

## Employee Resiliencies and Job Satisfaction

Sri W Rahmawati  
Faculty of Psychology  
Tama Jagakarsa University Jakarta  
swrahma@yahoo.com

### Abstract

Resilience research has been found more in clinical setting, social field and educational background. However, the resilience researches related to industrial and organizational are rarely. In the organization, resilience owned by the employee will impact the level of job satisfaction. Resilient employees will develop a particular pattern of problem solving that makes him able to provide optimal contribution to the company. It can be stated that the employee job satisfaction level is suspected influenced by the resilience level.

This study aimed to examine the correlation between the level of of tax consultant's resilience on their perceived level of employee's job satisfaction. The study was conducted on 52 employees who work in a tax consulting firm. The hypothesis of this study is the higher the level of employees' resilience, the higher the employees' job satisfaction level. The Minnesota Satisfaction Questionnaire MSQ was used to measure the level of job satisfaction, and also Wagnild and Young (1993) resilience scale was used to measure the level of employees' resilience. The result show that resilience has positive relationship with job satisfaction level. Conclusions and suggestions of this study are discussed.

**Keywords:** resilience, job satisfaction, quantitative research, employee tax consultants.

### Introduction

The study of job satisfaction attempts to explain employee's behavior in organization. Some employee like their jobs and another were not. According to Spector (Udechukwu, 2008), job satisfaction is simply how people fell about their job and the different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction).

Job satisfaction is simply defined as a person's feelings toward his work and various aspects of the task responsibilities. It is unique and

different for each person. Recent research in job satisfaction has focused its attention to the cognition process that shaping feeling aspects.

There are many factors that affect job satisfaction, either intrinsic or extrinsic. Jernigan, Beggs, and Kohut (2002) stated that the level of employee job satisfaction will reflect the condition of the extent to which they had been treated well by the organization. It may also indicate the employee's emotional state and sense of well-being. The employee's job satisfaction level also affects the functioning of the organization. A high productive employee also reflects a positive function of the organization; and vice versa.

Job satisfaction is influenced by several components, such as: the nature of the work itself, the income received, opportunity for promotion, the benefits, and working conditions (Downes, Thomas, dan Singley, 2002). Satisfaction may encompass components, such as work, play, promotions recognition, benefits, working conditions, that are typically described as event or conditions (Locke, 1976). Other components may include supervisor, coworkers, company and management. Meanwhile, other researchers divide the extrinsic and intrinsic factors. It is based on the idea that job satisfaction is built on the basis of feelings of negative or positive feelings toward one's job (Farkas, 2011)

Intrinsic factors can be seen from satisfaction in finish the job and the opportunity to self-actualize on the job handled. While extrinsic factors, can be seen in satisfaction of income and the compensation received. Sommer, Samantha, Amy (2009) mentioned that intrinsic factors related to the attributes of the work itself, while extrinsic factors are a person's feelings toward the work situation that are external.

The researchers also noted that the intrinsic factor will make a person feel more satisfied with their jobs and committed in their duties, compared with extrinsic factors. However, other researchers suggest that both of these factors are interacts to a person's job satisfaction.

Lok and Crawford (2001) stated there are at least 6 (six) aspects that would foster job satisfaction. Those aspects are workers mentality who like a challenging job; personal interest in the work

undertaken; lack of physical load on the job; income received in line with the workers aspirations; dignity of workers engaged in it; and conditions of employment that in line with expectations. However, some contemporary researchers have conceptualized job satisfaction as either intrinsic or extrinsic. Intrinsic job satisfaction reflects the employee actually performing the work and feeling of accomplishment and self-actualization experienced by the employee (Brislin, 1993). Meanwhile extrinsic job satisfaction refers to the rewards extended to an individual by the organization, which may be any form of compensation and job security (Brislin, 1993)

Rynes et.al. (2004) conclusions, in agreement with Burke et.al. (1991) research, noted that results revealed that intrinsic factors, rather than extrinsic factors, such as pay, tend to be predictive of career satisfaction and desire to stay on the job. Other researches further added, thus when intrinsic and extrinsic job satisfaction are examined together, it appears that intrinsic job satisfaction has play more significant role in predicting actual turnover behavior than extrinsic job satisfaction (Downes, Thomas, and Singley, 2002). One of intrinsic factors that related to job satisfaction is resilience.

Nowadays, working demands in various fields are more robust and growing, include the jobs in the services sector. As a field that demands high professionalism attitude, a tax consulting firm facing a variety of challenges to be able to keep their employees resilience in order to maintaining the services provided and the quality of the resulting performance.

