FACTORS INFLUENCING RESILIENCE IN STATE CIVIL APPARATUS: LITERATURE REVIEW

Nurul Mukhlishah[1], Suhadianto[2]
Universitas 17 Agustus 1945 Surabaya[1,2]
Jl. Semolowaru No.45, Menur Pumpungan, Kec. Sukolilo, Surabaya, Jawa Timur, Indonesia

nurulmukhlishah@gmail.com[1]
suhadianto@untag-sby.ac.id[2]

ABSTRACT

This article is a literature review that aims to identify and summarize the factors that influence resilience in State Civil Apparatus (ASN) in Indonesia. In facing the dynamics of bureaucratic work and high demands for public services, ASN are required to have adequate adaptive capacity. Resilience as psychological capital is not only influenced by internal factors such as a strong personality, emotional regulation, and intrinsic motivation, but also highly dependent on external factors such as organizational culture, social support, and flexible work systems. Through a systematic approach to seven empirical articles in the 2015–2025 period, it was found that the interaction between the two factors is very important in forming ASN resilience. This article concludes that increasing ASN resilience requires holistic interventions, both in terms of strengthening individual psychology and improving organizational structures. The results of this review provide practical implications for the development of resilience training policies, soft skills development, and the creation of a supportive work culture. These findings are expected to be the basis for developing a resilient and adaptive ASN management strategy in facing the era of digital transformation.
Keywords: resilience; state civil apparatus; employee

INTRODUCTION

ASN (State Civil Apparatus) in Indonesia are currently facing increasingly complex work dynamics along with the development of bureaucracy and increasing demands for high public services. ASN must adapt to regulatory changes and digitalization of services, which have the potential to cause extra workload and chronic stress (Azhar & Iriani, 2021). Tight bureaucratic pressure and high performance targets increase the risk of psychological instability, so adequate adaptability is needed (Azhar & Iriani, 2021). According to Azizi (2024), organizational culture and ASN resilience greatly affect the overall performance of the organization, where resilience also has an impact on employee commitment as a mediating variable. Without sufficient resilience, ASN are at risk of experiencing decreased productivity, work fatigue, and the intention to leave work as a consequence of prolonged stress. This condition shows that resilience is not only important for individual well-being, but also vital for the ongoing effectiveness of public organizations. Therefore, a deep understanding of the factors that shape ASN resilience is crucial in maintaining the quality of performance and welfare of civil servants.

Resilience is generally defined as an individual's ability to survive and bounce back when faced with pressure or difficult situations. In an organizational context, resilience can be considered as psychological capital that allows ASN to remain productive despite facing high work challenges. Aji and Kristinawati (2022) emphasized that effective emotional regulation plays a significant role in increasing resilience, especially during crisis conditions such as the COVID-19 pandemic. Purnomosidi and Patria (2025) gave an example that factory employees who have high levels of resilience are able to manage work stress well and do not get caught up in negative emotional reactions. This definition emphasizes that resilience includes interrelated cognitive, affective, and behavioral aspects. For ASN, the dimensions of resilience include the ability to communicate effectively, manage workload, and maintain emotional balance when faced with complex bureaucratic tasks (Nasution & Rizky, 2024). Thus, building resilience is a key strategy to improve the quality of life and work performance of ASN.

However, there are still significant challenges related to ASN readiness in building resilience. Azizi's study (2024) shows that although organizational culture and resilience have a positive effect on performance, there are groups of ASN who do not yet have optimal resilience capabilities so that employee commitment decreases. In addition, digital transformation requires rapid adaptation to new technologies, but digital readiness and resilience are not evenly distributed among ASN. Apriawal (2022) describes that

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employees who face the issue of termination of employment need resilience to bounce back, and although the context is different, this is relevant to describe the work pressure that can arise suddenly. This pressure can be in the form of sudden changes in employee policies, strict performance evaluations, or demands for high public service ethics. Purnomosidi and Patria (2025) added that although ASN are relatively safer from the risk of layoffs, work pressure in government agencies still requires good stress management skills. This condition raises the need to identify effective coping strategies so that ASN can maintain psychological balance in the workplace.

