

## The Effect of Resilience on the Productive Work Behavior of Orphanage Caregivers in Tangerang

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### Abstract

An orphanage is one form of non-profit organization. Productive work behavior needs to be done by orphanage caregivers in the course of their duties. Productive work behavior is the behavior of a person who contributes positively to both the organization and the environment. One of the factors that influence productive work behavior is resilience. Resilience is the ability to cope with and adapt to severe events or problems that occur in life. This study aims to discover the effect of resilience on the productive work behavior of orphanage caregivers in the Tangerang area. The research was conducted quantitatively using the Connor-Davidson Resilience Scale and Productive Work Behavior scale. A total of 32 participants from nine orphanages in Tangerang became research subjects using purposive sampling technique. Using a linear regression technique, the results showed that, statistically, resilience affects productive work behavior by 51.9% ( $R^2=.519$ ,  $B=.728$ ,  $p=.000$ ;  $p<.01$ ). We also found that the level of a person's resilience, in particular their personal competence, has the most significant impact on productive work behavior. It is suggested that orphanages in Tangerang create programs to increase the resilience of orphanage caregivers and to maintain their productive work behavior.

**Keywords:** Orphanage Caregivers, Productive Work Behavior, Resilience

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### Introduction

An organization is a group of people who gather in one place who work together in a systematic, controlled, rational and guided manner by utilizing the resources they have to achieve certain goals (Karim, 2021). Every organization has its own goals. The purpose of an organization in general is to express togetherness, solve problems, develop leadership spirit, and so on (Tysara, 2020). There are two different types of organization: for-profit and non-profit, which have different characteristics

which need to be taken into account. If the goal is material/financial, it has the characteristics of a for-profit organization, but if the goal is not for profit, then it has the characteristics of a non-profit organization (Surbhi, 2018).

Quite a number of non-profit organizations in Indonesia have been established, such as orphanages, foundations, and other social institutions (Gie, 2020). The Regulation of the Minister of Social Affairs of the Republic of Indonesia number 30 of 2011 (Indonesia. Kementerian Sosial, 2011) defines orphanages as children's social welfare institutions that have the responsibility to provide services, support and relief for neglected children. These services function as a substitute for parents or guardians of children, both physically and mentally. It also allows them to develop socially, giving them the opportunity to fit into society and with society's expectations.

Orphanages have the general management structure of a non-profit organization, but this structure varies between orphanages (Yamin, 2016; Akhmad, 2018). According to Regulation of The Minister of Social Affairs Republic of Indonesia Number 106 year 2009 (Indonesia. Kementerian Sosial, 2009), in general, an orphanage's management consists of a chairman, treasurer, secretary, specific divisions (cleaning, security, education, economy, etc.), caregivers and volunteers. The main task of a caregiver is to accompany foster children and to position themselves as substitute teachers and parents for those children (Yuliasari & Mulyono, 2015). Considering that caregivers have the duty of accompanying children continuously, they should have the competency to be able to direct these children so that their behavior is in line with the orphanage's vision and mission. The Regulation of the Minister of Social Affairs of the Republic of Indonesia number 30, 2011 (Indonesia. Kementerian Sosial, 2009) states that a caregiver must have competence, experience and a willingness to be successful at their jobs (Iqrima & Salim, 2014; Khoirunnisa et al., 2015).

Just as with a company, the caregiver of an orphanage is also an employee or worker in an organization. They retain a salary, have a leadership structure, and there are certain duties and competencies that they must have in accordance with the standards that they are expected to perform (Nafisah, 2018; Wafa, 2016). For example, on their website, Hikmatul Hayat Orphanage (2015) explains the tasks that must be carried out by a caregiver at the institution. Their duties are

to monitor children's activities every day, guide the learning process of foster children, coach foster children every week if needed, receive visitor that has clear objectives to visit, monitor and cooperate with school counsellors, give permission for and supervise the entry and exit of children in foster care, write detailed records, assist other divisions in the orphanage and be answerable to their superiors.

These functions are an example of an employee's positive contribution to the work environment, referred to as “productive work behavior” in industrial and organizational psychology (Arfian et al., 2017). The more constructive, imaginative and creative an employee is in an organization, the better it can be expected that they can increase their work productivity. A productive worker is one who has the potential, perception and creativity to contribute to their organization and is useful both to themselves and to their general environment (Susilawati, 2018; Prastia, et al., 2017; Saptono, et.al., 2020).

At the beginning of this study, the researcher made visits to two orphanages in Tangerang to inquire further about the job descriptions of caregivers at their institutions. The answers given differed only in their order. Their work begins with nurturing and educating children. The orphanages' substitute parenting is meant to take care of food and drink, clothing, cleanliness and providing guidance in academic matters. They also teach discipline, order and responsibility, as well as ethics and spirituality. When examined in detail, a caretaker's tasks and responsibilities are quite heavy and extensive. Further challenges with students often arise in the field, such as problems with learning and behaviour that could threaten their future, as well as the recent COVID pandemic.