In the organization, resilience owned by the employee will impact the level of job satisfaction (Moosavi, 2011). Resilient employees will develop a particular pattern of problem solving that makes him able to provide optimal contribution to the company. It can be stated that the employee job satisfaction level is suspected influenced by the resilience level.

Employees who work in the high quality demands job field are expected to have certain work attitudes to maintain its performance in the long term. High job demands conditions inevitably make people feel depressed. Resilience is the ability to manage stress and cope with difficult issues successfully through the process of adaptation to the demands of the task (Henderson & Milestein, 2003; Wagnild & Young, 1993). Resilience is also viewed as a persistent personality factors (Tugade & Frederick, 2004). On the other hand, resilience also can be formed and grown in a person (Luthans, et. al., 2008; Wagnild & Young, 1993). This resilience factors will also affect many things.

With resilience a person will develop at least three attitudes: commitment, control and ability to face challenges (Garmezy, 1991). A person who has these three attitudes will remain viable when faced with stressful situations, as well as changing the pressing situation into an opportunity to achieve success.

Study on adult resilience is increasing in line with pressure escalation on the work organization. The concept of resilience that was originally developed in the clinical realm, nowadays are not only applied to the clinical field, but

also educational, social, industrial fields and organizations nowadays. In organizations, for example, if an employee can handle the task pressure that occurs, he will have a stronger condition of psychological well-being. Resilience employees are able to adapt with the changes and still maintain its performance even though the situation is considered as unfavorable (Garmezy, 1991).

The purpose of this study was to examine the relationship between resilience with employee's job satisfaction levels.

Hypothesis:

Resilience has positive relationship to the level of employee's job satisfaction.

## **Method**

### *Subjects*

52 employees (23 men and 29 women) involved in the study. Currently they are working as an employee in a tax consulting firm. Their age range was 25-50 years with tenure ranging from 1 year to 13 years. Samples were determined through incidental techniques.

### *Instrument*

Job satisfaction questionnaire used in this study was taken from the Minnesota Satisfaction Questionnaire/MSQ (Weiss, Dawis, England, Lofquist, 2002, in Udechukwu, 2008). Designed with a 5-point Likert scale consisting of options

ranging “very dissatisfied” to “very satisfied”. Analysis factor of the questionnaire is measuring two things: intrinsic and extrinsic factors of job satisfaction. Reliability estimation stands at 0.92.

Meanwhile Wagnild and Young (1993) developed a scale measuring resilience made for clinical settings which has proven validity and reliability levels. This questionnaire measured two things: personal competence and acceptance of self and life. In the five studies that have been conducted, the reliability ranged from 0.76 to 0.90. The scale consists of 7 range of options, ranging from strongly disagree, to strongly agree.

*Procedure*

After obtaining permission from the relevant parties, researchers gave employee job satisfaction and resilience scale questionnaires to 52 participants. Participants filled out the questionnaires, and return it to the researcher. The data then processed using the SPSS 17 software research.

**Results**

The data in Table 1 shows that the average value of the female employees resilience was slightly higher (mean = 64.59) compared with the average value of male employees resilience (mean = 64.09). Standard deviation value of the male employees also look higher than women. This score indicates that the resilience of the male employees were more diverse than female employees.

Tabel 1  
*Group Statistics: Resilience*

Gender	N	Mean	Standard Deviation	Standard Error Mean
Male	23	64.09	5.632	1.174
Female	29	64.59	4.005	.744

Meanwhile the data in Table 2 shown that the average value of women employees job satisfaction was also slightly higher (mean = 74.72) compared with the average value of male employees job satisfaction (mean = 74.61). However, the value of the standard deviation of the male employees were also higher than the value of the standard deviation of female employees (SD male employees = 7,285> SD female employees = 5,873). This means that the variation in the value of job satisfaction on male employees were more diverse than the female employees

Tabel 2  
*Group Statistics: Job Satisfaction*

Gender	N	Mean	Standard Deviation	Standard Error Mean
Male	23	74.61	7.285	1.519
Female	29	74.72	5.873	1.091

Table 3 shows that the average value of resilience is 64.37 (the lowest average value on this scale is 17, while the highest average value is 85). On job satisfaction scale, the average values obtained at 74.67 (the lowest minimum average value is 20; and the highest average value is 100).