Several studies have identified various factors that influence resilience. (Amada et al., (2025) found that hardiness is positively correlated with resilience, where resilient individuals tend to see difficult situations as challenges and opportunities for self-development. Azizi (2024) emphasized that supportive organizational culture, inclusive leadership, and employee commitment act as mediators in the relationship between resilience and organizational performance. Aji and Kristinawati, (2022) also included appropriate emotional regulation as an element that increases employee resilience, especially when facing acute stress or crises such as a pandemic. Research on factories by Purnomosidi and Patria (2025) showed that external factors such as social support, flexibility of company policies, and availability of psychological resources also support the formation of resilience. Amalia et al., (2024) on SMEs highlighted that individual readiness as part of the resilience factor is very important in digital adaptation, which is also relevant for ASN in the e-government era. Therefore, both internal factors (personality, emotional regulation) and external factors (organizational support, work culture) synergize in forming ASN resilience.

ASN have unique work characteristics compared to private employees, especially in terms of job stability, bureaucracy, and public service objectives that must be met. Azizi (2024) studied ASN at the Tangerang City Regional Secretariat and found that although ASN are relatively protected by job security, they still experience pressure from ethical demands and performance targets. Rigid bureaucratic regulations and procedures are often unique stressors, such as sudden job transfers or strict performance audits. Purnomosidi and Patria (2025) added that the context of work with strong regulations gives rise to the need for resilience combined with compliance with the rules. For ASN, in addition to following government procedures, they must also maintain the image of the agency in the eyes of the public, adding to the psychological burden on the civil service environment. In addition, ASN are often required to uphold integrity and political neutrality, which can lead

to internal conflict when government policies change rapidly. Therefore, studies on ASN resilience must consider the characteristics of government bureaucracy and the public responsibility inherent in this profession.

Although there have been several studies on resilience in various types of employees such as contract employees (Amada et al., 2025), factory employees (Purnomosidi & Patria, 2025), and employees who have been laid off (Apriawal, 2022), studies that specifically summarize resilience factors in ASN comprehensively are still very limited. These studies tend to emphasize the context of the private sector or certain crisis situations, so generalizations to ASN as workers in the public sector still need to be explored in more depth. Azizi (2024) does highlight the importance of organizational culture and employee commitment in shaping ASN resilience, but there has been no systematic review that combines findings from various dimensions (personality, culture, emotional regulation, social support). Amalia et al., (2024) on SMEs provide insight into individual readiness to face digitalization, which is relevant for ASN in the e-government era, but does not specifically discuss government bureaucracy. The absence of a literature review focused on ASN has resulted in an understanding of appropriate interventions such as resilience training programs or mental support policies being less than optimal in the government environment. Therefore, there is an urgent need to summarize and synthesize relevant research results in order to obtain a holistic picture of ASN resilience factors.

Based on these gaps, the main objective of this literature review article is to analyze and summarize the factors that influence resilience in ASN in Indonesia. Specifically, this review will cover the dimensions of resilient personality (Amada et al., 2025), organizational culture and employee commitment (Azizi, 2024), emotional regulation (Aji & Kristinawati, 2022), and social support and other external conditions (Apriawal, 2022; Purnomosidi & Patria, 2025). In addition, this article will identify research gaps that still exist in the literature related to the implementation of resilience coaching programs in government agencies. It is hoped that the results of the review can be the basis for policy recommendations, such as the design of resilience training, psychological support programs, or modifications to organizational culture that are conducive to ASN. By combining empirical findings from various contexts, readers are expected to gain a comprehensive picture of the key factors that need to be considered in building ASN resilience. This comprehensive approach will also direct further research to focus more on the needs of ASN in the era of digital government transformation. Thus, this article

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becomes the initial foundation in understanding and improving ASN resilience in order to achieve better public performance.

METHOD

This study uses a systematic literature review design to identify, evaluate, and synthesize empirical findings that discuss factors that influence resilience in State Civil Apparatus (ASN) in Indonesia. A systematic approach was chosen so that the selection and analysis process of articles is carried out transparently, replication can be carried out by other researchers, and the quality of the review results is maintained. The procedure for collecting and selecting articles is compiled referring to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines which are commonly used in systematic reviews. The main focus of this study is to identify both internal factors (e.g. personality, emotional regulation) and external factors (such as organizational culture and social support) that have been shown to influence ASN resilience. In addition, this method also aims to find gaps in the literature as well as potential theoretical and practical contributions from previous studies. The review process was carried out independently by two researchers, and any differences of opinion were resolved through discussion and consensus. Thus, this method allows for an in-depth and systematic synthesis of relevant literature.