In dealing with these various difficulties, caregivers need to be adaptable if the problems faced by them are to be resolved properly. This adaptability is known in psychology as “resilience” (Reivich & Shatté, 2002). According to Connor and Davidson (2003), resilience is the quality a person has that enables them to deal with stressful situations, events or problems, and to be able to get up and keep moving forward. According to Mc Eween (2011), resilience can allow a person to more easily overcome difficulties and obstacles, as well as making adjustments to anticipate unpredictable events

in the future. It is assumed that resilience is important for caregivers to overcome life's difficulties and to help them do their work productively.

### *Productive Work Behavior*

According to Jex and Britt (2014), productive work behavior contributes positively to the goals and objectives of an organization. When an employee starts working in an organization, there is a transition period in which the individual has not contributed positively to the orphanage; it usually takes time for them to be able to do so. Spector (2011), however, argues that, in order for an organization to achieve its goals, employees need to perform well as soon as they begin work. In order to facilitate the best work performance from new employees, certain standards are needed so that it can encourage organizational productivity and improve service to customers (Anosa, 2021; Setiyaji, et.al., 2022). Therefore, productive work behavior is very important for an employee to perform well and in accordance with what is expected by the senior managers. In the context of orphanage caregivers, productive work behavior is the daily work a caregiver performs that contributes positively to the health of the orphanage.

According to Suhariadi (2001), productive work behavior has two dimensions: effective and efficient behavior. Effective behavior leads to the achievement of a goal, conducts coordination meetings to achieve these goals, and accurately solves problems. Efficient behavior achieves minimal costs for the work processes being performed and has a high level of employee attendance at work.

Kopelman (1986) argues that environmental and organizational features of the workplace can all be factors that influence productive work behavior. Other internal factors such as organizational structure, the reward system, leadership and management style also affect this (Basahal, et.al. 2022), as do work schedules, feedback, level of comfort and job security, and other matters related to the design of the job. Environmental factors outside the organization, such as relationships with other people and personal problems, also have an effect (Vij & Bedi, 2016).

On the other hand, problems also occur if an employee is not doing their job properly. Firstly, this will distract others working in the environment. When there are employees who do not perform

well, their actions will unknowingly disturb and distract other employees. Secondly, there will be a decline in morale. An unproductive employee is more likely to be so if they perceive that there is little chance of advancing within the company, increasing the possibility of more employees resigning. Thirdly, it affects the rate of employee absenteeism. Many employees tend to arrive late or leave early for no apparent reason. All this will lead, finally, to a high resignation rate if the problem is not addressed (Heibutzki, 2017).

### *Resilience*

Resilience is the ability to cope with, adapt and survive under pressure, facing adversity and even trauma that occurs in every day life (Southwick, et.al., 2014; Aburn, et.al., 2016; Sagone & De Caroli, 2016; Reivich & Shatté, 2002). Research suggests that resilience can help a person to grow stronger and have a greater capacity to handle current problems and tasks, while enabling them to set goals, and have a more realistic view of the future (Zautra et al., 2010). It can also have an influence on stress at work. Employees who have a higher level of resilience tend to better survive difficult problems than workers with lower levels (Shatté et al., 2017).

According to Connor and Davidson (2003), there are five dimensions of resilience: personal competence, trust in one's instinct, positive acceptance of change and secure relationships, control, and spiritual influences. Personal competence is how well a person deals with the problems they face. Trust in one's instinct describes how calmly a person reacts in a stressful situation. Positive acceptance of change and secure relationships affect how well individuals accept the problems they face. Control basically means self-control, allowing the person to achieve their own and the company's goals. Spirituality is also shown to have an influence on how resilient a person is.

There are two additional aspects of personality that affect resilience (Skodol, 2010), self-awareness and interpersonal skills. Skodol argues that greater self-awareness is the result of better self-esteem, self-confidence, self-understanding, positive future orientation and control of negative behavior and emotions. The ability to socialize with others is also important and has several drivers such as sociability, emotional expressiveness and interpersonal understanding.

Reivich & Shatté (2002) suggest that resilience requires four basic personality qualities: overcoming, steering through, bouncing back and reaching out. The desire to overcome problems is necessary to deal with obstacles, poverty and even psychological trauma caused by childhood experiences. The ability to steer through or around obstacles is needed to solve problems in everyday life and to bounce back from adversity when a problem comes, such as a job loss, accident or the death of a loved one. Resilience is also strengthened by reaching out, finding meaning in life, committing to learning and seeking richer life experiences.