Tabel 3  
*Descriptive Statistics*

	Mean	Standart Deviation	N
Resilience	64.37	4.749	52
Job Satisfaction	74.67	6.468	52

Table 4 shows the result of main data analysis of this study. This finding indicates that there is a significant correlation between the resiliency variables to job satisfaction variables at 0.01 level. The correlation stands at  $r = 0.366$ . This means that the higher the level of employee resilience, the higher the level of employee job satisfaction. These results prove the hypothesis raised by researchers, that the resilience variables have been associated with job satisfaction variables.

Tabel 4  
*Correlations*

		Resilience	Job Satisfaction
Resilience	Pearson Correlation Sig. (2-tailed)	1	.366 ** 0.08
Job Satisfaction	Pearson Correlation Sig. (2-tailed)	.366 ** 0.08	1
	N		52

\*\* .01 level (2-tailed).

## Discussion

This study aims to determine the relationship between resilience towards employee's job satisfaction. Increasing heavy demands of work with a strong level of competition among employees, makes tax consultant professional services need to be upheld. The toughness of employees becomes an important factor to maintain job satisfaction in order to maintain the services. It include maintaining the quality of the resulting performance. Resilience will have an impact on a many things, like job performance, employee job commitment, including the level of employee job satisfaction. With good level of resilience, the tax consulting firm can maintain the quality of its services to customers. Positive response from the customer makes the employees feel comfort. It will be impact to job satisfaction in organization. It can be predicted, when the employee feel satisfy, it can be minimalized to move to another firm. In general the high tax experts turnover is one of the issues on the types of these services.

Farkas (2001) has suggested that higher job satisfaction may positively impact work performance. Michaels and Spector (Udechukwu, 2008) conclude that organizational and individual factors lead to job satisfaction. Result of this research in line with Randolph and Johnson's (Udechukwu, 2008) conclusion, who noted the important of intrinsic factor of employee to job satisfaction. The study about resilience to job satisfaction is still found rare. While as an intrinsic factor, the resilience is a component that should be considered to predict, even maintaining employee satisfaction when

faces pressing task situation with the demands of high quality work.

The results of this research showed a positive correlation between resilience and job satisfaction. This is in line with several previous studies, particularly those focused on intrinsic factors that can maintain employee performance and job satisfaction they feel. In several researches, resilience is a part of internal individual force that effects job satisfaction. The construct is called PsyCap (*psychological capital*). The construct of PsyCap (Luthans et al., 2008) is largely drawn from the theory and research of positive psychology (Seligman, 1998). Its focus is on people's strength and how they can grow and thrive in the workplace. It has been defined as an individual's positive psychological state that is characterized by four personal qualities, namely efficacy, optimism, hope, and resilience. In other research, results showed that higher PsyCap was indeed negatively related to burnout and positively to job satisfaction (Cheung, Tang and Tang, 2011).

## Conclusions

Resilience is a unique work characteristic of human service employees. Identifying factors that can increase the positive outcome of performing job satisfaction have a theoretical and practical importance for employees and their organization. Results showed that higher resilience was indeed positively related to job satisfaction. This finding was generally in line with earlier studies that show that various dimensions of psychological capital/

*psycap* (resilience is one of them) are related to job satisfaction, in both Western (Luthans et al., 2008) and Chinese employees (Cheung, Tang, and Tang, 2011).

## Limitations

This study has several limitations that should be taken into consideration. First, that "construct validation is a never-ending process", so it is stressed that this study has functioned as the preliminary examination into the structure, reliability, and validity of the resilience. The study of resiliency in the workplace is still in its infancy, and therefore considerable ground must be covered by future research in the continuing effort to accumulate evidence for the validity and use of this construct.

Second, especially with regard to a resilience related to the job satisfaction, also still needs to explore risk factors and protective factors, thus providing a more comprehensive description to be able to predict the resilience contribution to an organization.

Third, participants were surveyed at a single time point, and thus conclusion about causes and effects could not be made. Longitudinal designs should be employed to examine the temporary associations between resilience and job satisfaction.

Forth, this study relied on self-reports of participants regarding resilience and job satisfaction. Common method variance might have affected the strength of observed relationships (Podsakoff, MacKenzie, & Podsakoff, 2003). Therefore,

to tackle the potential problem of self-reports method, future studies should consider including data from other sources (e.g., supervisors, coworkers) as external validation.

Fifth, the underlying dimension of resilience construct are still under discussion. There are a number of potential human strengths that may also be important in the research on positive organizational behavior, such as creativity, flow, humor, gratitude, forgiveness, and spirituality. Future studies can explore how these human strengths influence the associations between job satisfaction and outcomes.