The article search was conducted in May 2025 through three main databases, namely Scopus, PubMed, and Google Scholar. The keywords used in the search included the terms "resilience" or "resiliensi", "ASN", "civil servants", "pegawai negeri", and supporting terms such as "faktor" and "factors". These keywords were combined using Boolean operators such as AND and OR to obtain a broad and relevant range of results. The search was limited to publications between 2015 and 2025, to ensure that the study results reflect the latest conditions and approaches. In addition, the publications included only came from Indonesian and English-language articles, and were selected based on their ability to provide theoretical or practical contributions in the context of ASN resilience. All search results were then exported to reference management software for the process of deduplication and further filtering. This process ensures that the articles that enter the analysis stage are truly unique and relevant to the focus of the study.

The study selection process was conducted in two main stages: title-abstract screening and full-text review. In the first stage, two researchers independently read the titles and abstracts of articles to evaluate whether the publications met the initial inclusion

criteria. Articles that were not relevant to the topic of resilience in ASN, did not present empirical data, or were outside the context of public service were immediately excluded. Next, articles that passed the first stage were analyzed in more detail by reading the full text to ensure that they were in line with the focus and scope of the review. In this process, inclusion and exclusion criteria that had been previously determined and agreed upon by the researchers were used. These criteria covered various aspects such as the population studied, the type of study, the main variables discussed, and the language of the publication. This selection process aimed to keep the focus of the study on issues that were truly relevant and methodologically sound.

The inclusion and exclusion criteria are outlined in Table 1. The studies included in this review were empirical articles, both quantitative and qualitative, that examined resilience in ASN or government employees in Indonesia. Publications must have been published in peer-reviewed scientific journals and were within the last ten years (2015–2025). Articles that only discussed performance without explicitly discussing resilience, were written in languages other than English or Indonesian, and were in the form of undergraduate theses, dissertations, or internal reports that were not officially published, were excluded from the review. By using these criteria, researchers can ensure that the synthesis results are sourced from relevant, current, and credible literature. In addition, this selection process helps limit bias that may arise from the inclusion of articles with weak methodology or inappropriate context. All of these criteria are designed to produce a comprehensive yet focused review.

After the selection process was completed, data extraction was carried out from each selected article. The data collected included general information such as author name, year of publication, and study title; methodology such as type of approach, sample size, and measurement instrument; and variables related to resilience, both internal and external. In addition, each study was evaluated to record key findings that support or explain the relationship between these factors and the level of resilience in ASN. The extraction process was carried out independently by two researchers to ensure the validity and reliability of the data collected. If there were differences in the extraction results, discussions were held to reach a common consensus. This approach helps maintain objectivity and accuracy in compiling the final synthesis of findings.

Next, all extracted data were analyzed using a thematic approach. The factors found were then categorized based on their dimensions: internal factors such as resilient personality, emotional regulation, and intrinsic motivation; and external factors such as

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organizational culture, social support, and institutional policies. These categories make it easier to group findings and compare them between articles, both in terms of methodology and the suitability of the results. The analysis also includes identifying consistencies or differences between study results, so that common threads can be drawn from diverse literature. In addition, this process also helps to find research gaps that can be the direction of further studies. With this analysis, it is hoped that a more comprehensive understanding can be obtained of how ASN resilience is formed and influenced by various aspects. These findings will be further detailed in the results and discussion sections.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Type of Study	Quantitative and qualitative empirical studies examining the resilience of state civil apparatus or public employees.	Conceptual study without empirical data; opinion; editorial
Population	state civil apparatus or government employees in Indonesia	Private employees or non-employee population
Language	English and Bahasa Indonesia	Other Language
Publication Year	2015–2025	Before 2015
Focus Variable	Factors that influence resilience (personality, organizational culture, social support, emotional regulation, etc.)	Other topics such as performance without any relation to resilience
Type of Publication	Peer-reviewed Journal, proceeding conference	Thesis, dissertation, non-peer-reviewed report

