult situations because they are more focused on the fatigue. As a result of this physical fatigue, female employees are more likely to get involved in disagreements with each other. This condition can also illustrate that the employees who are involved in disagreements to have a bad relationship, can explain the inability of female employees to control themselves (control aspect).

In the spiritual aspect which is a part of resilience, it can be seen that the existing conditions describe the employees as having poor spiritual aspects. The employees tend to have a negative perspective for every difficult time experienced. Spiritual aspects will greatly help a person in passing through difficult times because it will foster positive thoughts and feelings. Values in spiritual aspects are able to guide a person to still be able to display good behavior such as staying focused despite obstacles in technical completion for the work they are responsible for (Wagnild & Young, 2013). In this case, female employees also stated that when they start the day without praying, they tend to do work with a heart that is not at peace when they are in difficulties that cannot be controlled.

On the other hand, this study also found a high level of resilience although not as much as the female employees who were at the medium and low levels. This is certainly related to the presence of high or good emotional intelligence. It cannot be denied that challenges or problems in life will always exist, spiritual aspects have a big role in it. This spirituality includes one of them is related to God, which is how a person's relationship with his God. A person has the belief that God is powerful and always gives something useful so it will make a person able to increase his efforts in solving a problem to the fullest. A person's relationship with God can also be felt if someone has faith, where faith is a form of surrendering completely to God after trying their best. In this case, employees who have high resilience tend to have high spirituality as well. The employees believe that by worshiping before starting to do all activities is a form of full surrender to the conditions of the activities to be undertaken, the employees also tend to have a positive view of situations out of their control or conditions that make it difficult for them.

Not only the aspect of spirituality, but the ability of female employees to recognize themselves correctly, both in recognizing their strengths and weaknesses and the ability to use empathy, will further help female employees deal with a difficult situation effectively. For example, when a female employee knows that the emotional condition of her coworker is not good or being upset, then the female employee will find the right time to be able to communicate or use certain ways of communicating without making her colleague even more upset so that the coordination of tasks between them can still run effectively, which means that the task can be completed completely and on time. Therefore, the use and management of positive emotions is very useful to make female employees survive in difficult times, moreover, they can still provide maximum performance for the company they work for.

CONCLUSION

The results of research data processing show that there is a positive influence of emotional intelligence on resilience in female employees who work at PT "X" East Jakarta. This demonstrates that the higher the level of emotional intelligence that they have, the higher the resilience of the employees of PT "X" East Jakarta. Conversely, the lower the emotional intelligence, the lower the resilience of the employees of PT "X" East Jakarta. The resilience of PT "X" employees is generally classified as moderate. For this reason, what can be done is to explore more aspects of resilience such as personal competence of the employees by PT "X" conducting periodic evaluations and also providing training in order to improve the competence of each employee which is useful for increasing the expected performance productivity, positive acceptance of a change that is increasingly improved because it will always adapt to new situations or conditions along with increasingly complex work demands in the future, increasing self-control, self-confidence or instinct and increasing spiritual aspects that are useful for female employees to always be able to adapt in facing various kinds of difficulties that exist in the company where they work. Furthermore, what other things are most influential on the resilience of the employees. With this description, it can provide awareness for those who read to better understand their personal conditions experienced with all the demands of work, especially for organizations or companies to consider steps to be taken such as designing or creating training to increase the resilience of employees so they can survive in dealing with all the demands of the existing work.

REFERENCES

- Baron, R. (2016). The Bar-On model of emotional-social intelligence (ESI). *Journal of Psicothema*, 18, 13-25.
- Cherniss, C. (2011). Emotional intelligence: What it is and why it matters. *Consortium for Research on Emotional Intelligence in Organizations*.
- Clarrochi, J., Forgas, P. J., & Mayer, D. J. (2013). *Emotional intelligence in everyday life: A scientific inquiry*. USA & UK: Taylor & Francis Group.
- Clements, A. D., & Ermakova, A. V. (2012). Surrender to God and stress: A possible link between religiosity and health. *Psychology of Religion and Spirituality*, 4(2), 93-107.
- Connor, K. M., & Davidson, J. R. T. (2011). Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC). *Journal of Depression and Anxiety*, 18(2), 76-83.
- Connor, K. M., & Davidson, J. R. (2012). Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC). *Depression and Anxiety*, 18(2), 76-82.
- Goleman, D. (2009). *Emotional intelligence: Why EI is more important than IQ*. Jakarta: Gramedia Pustaka Utama.
- Goleman, D. (2013). *Emotional intelligence* (T. Hermaya, Trans.). Jakarta: PT Gramedia Pustaka Utama.
- Goleman, D. (2017). *Emotional intelligence*. New York: Bantam Books.



- Gooding, P. A., Hurst, A., Johnson, J., & Tarrier, N. (2012). Psychological resilience in young and older adults. *Journal of Clinical Psychology*, 68(3), 303-321.
- Gottman, J. (2008). *Developing children's emotional intelligence*. Jakarta: PT Gramedia Pustaka Utama.
- Hargreaves, A., & Fullan, M. (2012). *Professional capital: Transforming teaching in every school*. New York: Teachers College Press.
- Holaday, M. (2012). Resilience and severe burns. *Journal of Counseling and Development*, 75(5), 346-356.
- Ifdil, & Taufik. (2012). The urgency of improving and developing student resilience in West Sumatra. *Pedagogi: Jurnal Ilmiah Ilmu Pendidikan*, 12(2), 115-121.
- Ismail, A. (2020). Characteristics of pharmacy students and alumni of FKIK UIN Alauddin Makassar: A gender-based review. *UIN Alauddin Makassar*.
- Kinman, G., & Grant, L. (2011). Exploring stress resilience in trainee social workers: The role of emotional and social competencies. *British Journal of Social Work*, 41, 261-275.
- Kumfer, K. L. (2012). Factors and processes contributing to resilience: The resilience framework. New York: Plenum Publishers.
- McLarnon, M. J. W., Rothstein, M. G., & King, G. A. (2020). Resiliency, self-regulation, and reemployment after job loss. *Journal of Occupational Health Psychology*.
- Resnick, B. (2011). The relationship between resilience and motivation. In B. Resnick, L. P. Gwyther, & K. A. Roberto (Eds.), *Resilience in aging: Concepts, research, and outcomes* (pp. 199-216). New York, NY: Springer.
- Salovey, P., & Mayer, D. J. (2012). Emotional intelligence. *Baywood Publishing*.
- Schneider, T. R., Lyons, J. B., & Khazon, S. (2013). Emotional intelligence and resilience. *Personality and Individual Differences*, 55(8), 909–914.
- Supriadi, D., Yudiernawati, A., & Rosdiana, Y. (2017). Relationship between emotional intelligence and social development in adolescents at Wahid Hasyim Junior High School, Malang. *Nursing News*, 2(3).
- Wagnild, G., & Young, H. M. (1990). Resilience among older women. *IMAGE: Journal of Nursing Scholarship*, 22(4), 252–255.
- Wagnild, G., & Young, H. (2013). Development and psychometric evaluation of the resilience scale. *Journal of Nursing Measurement*, 1(2), 165-178.
- Yu, X., & Zhang, J. (2011). Factor analysis and psychometric evaluation of the Connor-Davidson Resilience Scale (CD-RISC) with Chinese people. *Social Behavior and Personality*, 35(1), 19-30.