### *Implication*

This study shows that resilience is an important personal resources in the association with job

satisfaction. These results provide important insights on various human resources practices, such as personnel selection of job candidates and training workshop for job incumbents. For example, organizations can assess the level of resilience in personnel selection with standard written tests. With the availability of psychometrically sound measurement scales, such as the Resilience Scale (Wagnild and Young, 1993), organizations could select job candidates with positive personal qualities for their organizations. Furthermore, organization can assist employees to enhance their resilience by providing training workshops. According to Luthans et al. (2008), a key feature of resilience is that it is malleable and open to development. Therefore, enhancing employees' resilience provides a potentially rewarding strategy to increase the outcome of job satisfaction.

### **References**

- Brislin, R (1993). *Understanding cultuer's influence on behavior*. Fort Worth: Haracourt Brace College Publishers.
- Burke, P.J., Reitzes, D.C. (1991). An identity approach to commitment. *Social Psychology Quartely*, 54, 239-251.
- Cheung, F., Tang, C. S., & Tang, S. (2011). Psychological capital as a moderator between emotional labor, burnout, and job satisfaction among school teachers in China. *International Journal of Stress Management*, 18(4), 348-371.
- Downes, M., Thomas, A.S & Singley, R.B (2002). Predicting Expatriate Job Satisfaction. The Role of Firm Internationalization. *Career Development International*, 7, 24-36.
- Farkas, M. A. (2011). Correlational officers. what factors influence work attitudes? *Management Quarterly*, 51, 20-26.
- Garmezy, N. (1991). Resiliency and Vulerability to adverse developmental outcomes associated with poverty. *American Behavioral Scientist*, 34(4), 416-430.

- Henderson, N, & Milstein, M.M. (2003). *Resiliency in schools: Making it happen for students and educators* (2<sup>nd</sup> ed.). Thousand Oaks, CA: Corwin Press, Inc.
- Sommer, Samantha, Amy (2009). *The Impact of Leadership on team member affects cognition, resilience and performance*. Proquest Dissertation and Theses. 2009.
- Jernigan, I. E., III., Beggs, J.M., & Kohut, G.F. (2002). Dimensions of work satisfaction as predictors of commitment style. *Journal of Managerial Psychology*, 17(7/), 564-579.
- Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunette (Ed). *Handbook of Industrial and Organizational Psychology*. (pp.1297-1350). Chicago: Rand Mc Nally.
- Lok, P., & Crawford. J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*. 16(7), 594-613.
- Luthans, F., Norman, S.M., Avolio, B.J., & Avey, J.B. (2008). The mediating role of psychological capital in the supportive organizational climate-employee performance relationship. *Journal of Organizational Behavior*, 29, 219-238.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral reserach: A critival review of the literature and recommended remedies. In *Journal of Applied Psychology*, Vol. 8, No. 5, 879-903.
- Rynes, S.L., Gerhart, B., & Minette, K.A (2004). The importance of pay employee motivation: Discrepancies between what people say and what they do. *Human Resource Management*, 43, 381-394.
- Seligman, M. E. P. (1998). *Learned optimism*. New York, NY: Pocket Books.
- Siu, O. L., Chow, S. L., Phillips, D. R., Lin, L., Ng, Y. W., & Ho, L. S. (Eds.) (2006). *Happiness and public policy: Theory, case studies and implications*. New York, NY: Palgrave Macmillan.
- Tugade, M. M., & Fredericsson, B. L. (2004). Resilient Individuals user positive emotions to bounce back from negative emotional experiences. *Journal of Personality and Social Psychology*, 86(2), 320-333.
- Udechukwu., I. I. (2008). *The relationship between job satisfaction, organizational commitment, intentions to quit, and perceived alternative employment in the asesment of employee turnover: a study on correctional officer*. Unpublished Theses. Wayne Huizzenga School of Business and Entrepreneurship.
- Wagnild, G. M., & Young, H. M. (1993). Development and psychometric evaluation of the Resilience Scale. *Journal of Nursing Measure*, 1, 165-178.
- Moosavi, E. A. (2011). Resiliency and attributional style as predictor of mental health in factory workers. In Yulianto, A. (Ed.), *The international conference on psychology of resilience*. Depok: LPSP3 UI.
- Yulianto, A. (2011). *The international conference on psychology of resilience*. Depok: LPSP3 UI.