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│                 Identification                  │
│     Total articles found from database: 33      │
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│                   Screening                     │
│    Articles filtered by abstract and title: 33  │
│  Irrelevant/off topic articles: 24 Remaining    │
│                 Article: 9                      │
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┌─────────────────────────────────────────────────┐
│                  Eligibility                    │
│        Articles read in full text: 9            │
│  Articles not meeting methodological or focus   │
│                criteria: 2                      │
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│                   Inclusion                     │
│  Articles that met the final criteria for       │
│                analysis: 7                      │
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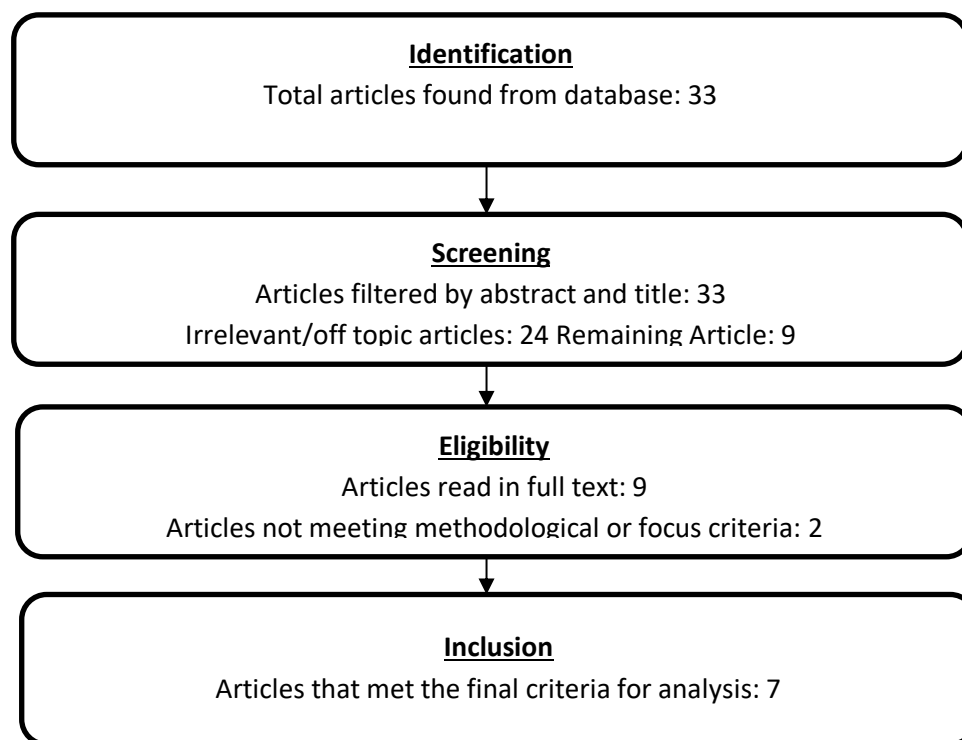
Figure 1. PRISMA diagram

RESULT

external factors that complement each other in influencing an individual's ability to deal with work pressure. Internal factors include a resilient personality (hardiness), emotional regulation, and intrinsic motivation, all of which play a role in forming an individual's basic psychological resilience (Aji & Kristinawati, 2022; Amada et al., 2025). Meanwhile, external factors include a supportive organizational culture, social support from superiors and coworkers, and institutional policies that are responsive to employee needs (Azizi, 2024; Purnomosidi & Patria, 2025). ASN who have a resilient personality, are able to regulate emotions effectively, and feel supported by their work environment, tend to be better prepared to face the demands of a dynamic bureaucracy. The studies reviewed show that there is no single dominant factor that stands alone, but rather individual resilience is formed from the synergy between personal psychological capital and the quality of the work environment (Luthans et al., 2006). In the context of public service, strengthening these two dimensions is important so that ASN are not only able to survive mentally, but also remain productive, adaptive, and ethical in carrying out their duties.