#### *The Relationship between Resilience and Productive Work Behavior*

Individuals with better resilience will be able to adapt to their environment (Reivich & Shatté, 2002). Zautra et al. (2010) suggests that resilience helps individuals develop, have a better capacity to adapt, and to plan for the future. When faced with problems, more resilient individuals are able to "bounce back" or return to their original condition (Smith et al., 2008). Conversely, individuals who have low resilience have difficulty adapting when faced with problems (Reivich & Shatté, 2002). This will affect both an individual's personal activities and their role as a social worker or caregiver in an orphanage.

A Google search from 2000 to the present finds no specific research into the relationship between resilience and productive work behavior in caregivers in Indonesian orphanages. Orphanage workers are a community that is rarely studied by psychologists in Indonesia. Most research has focused on psychological variables such as parenting (Najib & Wardiana, 2017), daily routine role (Hukul et al., 2019), and the contribution caregivers make towards the orphanage children rather than on the orphanage itself (Rahmadiana & Sekar, 2019).

Until now, we have not found any research that looks at the resilience variables possessed by the caregivers themselves who work in orphanages. We did find previous studies that examined the effect of resilience on distress (Fatimah, 2017), employee engagement (Widodo & Samian, 2013) and work engagement (Steven & Prihatsanti, 2017). Research on resilience is dominated by studies from Western countries, so the topic needs to be researched and developed in non-Western countries in different parts of the world (Ungar et al., in Fletcher & Sarkar, 2013).

As for the variable of productive work behavior, there are more studies that study productive work behavior as dependent variable. A Google search from 2000 to the present for research into the effectiveness of caregivers in orphanages in Indonesia found more studies linking productive work behavior with employee engagement (Widodo & Sami'an, 2013), psychological capital (Maymanah et al., 2018), work stress (Rochmawati & Wardianto, 2020) and organizational climate (Nur Azizah & Gunadi, 2020). We only found one previous study that discussed work motivation from an orphanage caregiver (Tigana, 2014). The research was obtained from interviews with five respondents who worked in an orphanage. There are no other studies that specifically discuss productive work behaviour in orphanages in Indonesia.

We found no previous research which directly discusses the relationship between resilience and productive work behavior. We only found one study examining the relationship between resilience as variable that affect work productivity. The effectiveness of the human resources in an orphanage can be measured in terms of work productivity (Baiti et al., 2020). One previous study *had* demonstrated that there was a correlation between resilience and work productivity, indicated by a significance value of  $p=.000$  ( $p<.05$ ). However, this was for employees in a telecommunications company (Saifuddin, 2018).

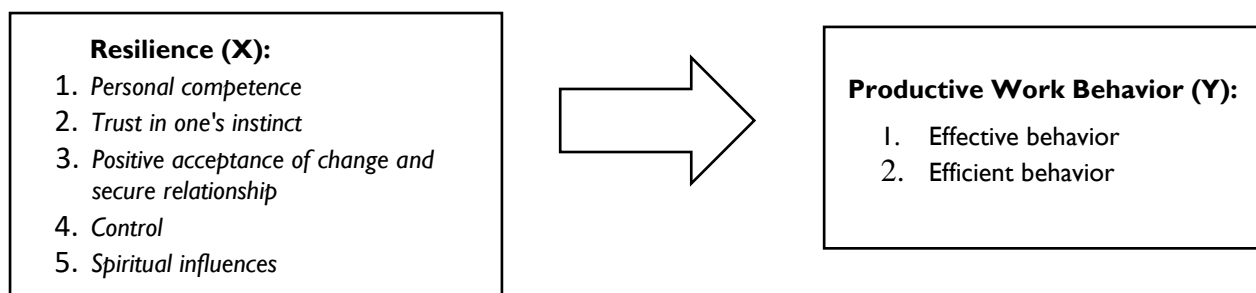
The Tangerang area was chosen as the location for this study, as—according to the Tangerang City Regional Statistical Information System in 2019—there were 93,166 children with social welfare problems in this region divided into three categories; 60,363 neglected children, 32,393 neglected children under five years old and 410 children with other problems. This number is certainly not small if we note that the total population of the city of Tangerang is 1,771,092 (BPS Tangerang, 2021). In Tangerang itself, there are currently at least 16 orphanages spread across various areas in the city of Tangerang, Tangerang Regency, and South Tangerang city.

