



# The Influence of Resilience, Job Embeddedness, and Workload on Employee Performance

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to their jobs and the organization, and effectively managing workload are crucial factors in enhancing productivity and achieving company objectives in the construction sector.

**Abstract:** This study analyzes the influence of resilience, job embeddedness, and workload on employee performance. Employing a quantitative approach with an explanatory design, primary data was collected through questionnaires from 60 permanent employees. Data analysis involved instrument quality tests (validity and reliability) and classical assumption tests (normality, multicollinearity, heteroscedasticity), followed by multiple linear regression analysis. The findings indicate that resilience, job embeddedness, and workload, both partially and simultaneously, have a positive and significant effect on employee performance. The constructed regression model explains 61.6% of the variation in employee performance. These findings underscore that developing psychological resilience, strengthening employee attachment to their jobs and the organization, and effectively managing workload are crucial factors in enhancing productivity and achieving company objectives in the construction sector.

**Keywords:** Resilience, Job Embeddedness, Workload, Employee Performance

## Introduction

Today's increasingly fierce business competition is a trigger that companies must be able to survive and compete with other companies. One of the strategic steps that can be taken is of course by improving employee performance. Companies must be able to compete by maximizing the contribution of human resources as well as possible, because human resources are an important aspect in determining the development of a company (Nurhasanah et al., 2022). Employee performance will be high if they have high resilience (Fauziah Fidaroini P. 2023). Likewise, research conducted by Feridotum Asmatani (2025) proves that Resilience affects employee performance, this shows that the more employees have high resilience, they will have high performance. Employee performance is an important factor that contributes directly to the achievement of the company's goals.

High performance is not only related to technical ability, but also influenced by psychological factors and the work environment. One factor that is thought to play an important role is resilience, which is the ability of individuals to rise from pressure and continue to function optimally. Research by Sutanto and Gunawan (2020) shows that

resilience has a positive influence on performance, especially in stressful work situations.

Job embeddedness also plays a role in driving performance. Rahmawati and Setiawan (2021) found that employees who have strong social and structural ties to their jobs tend to show dedication and higher performance. Conversely, excessive workload can actually have a negative impact on performance, as stated by Fitriani and Santoso (2019) who showed that high workload triggers stress and fatigue, thereby reducing productivity.

Employees often face challenging situations such as material delays, project schedule changes, or the risk of accidents at the work site. Research by Mujanah, et al (2019) found that resilience has a positive effect on employee performance. This study shows that resilient employees tend to be more productive and committed, thus improving overall organizational performance. Thus resilience can help employees stay focused and productive despite project pressures, thus supporting the completion of projects with high quality and on time.

In addition to resilience, job embeddedness or the level of employee attachment to work and organization also affects performance. Kudo et al. (2024) highlighted that social relationships in the workplace and organizational culture fit increase employee attachment is highly preferred. Dimri et al. (2025) added that the use of modern technology, such as project management software, can increase job embeddedness by making work coordination and efficiency easier.

### **Research Method**

Research design is a framework used to design and carry out research to answer problem formulations. This research uses a quantitative approach with an explanatory research design. The quantitative approach was chosen because this study aims to examine the cause-and-effect relationship between independent variables (resilience, job embeddedness, and workload) and the dependent variable (employee performance) using numerical data analyzed statistically. Explanatory design is used to explain how and why resilience, job embeddedness, and workload positively affect employee performance.

This research was conducted in a contracting company in Surabaya, the data was collected using the survey method, which is the main method for collecting data. Using the survey method, which is the main method for collecting data through questionnaires, which are then analyzed with statistical techniques to test hypotheses. This research uses a quantitative approach with an explanatory design. The quantitative approach was chosen because this study aims to examine the causal relationship between the independent variables, namely Resilience, Job Embeddedness, and Workload on the dependent variable Employee Performance through numerical data processing that is measured statistically.

Explanatory design is used to explain how and to what extent the independent variable affects the dependent variable, and to test the hypothesis that has been formulated. The population in this study were employees at several contractor companies in Surabaya. While the sample used amounted to 60 people selected using purposive sampling technique, with the criteria that respondents are permanent employees with a minimum work period of 2 (two) years. Primary data was obtained through the distribution of closed questionnaires which were arranged based on the indicators of the research variables. Each statement item is measured using a Likert scale with a score range of 1-5, ranging from Strongly Disagree to Strongly Agree. Before further analysis, the data was tested for quality through the Validity Test using the Pearson Product Moment correlation with a tolerance level of error of 5%. While the Reliability Test, using the Cronbach's Alpha coefficient with the provisions of a reliable instrument if the Alpha value is  $> 0.70$ .