One of the main internal factors that contribute to ASN resilience is a tough personality or hardiness. This personality is characterized by three characteristics:

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commitment, control, and challenge, which allow individuals to persist and adapt in stressful work situations (Kobasa, 1979). ASN with a high level of hardiness tend to have the belief that they are able to control the situation and see stress as a challenge, not a threat. A study by Amada et al., (2025) showed that government contract employees who have a tough personality tend to show higher levels of resilience than those who do not. In the context of a bureaucracy full of rules and work targets, this personality is an important psychological asset that supports ASN in dealing with policy changes, administrative burdens, and public pressure. In addition, hardiness can be developed through training and work experience that build positive perceptions of stress and failure. Therefore, strengthening a tough personality needs to be part of the human resource management strategy in the public sector.

Another internal factor that contributes to ASN resilience is the ability to regulate emotions, namely the individual's capacity to manage, express, and adjust emotional responses to environmental demands (Paulana et al., 2021). In ASN work that involves interaction with the community and strategic decision-making, this ability is very important to maintain mental balance and work effectiveness. Aji and Kristinawati (2022) found that ASN who were able to manage their emotions well showed stronger resilience during the COVID-19 pandemic, especially when having to adapt to changes in the work system. Adaptive emotional regulation allows individuals to remain calm under pressure, think rationally in conflict, and avoid impulsive reactions that can be detrimental to themselves and the organization (Sahidin & Faradiba, 2022). On the other hand, the inability to regulate emotions can exacerbate the impact of stress and reduce a person's adaptive capacity. Therefore, the development of emotional regulation skills through psychological training and work mentoring is very relevant to strengthening ASN resilience in the long term. This can also help improve the quality of public services, especially in situations of crisis or conflict with the community.

In addition to hardiness and emotional regulation, intrinsic motivation is an internal factor that supports the formation of resilience. This motivation comes from an individual's internal drive to work based on meaning, purpose, or personal satisfaction, not merely external rewards (Lutfiah et al., 2022). ASN who have intrinsic motivation tend to be more persistent in completing tasks, do not give up easily when facing obstacles, and are better able to find meaning in their work. Apriawal, (2022), in his study of employees who experienced termination of employment, found that individuals who could find meaning in their work were better able to recover from emotional stress and rebuild their work

motivation. In the context of ASN, this motivation is very important because work in the public sector is often not accompanied by high material incentives, but rather demands dedication and social responsibility. When ASN feel that their work makes a real contribution to society, they tend to show higher resilience in facing bureaucratic and political challenges. Therefore, ASN development strategies need to create reflective space and strengthen public service values to maintain and increase employee intrinsic motivation.

The existence of these internal factors does not stand alone, but rather reinforces each other in forming a strong psychological foundation. ASN who have a strong personality, are able to regulate their emotions well, and are intrinsically motivated will have an advantage in managing work pressure, making decisions in uncertain conditions, and maintaining a balance between professional demands and mental health. Luthans et al., (2006) refer to the combination of self-efficacy, optimism, hope, and resilience as psychological capital that can be developed and utilized to improve organizational performance. In practice, the development of this psychological capital can be facilitated through training, coaching, mentoring, and work experience-based learning. Thus, investment in ASN internal factors not only increases individual capacity, but also strengthens the resilience of public organizations as a whole. Therefore, it is important for government agencies not only to focus on structural and technical aspects, but also to pay attention to the psychological aspects of employees as a basis for building an adaptive, productive, and sustainable bureaucracy.

Resilience in ASN is not only determined by personal characteristics, but is also greatly influenced by external factors. One of the main factors is organizational culture, which can create a supportive work environment and encourage mental resilience. A positive organizational culture reflects values, norms, and practices that build a sense of security and mutual trust between employees. In a study by Azizi (2024), it was found that organizational culture has a significant effect on organizational resilience which then has an impact on improving ASN performance. This shows that a conducive work atmosphere can improve ASN's ability to deal with work pressure. Organizations that are able to create shared values can strengthen individual adaptation to change. Therefore, structural interventions based on work culture can be an important strategy in strengthening ASN resilience.

In addition to organizational culture, employee commitment is also an important external element that strengthens resilience. Organizational commitment describes the

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level of emotional and psychological attachment of ASN to the institution where they work. When ASN feel they have an important role in achieving organizational goals, they are better able to recover from stress and failure. A study by (Mulya et al., 2023) stated that employee commitment mediates the relationship between organizational culture and organizational resilience, which leads to increased performance. This commitment is not formed individually, but is influenced by the support and systems built by the organization. Support in the form of awards, training, and clarity of work roles plays a role in strengthening employee engagement. Thus, the organization plays an active role in building ASN resilience by increasing commitment.