Based on the seriousness of the circumstances mentioned above, the formulation of the problem proposed in this study is whether there a significant effect of resilience on the productive work behavior of orphanage caregivers in Tangerang. The hypothesis of this research is that resilience does affect the productive work behavior of orphanage caregivers in Tangerang. The purpose of this study

is to determine and analyze how much of an effect the resilience of caregivers has on productive work behavior in Tangerang orphanages. The framework for this research is presented below in Figure 1:

**Figure 1**

*Conceptual Framework*



**Methods**

*Participants*

The volunteers in this study were individuals who worked as caregivers for orphanages in Tangerang. To select individuals for this study purposive sampling was used (Gravetter & Forzano, 2012). The sample used in this study was orphanage caregivers who had worked in an orphanage in the Tangerang area for at least one year. This allowed participants to attain enough experience to develop some resilience in their time working in the orphanage. In the preliminary research to validate the scale, we collected 34 participants who were willing to fill out an online Google survey. In the field, we contacted 16 orphanages with different religious beliefs: ten Christian orphanages, three Islamic orphanages, two Catholic orphanages and one government orphanage. In the end, only nine orphanages were willing to support this research.

*Measurement*

The resilience assessment used in this study is the Connor-Davidson Resilience Scale (CD-RISC) created by Connor and Davidson (2003), while productive behavior was measured by a scale we formulated based on Suhariadi's (2001) theory of productive work behavior stated. Some of the



statements in the survey on the resilience scale include “I am able to adapt when changes occur,” “I try to see the humorous side of things when I am faced with problems,” and “I believe I can achieve my goals, even if there are obstacles.” Similar statements to assess productive work behavior include “I always work according to the established procedures and regulations at my current workplace” and “I can work well with others where I work.”

The CD-RISC scale instrument consists of 25 items which are divided into five parts, while the productive work behavior scale consists of 14 items which are divided into two parts. Both of these tools are multidimensional scales. The scale used in these two measuring instruments is a Likert scale, with a scale of 1 representing a score of Strongly Disagree (STS), 2 representing Disagree (TS), 3 representing Neutral (N), 4 representing Agree (S), and 5 representing Strongly Agree (SS). The higher the overall resilience score on this measuring instrument, the higher the level of resilience a person has. For measuring productive work behavior, the higher the score of the effective behavior in question, the stronger one's behavior in achieving goals.

For CD-RISC-25 (Connor & Davidson, 2003), we requested permission from the original authors, as well as from the researcher who adapted this scale into Bahasa. In previous studies, the CD-RISC-25 had a reliability score of 0.8 and a total item correlation value of 0.3 to 0.7 (Connor & Davidson, 2003). Other studies conducted in Indonesia estimated the reliability score of the CD-RISC measuring instrument at 0.9 (Wahyudi, 2020) and the validity value at 0.26–0.53 (Andriani & Listiandini, 2017). There is already an Indonesian version of the productive work behavior scale which has a reliability score of 0.53 and a validity of 0.67 (Suhariadi, 2001).

We chose the two measuring tools because the dimensions measured were in accordance with the topics and theories used in this study. We tested the validity and reliability of the CD-RISC measuring instrument and productive work behavior with a preliminary sampling of 34 participants. The technique used in testing reliability is internally consistent with Cronbach's Alpha with a minimum value above 0.7 (Sugiyono, 2012). The validity test was constructed using a corrected item total correlation value with a minimum value above 0.2 (Sugiyono, 2012). It was found that Cronbach's alpha coefficient for productive work behavior scale is 0.820, so the reliability of this measuring

instrument can be said to be valid. The corrected item total correlation displayed a value of 0.274–0.673.

For the resilience scale, there were three items that had a validity score value below the cut-off point: 0.130, 0.187 and 0.201. However, because the CD-RISC 25 measuring instrument has copyright rules, we cannot revise or eliminate these items. As for the reliability coefficient, the CD-RISC 25 measuring instrument has a very good score of 0.907. We thus decided that the CD-RISC 25 measuring instrument can feasibly be used for the actual research samples.

We also conducted an internal consistency test to measure reliability and used *corrected item total correlation* to assess the validity of measuring instruments in actual research or field studies. The results are shown in Table I below.

Table I

*CD-RISC 25 Reliability and Validity and Productive Behavior in Field study*

Measuring instrument	Number of items	<i>Cronbach's Alpha</i>	Item validity
CD-RISC 25	25	.935	.316 - .815
Productive behavior	14	.860	.317 - .689

Based on these results, it was determined that *Cronbach's Alpha* (reliability coefficient) scored 0.935 on the resilience scale and 0.860 on the productive work behavior scale. According to Sugiyono (2012), the measuring instrument can be said to be reliable if the coefficient result is above 0.7. The results of this test indicate that the selected measuring instrument of resilience and productive work behavior can be said to be reliable. It was also found that the validity score of the resilience measuring instrument was 0.316–0.815 and productive work behavior was 0.317–0.689. As the corrected item total correlation value reached above 0.2 on both instruments, the two measuring instruments used can be said to be valid for measuring the variables in this study.