Classical Assumption Test, including Normality Test (Kolmogorov-Smirnov), Multicollinearity Test (Tolerance and VIF), and Heteroscedasticity Test (Glejser Test).

The data analysis technique used is multiple linear regression, with the general equation: where  $Y$  is employee performance,  $X_1$  is resilience,  $X_2$  is job embeddedness,  $X_3$  is workload,  $a$  is a constant,  $b_1$ ,  $b_2$ ,  $b_3$  is the regression coefficient of each variable, and  $e$  is the error term.

Hypothesis testing is done through the  $t$  test to determine the partial effect of each independent variable, and the  $F$  test to determine the effect simultaneously. The significance level used is 0.05.

## Results and Discussion

This study aims to analyze the effect of Resilience, Job Embeddedness, and Workload on Employee Performance. Based on the tabulation results, the majority of respondents were male, as many as 47 people (78.3%), while female respondents totaled 13 people (21.7%). The dominance of male respondents is in accordance with the general characteristics of the construction industry, which is traditionally dominated by male labor. This reflects that the construction sector is still relatively masculine, although opportunities for women to get involved also remain open. In terms of age, the largest proportion of respondents were in the  $>45$  years age group, as many as 32 people (53.3%), followed by the 36-45 years age group as many as 12 people (20.0%), then the  $<25$  years age group as many as 10 people (16.7%), and 25-35 years old as many as 6 people (10.0%).

This finding shows that most of the workforce at PT Wijaya Kusuma Sakti is dominated by employees who are classified as senior and experienced, but there are still contributions from young workers which indicate the regeneration of human resources. In terms of length of service, most respondents have a long tenure, namely more than 6 years

as many as 43 people (71.7%), while the group with a tenure of 1-3 years amounted to 7 people (11.7%), and the group with a tenure of less than 1 year and 4-6 years each amounted to 5 people (8.3%). The high proportion of employees with a long tenure reflects a good level of workforce loyalty and stability, which is an important asset in supporting the productivity and continuity of the company's operations.

Meanwhile, the distribution of respondents by position also shows variations. Employee positions dominate with a percentage of 38.3%, followed by Technician with 35.0%, and Supervisor with 10.0%. The rest are distributed in the positions of Manager, Engineer, Logistics, Finance, and Administration, each at 3.3%. This distribution shows that the data obtained represents viewpoints from various levels of the organizational structure, both at the operational and managerial levels.

Descriptive statistical analysis shows that Resilience (X1) has an average value of 4.00 which is in the High category, illustrating that in general PT Wijaya Kusuma Sakti employees have the ability to rise from pressure, have optimism, and good self-resilience. The indicator with the highest average on this variable is self-efficacy (X1.5) with a value of 4.22, indicating employees' confidence in their ability to complete tasks, even in stressful work situations.

For the Job Embeddedness variable (X2), the average score obtained is 3.93, also in the High category. This indicates that employees feel they have a strong attachment to their jobs and to the company. The highest indicator on this variable is the sacrifice aspect, which is the perception that leaving work will cause losses, for example, losing the opportunity to be involved in major projects. In the Workload variable (X3), the average score is 3.87, which is also in the High category. This shows that employees generally have a positive perception of the workload they are responsible for, feel that the tasks assigned are in accordance with their capacity and expertise, and are still within limits that can be managed properly. The highest indicator is satisfaction with the workload currently handled.

The Employee Performance variable (Y) has an average score of 4.08, which means employees assess that their overall performance is at a good level. The highest indicator is the success of achieving project targets, both in terms of time, budget, and customer satisfaction, with an average score of 4.27 which is in the Very High category.

Data quality testing shows that all question items are valid with an  $r$ -calculated value of  $4.27 > r$ -table (0.254) and significance  $< 0.05$ . The Cronbach's Alpha value for each variable is also above 0.70, so the research instrument is declared reliable. The classical assumption test is also met: the residual data is normally distributed (Asymp. Sig. K-S =  $0.286 > 0.05$ ), there is no multicollinearity problem (Tolerance  $> 0.10$ ; VIF  $< 10$ ), and there are no symptoms of heteroscedasticity (Sig. Glejser  $> 0.05$ ).

**Table 1.** U-Partial Test (t-Test)

<i>Coefficients</i>				
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	
<b>1</b>				
(Constant)	0.850	0.320		2.656
Resiliensi (X1)	0.385	0.110	0.350	3.500
Job Embeddedness (X2)	0.290	0.095	0.280	3.053
Workload (X3)	0.250	0.080	0.295	3.125

The results of partial hypothesis testing (t-test) show that the three independent variables, namely Resilience, Job Embeddedness, and Workload, have a positive and significant effect on Employee Performance. The significance values are 0.001, 0.003, and 0.002, respectively, all of which are smaller than 0.05. Thus, H1, H2, and H3 are accepted. Simultaneously (F test), the three variables also have a significant effect on employee performance (Sig. F test = 0.000) with an Adjusted R Square value of 0.616, which means 61.6% of variations in employee performance can be explained by the three variables together.

The multiple linear regression equation obtained is:

$$Y = 0.850 + 0.385X_1 + 0.290X_2 + 0.250X_3 + e$$

**Table 2.** F- Test (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>1</b>					
Regression	35.650	3	11.883	32.550	.000
Residual	20.440	56	0.365		
Total	56.090	59			

Testing Hypothesis 4 (H4): Resilience, job embeddedness, and workload together significant effect on employee performance. Based on Table 1.2, the F-count value is 32,550 with a significance of 0.000 (<0.05). Then H4 is accepted.

## Discussion

The results of this study provide a comprehensive picture of the importance of the three variables studied in supporting employee performance in the construction sector. A high level of resilience indicates that employees are able to deal with dynamic project pressures and challenges with an optimistic and confident attitude. High self-efficacy is an important asset so that employees remain motivated to complete tasks effectively even when faced with time pressure, risk, and complexity of work in the field Research by

Sutanto and Gunawan (2020). In addition to resilience, employee attachment to work and organization is also proven to have a significant influence on performance. Employees who feel compatible with the company's values, have positive social relationships with coworkers, and feel lost if they have to leave the company, will show higher dedication. This supports Job Embeddedness theory, which emphasizes the importance of structural and emotional attachment in maintaining a quality workforce. Another interesting finding is employees' positive perception of workload Research by Mujanah, et al (2019). Workload that is in line with abilities and expertise can actually be a trigger for productivity, not a negative burden. Employees who are satisfied with their workload tend to be more motivated to work well and achieve targets. In the context of project management, this is important evidence that proportional workload management and according to HR capacity will have a direct impact on improving performance Research by Mujanah, et al (2019). The Adjusted R Square value of 61.6% also shows that these three variables contribute significantly and collectively. However, there are still other factors outside the model that have the potential to affect employee performance, such as compensation policies, organizational climate, leadership, intrinsic motivation, and external conditions of the company. Practically, the results of this study provide strategic input for management. Companies can develop resilience training programs, strengthen employee retention strategies, and ensure fair and balanced workload management. These three things are believed to be able to support the achievement of project targets in a sustainable manner.

Lastly, although this study provides useful findings, it should be kept in mind that limitations still exist, such as sample coverage involving only one company, a relatively small number of respondents, and the use of self-report instruments that are prone to answer bias. Therefore, further research with broader coverage, larger samples, and additional supporting variables is highly recommended to enrich the analysis model in the future.

### **Conclusion**

Based on the results of the research that has been conducted, it can be concluded that resilience, job embeddedness, and workload have a positive and significant effect on employee performance, both partially and simultaneously. These findings indicate that employees' ability to withstand work pressure, strong attachment to work and organization, and proper workload management are important factors that support the achievement of optimal performance.

The results of the determination analysis are able to explain 61.6% of variations in employee performance, while the rest can be influenced by other factors outside the variables of this study.

The implication of the results of this study is that strategic efforts in improving these three factors are expected to contribute directly to employee productivity and support the achievement of sustainable Company targets such as leadership, organizational climate, and job satisfaction in order to enrich the model of influence on employee performance in the construction company sector.

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