### Data Analysis

This study used quantitative research methods with a non-experimental cross-sectional research design. Quantitative research was conducted to obtain a score in the form of numerical values, then collected into statistical analysis to be concluded and interpreted (Gravetter & Forzano, 2012). We tested the validity and reliability of the CD-RISC measuring instrument on productive behavior. After that, we tested several classical assumptions with a normality test using Kolmogorov-Smirnov, a linearity test and a heteroscedasticity test. To test the hypothesis, we use the Pearson correlation test and linear regression techniques to analyse relation and influence from independent variables and their effect on the dependent variables of this research.

### Results

Based on data collection, there were 32 participants who were willing to fill out questionnaires either online via Google Forms or offline using a printed questionnaire. The following demographic data of research subjects are presented in Table 2 below.

Table 2  
*Demographic Data of Research Subjects*

<i>Demographic Data</i>	<i>Category of Research Subjects</i>	<i>N</i>	<i>%</i>
<i>Gender</i>	<i>Man</i>	2	6.2
	<i>Woman</i>	30	93.7
<i>Age</i>	<i>18–30 years old</i>	12	37.4
	<i>31–40 years old</i>	3	9.3
	<i>41–50 years old</i>	5	15.6
	<i>51–60 years old</i>	6	18.7
	<i>&gt;60 years old</i>	6	18.7
<i>Last education</i>	<i>JUNIOR HIGH SCHOOL</i>	1	3.1
	<i>SENIOR HIGH SCHOOL</i>	20	62.5
	<i>D3</i>	2	6.2
	<i>S1</i>	9	28.1
<i>Religion</i>	<i>Christian</i>	29	90.6
	<i>Catholic</i>	2	6.2
	<i>Moslem</i>	1	3.1
<i>Salary Range</i>	<i>Voluntary work</i>	10	31.2
	<i>&lt; IDR 5,000,000.00</i>	20	62.5
	<i>IDR 5,000,000 – IDR 10,000,000,00</i>	1	3.1
	<i>IDR 10,000,000,00 – IDR 15,000,000,00</i>	1	3.1

We also conducted a descriptive statistical analysis of the two research variables. Based on the results of the analysis in Table 3 below, it can be seen that the score of the resilience variable is between the scores (Min = 75) to (Max = 125) with a mean score of 103.59 and SD of 11.285. The variable of productive work behavior scores are in the range (Min = 43) to (Max = 70) with a mean score of 56.00 and SD of 6,391.

**Table 3**  
*Descriptive Statistics of Research Variables*

Variable	N	Number of items	Min	Max	Mean	SD
Resilience	32	25	75	125	103.59	11.285
Productive work behavior	32	14	43	70	56.00	6.391

#### *Categorization Norms*

We calculated the categorization norm of the total score of the participants according to the formula stated by Azwar (2012). Our norm-reference is not a public norm, so the results cannot be generalized to the general population. The results can be seen in Table 4 below.

**Table 4**  
*Categorization Norms of the Total Score of Research Variables*

Category	Resilience		Productive Work Behavior	
	F	(%)	F	(%)
High	28 people	87.5	24 people	75
Middle	4 people	12.5	8 people	25
Low	0	0	0	0
Total	32 people	100	32 people	100

### Normality test

We conducted a normality test using the Kolmogorov-Smirnov method to test whether the data distribution was normally distributed or not. It was found that the significance value of the two measuring instruments is  $p = 0.200$ . Because the value obtained is greater than the significance value of 0.05, it can be said that the data is normally distributed (Ghasemi & Zahediasl, 2012). The calculations are presented in Table 5 below.

Table 5  
Normality test

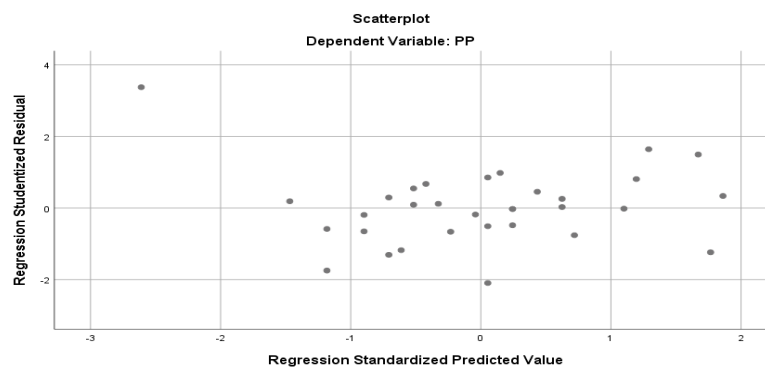
	Kolmogorov-Smirnov		
	Statistics	df	Sig.
CD-RISC 25	0.100	32	0.200*
Productive behavior	0.096	32	0.200*

### Heteroscedasticity Test

We also conducted a heteroscedasticity test as depicted in Figure 2 using a scatterplot with ZPRED (X-axis) and SRESID (Y-axis). It was found that the points spread mostly above and below point 0 on the Y axis. In addition, the points also spread irregularly. There is thus no heteroscedasticity tendency in this regression test.

### Figure 2

#### Heteroscedasticity Test



### Linearity Test

The linearity test aims to determine any significant linear relationship between the dependent and independent variable. It was found that the deviation from the linearity value was  $p=0.436$  ( $p > 0.05$ ). There is thus a linear relationship between the variables of resilience and productive work behavior described in Table 6.

Table 6  
Linearity Test

		ANOVA Table				
		Sum of Squares	df	Mean Square	F	Sig.
Between groups	(Combined)	5.719	22	0.249	2,689	0.075
	linearity	3.350	1	3.350	36,227	0.000
	Deviation from linearity	2,369	22	0.108	1.165	0.436
Within groups		.740	8	0.092		
Total		6.459	31			

### Hypothesis testing

We conducted the Pearson correlation test to assess the relation between these two variables on 32 participants. The results of the calculations are presented in Table 7. Based on this table, it is evident that the significance value of the two variables is ( $p=0.000$ ;  $p < 0.01$ ). In addition, the value of  $r_{count} > r_{table}$  was found ( $r_{count}=0.720$ ;  $r_{table} > 0.349$ ). According to Gravetter and Forzano (2012), the test results have shown a strong correlation, so it can be suggested that there is a strong relation between resilience and productive work behavior. The positive relationship between the two variables also shows that the higher the resilience value of the participants, the higher will be the

Table 7  
Correlation Test

		Correlations						
		Y_Total	X_Total	X_1	X_2	X_3	X_4	X_5
Y_Total	Pearson							
	Sig.							
	N	32						
X_Total	Pearson	0.720**						
	Sig.	0.000						
	N	32	32					
X_1	Pearson	0.690**	0.955**					
	Sig.	0.000	0.000					
	N	32	32	32				
X_2	Pearson	0.638**	0.934**	0.850**				
	Sig.	0.000	0.000	0.000				
	N	32	32	32	32			
X_3	Pearson	0.607**	0.841**	0.749**	0.699**			
	Sig.	0.000	0.000	0.000	0.000			
	N	32	32	32	32	32		
X_4	Pearson	0.613**	0.887**	0.791**	0.845**	0.693**		
	Sig.	0.000	0.000	0.000	0.000	0.000		
	N	32	32	32	32	32	32	
X_5	Pearson	0.473**	0.422*	0.397*	0.206	0.485**	0.218	
	Sig.	0.006	0.016	0.024	0.258	0.005	0.230	
	N.	32	32	32	32	32	32	32

\*\* . Significance at 0.01 (2-tailed) \* . Significance at value 0.05 (2-tailed)

X\_1 = Dimension of Personal Competence X\_3 = Positive Acceptance of Change and Secure Relationship Dimension

X\_2 = Trust in One's Instinct Dimension X\_4 = Dimension Control

X\_5 = Spiritual Dimension of Influences

value of productive work behavior, and vice versa. Table 7 indicates that the resilience variables, such as personal competence, trust in one's instinct, positive acceptance of change and secure relationships, control and spiritual influences, have a positive relationship with productive work behavior. The higher these are, the higher their productive work behavior, and vice versa.

### Linear Regression Test

We conducted a simple multiple linear regression test after determining the relationship between the two variables to see the effect of variable IV (resilience) on the DV variable (productive work behavior). We can analyze the effect of resilience on productive work behavior in simple linear regression analysis by observing the results of the R Square or  $R^2$  (0.519) values contained in the SPSS output section of the summary model in Table 8 below.

Table 8  
*Simple Linear Regression Test Model Summary*

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.720a	0.519	0.503	0.3219289599

a. Predictors: (Constant), Resilience

By using the ANOVA test as illustrated Table 9 below, we obtained a significance value of ( $p=0.000$ ;  $p<0.01$ ). The results of the regression equation model are quite significant.

Table 9  
*Simple Linear Regression Test ANOVA*

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.350	1	3.350	32,324	0.000b
	Residual	3.109	30	0.104		
	Total	6.459	31			

a. Dependent Variable: Productive Work Behavior

b. Predictors: (Constant), Resilience

We then added a table of coefficients (Table 10 below) which found that the regression equation is  $Y = 0.982 + 0.728X$ . Table 10 shows a constant value (a) in this study of 0.982, indicating that if the resilience value reaches 0 then the value of productive work behavior will reach 0.982. The value of  $0.728X$  indicates that every increase of 1 in the resilience number will increase productive work



behavior by 0.728, indicating that there is a significant effect of resilience on productive work behavior ( $R^2=0.519$ ,  $B=0.728$ ,  $p=0.000$ ;  $p<0.01$ ). This study ascertained that resilience plays a role in 51.9% of productive work behavior and the remaining 48.1% is influenced by other factors such as employee engagement (Widodo & Sami'an 2013), psychological capital (Maymanah et al., 2018), work stress (Rochmawati & Wardianto, 2020) and organizational climate (Nur Azizah & Gunadi, 2020).

**Table 10**  
*Simple Linear Regression Test Coefficients*

Model	Coefficients		t	Sig.
	Unstandardized Coefficients B	Standardized Coefficients Beta		
(Constant)	0.982	0.534	1,840	0.076
Resilience	0.728	0.128	5.685	0.000

a. Dependent variable: Productive Work Behavior

We also performed a multiple regression analysis to see the effect of each aspect of resilience on productive work behavior, using step the wise method. Based on the results of Table 11 below, it is evident that the correlation value between variables is 0.690. The value of  $R^2$  is 0.477, which means that the personal competence variable has an influence of 47.7% on productive work behavior and 52.3% is influenced by other independent factors.

**Table 11**  
*Multiple Linear Regression Test of Resilience Dimensions on Productive Behavior*

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.690a	0.477	0.459	0.3357188406

Predictors: (Constant), Personal Competence

Table 12 below shows that the significance value of the results of the analysis is ( $p=0.000$ ;  $p<0.1$ ), suggesting that the regression model equation in this study is significant.

Table 12

*Multiple Linear Regression Test of Resilience Dimensions on Productive Behavior ANOVA*

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.078	1	3.078	27,309	0.000b
	Residual	3.381	30	0.113		
	Total	6.459	31			

a. Dependent Variable: Productive Work Behavior

b. Predictors: (Constant), Personal Competence

The results of the coefficients are shown in Table 13, from which the regression equation model  $Y = 1.573 + 0.592X$  is obtained. Of the five aspects of resilience, only personal competence has a significant influence on productive work behavior ( $p = 0.000$ ;  $p < 0.01$ ); it does not seem to be significantly influenced by the other aspects.

Table 13

*Multiple Linear Regression Test of Resilience Dimensions on Productive Behavior*

Model	Coefficients				
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	1.573	0.468		3.359	0.002
Personal Competence	0.592	0.113	0.690	5.226	0.000

Dependent variable: Productive work behavior

## Discussion

The demographic data shows that that 93.7% of the participants were female and 6.3% were male, suggesting that the work of orphanage caregivers is dominated by female workers. Research conducted by Ahdiah (2013) suggests that a woman's traditional role of raising children in Indonesian society makes it easier for them to extend that experience to care for children in orphanages.

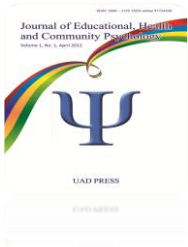
The age distribution of participants is fairly evenly distributed but is dominated by participants who have an age range of 18–30 years at 37.4%. The age range of 50–60 years and >60 years were each represented by 18.7%. We asked several caregivers with an age range >60 years what made them want to work as caregivers. Some of them answered that they saw job as an opportunity to serve God but there were also those who answered that it was because it was a more general life calling.

The demographic data collected above indicates that the salary received by a majority of caregivers is in the range of Rp. 0 – Rp. 5,000,000.00 (62.5%). Some are volunteers or unpaid social workers (31.2%). Even though the salary they receive is below IDR 5,000,000.00, 80% of them still have high resilience. 100% of these workers have a high level of resilience. Unpaid caregivers, often referred to as “volunteers”, maintain a high level of productive work behavior. Some 70% of these volunteer caregivers display high productive work behavior, while 30% are in the moderate category.

These results indicate that the reward system does not seem to have much influence on productive work behavior. The results of this study are not quite in accordance with Kopelman (1986), whose research showed that both paid and unpaid workers equally demonstrated high productive work behavior. However, the results of our research data collection were slightly different. A volunteer from one orphanage helped us find the closest contact for the caretaker in the nearest orphanage. The volunteer gave us several contact names and asked us if we wanted his help to contact the orphanage, showing not only productive work behavior but work exceeding the standard.

There was a significantly positive correlation between the resilience variable and the productive work behavior variable ( $r=0.720$ ,  $p=0.000$ ). It was found that the effect of resilience on productive work behavior in orphanage caregivers in Tangerang amounted to 51.9%, while the remaining 48.1% was influenced by other factors. The hypothesis of this study, that there is a statistically significant effect of resilience on the productive work behavior of caregivers in orphanages in Tangerang, seemed to be supported.

Robbins (1998) states that there are four factors that influence productive work behavior. One of the four factors is personality. “Personality” in this sense is the way in which an individual reacts and



interacts with others in the working environment of an orphanage. This is quite similar in meaning to “resilience”. Resilience is a quality possessed by a person that enables him to deal with situations, events, or problems so that the person can get back up and move forward (Connor & Davidson, 2003). A caregiver’s resilience can certainly influence productive work behavior and decisions.

These results align with several previous studies in other occupations and professions, such as one examining the effect of resilience on employee performance conducted by Octafian (2021) among 71 nurses at the Surabaya Islamic Hospital. This study found that the R-square score was 0.569, indicating that there was an effect of resilience on employee performance of 56.9%, while the other 43.1% was influenced by other independent factors. Other research into the effect of resilience on organizational commitment and organizational citizenship behavior has also been done, such as that conducted by Paul in 2016. The participants of this study were 345 employees of manufacturing companies located in Uttarakhand and Himachal Pradesh in India. The results of this study indicated that resilience has a positive and significant effect on organizational commitment ( $B= 0.26$ ;  $p<0.01$ ) and OCB ( $B= 0.38$ ;  $p<0.01$ ). However, no research has directly discussed the relationship between resilience and productive work behavior, and variables such as employee performance, employee commitment, and OCB.

The multiple linear regression test found that personal competence was the only aspect of resilience that had a significant influence on productive behavior. Those who possess it most strongly can better face the problems that inevitably arise (Connor & Davidson, 2003). The tenacity and high standards that competency creates will affect how that person behaves productively at work. Kopelman (1986) agrees, although he also argues that personal factors are another major influence on productive work behavior.

The other four aspects of resilience—trust in one's instinct, positive acceptance of change and secure relationships, control, and spiritual influences—do not appear to have a significant influence on productive work behavior. This may be because these factors are more focused on how individuals deal with the problems they face, rather than productive work behavior, which is a more general

positive contribution from individuals towards the goals and objectives of the organization (Jex & Britt, 2014)

#### *Other Findings and Novelty*

We conducted additional analysis to see the effect of each aspect of resilience with the two dimensions of productive work behavior. The results show that control (defined as the self-control one has in order to achieve their goals) has a significant effect on effective behavior of 53.9%. Masyita (2016) explained that one of the factors that affect work effectiveness are the characteristics of workers. Self-discipline, another positive asset for a worker, is another product of self-control (Deil, 2015).

Other helpful characteristics of good workers to are honesty, the ability to communicate well, hard work, effective at teamwork, adaptability, and assisting colleagues (Deil, 2015). These characteristics show little compatibility with aspects of resilience such as personal competence, trust in one's instinct, positive acceptance of change and secure relationships, and spiritual influence; therefore, these four dimensions have no significant effect on effective work behavior.

We found that personal competency influences efficient behavior by 31.2%. These results would seem to support the theory of Simanjuntak (2001) that the three main factors that affect work efficiency are individual competence, organizational support, and management support; only personal competence has a significant effect on efficiency at work. Deil (2015) would suggest reasons why the other four stated aspects of resilience have little significant effect on efficient work behavior.

#### **Conclusion**

The purpose of this study was to see whether resilience has a significant effect on the productive work behavior of orphanage caregivers in Tangerang. This study seems to indicate that all aspects of resilience have a strong correlation with productive work behavior. However, personal competence is the aspect of resilience that plays the most significant role in influencing the productive work behavior of orphanage caregivers while the other four parts of resilience have little significant role in

influencing this behavior. Control influences effective behavior, while personal competence influences efficient behavior.

Future research should enlarge the scope of respondents from Tangerang to Jabodetabek. We have contacted more than 15 orphanages in Tangerang both online and offline (paper & pencil), both those based on Christianity, Catholicism and Islam, as well as public orphanages; however, only nine were willing to contribute to this research. Other researchers examining the variables in productive work behavior in non-profit organizations should pay attention to contextualize the item sentences of psychological scale that be used in the research with the unique characteristics of non-profit organizations. Non-profit organizations such as orphanages tend not to have the strict rules that companies that offer goods and services do. It is necessary to develop a measuring tool that can specifically be used in the context of non-profit organizations, such as orphanages, to reflect their daily work behavior.

#### *Implications and Suggestions*

Some of the theoretical benefits of this research into resilience and productive work behavior could be of major importance to the fields of positive psychology and industrial and organizational psychology (particularly within non-profit organizations). While the practical benefits of this research are for the leadership of orphanages, the results of this study can be used to understand the condition of caregivers in orphanages. Understanding the conditions and characteristics caregivers need to overcome obstacles in their daily work could also be of great value to the leadership of these institutions. Caregivers can develop their capacity for resilience, leading to better productivity in the workplace, while leaders and managers of orphanages can create programs such as counselling for employees experiencing difficulty at work or in their private lives. As caregivers are able to improve their resilience, it is expected that their productive work behaviour will also improve.

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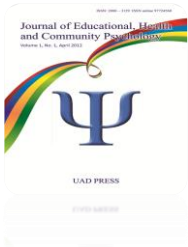
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