Social support from the work environment is also a significant external factor in shaping employee resilience. This support includes attention, emotional assistance, and information from superiors, coworkers, or even the social environment outside the organization (Santoso & Setiawan, 2018). In a study by Amalia et al., (2024), social support was found to be one of the main contributors to the level of resilience of non-permanent employees facing the threat of termination of employment. Social support provides a feeling of being accepted and appreciated, which helps individuals to stay calm and think clearly when facing pressure. A sense of belonging to the work community also increases motivation to persist and recover from difficult situations. In addition, open communication between employees strengthens team cohesion in facing challenges. Therefore, organizations should encourage a supportive social climate in the workplace.

Other external factors that contribute to resilience are the structure of work processes and the use of technology in the organization. Research by (Duchek, 2020) shows that the level of individual employee resilience, especially in terms of emotional regulation and self-efficacy, plays a positive role in maintaining work stability and readiness to face pressure and change in a dynamic work environment. High resilience skills in employees, as found in this study, have the potential to be important capital for organizations in facing the challenges of change, including digital transformation in the future Taufik et al., (2023). Although the study focused on employees, these findings are relevant for State Civil Apparatus (ASN) faced with the dynamics of an ever-evolving bureaucracy, especially after the COVID-19 pandemic which drove significant changes in the work system. The implementation of more flexible work schemes such as Work from Home (WFH) and optimization of digital technology have been shown to increase the efficiency and ability of ASN to adapt to changes in the work environment (Widyastuti et al., 2023). Meanwhile, technology that supports the work system can reduce excessive manual work pressure

(Huang & Rust, 2017). Public organizations that integrate technology and adaptive processes will create a resilient and robust work environment. Thus, modern organizational design also becomes the foundation of ASN resilience in the digital era.

ASN resilience is formed through dynamic interactions between internal and external factors. Internal factors such as a resilient personality, emotional regulation, and self-esteem act as an individual's psychological capital in dealing with work pressure (Aji & Kristinawati, 2022; Amada et al., 2025). However, the strength of internal factors will not be optimal without the support of external factors such as organizational culture, employee commitment, and a supportive work environment (Azizi, 2024). A positive work environment can strengthen an individual's self-confidence to survive in difficult situations and accelerate the recovery process from stress. Conversely, in unsupportive organizational conditions, even individuals with high personal resilience can experience burnout. This shows that resilience is the result of a systemic process that involves individuals and their organizations simultaneously. This interaction is important to understand so that strengthening resilience is not only the responsibility of individuals, but also becomes the structural responsibility of the organization.

Understanding the synergy between internal and external resilience factors provides an important basis for designing ASN development strategies. Public organizations need to develop policies and programs that not only improve technical competence but also support the strengthening of psychological aspects such as employee emotional regulation and self-confidence (Aji & Kristinawati, 2022). This can be done through soft skills training, psychological guidance, and character development programs. In addition, strengthening a collaborative organizational culture and transparent work management must be a priority to create a supportive work environment (Azizi, 2024). Social support from colleagues and superiors also needs to be facilitated so that ASN feel that they are not alone in facing work challenges (Amada et al., 2025). Thus, the development of resilient ASN must be holistic—combining individual and structural approaches in a balanced manner. This strategy not only increases employee resilience personally but also strengthens the organization's capacity to face the dynamics of change.

CONCLUSION

ASN resilience is the result of a complex interaction between internal and external factors that form psychological resilience in dealing with bureaucratic work pressures. Internal factors such as a resilient personality, emotional regulation, and intrinsic motivation function as psychological capital that allows individuals to remain productive

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and adaptive in challenging situations. Meanwhile, external factors such as organizational culture, social support, flexible work systems, and employee commitment significantly strengthen this resilience. The studies reviewed in this article confirm that there is no single dominant factor, but rather the synergy between the two that plays an important role in forming resilience. Therefore, the strategy for increasing ASN resilience must be comprehensive, including a personal development approach and structural reform. Systematic strengthening of resilience will help ASN be better prepared to face the transformation of digital government and the pressures of increasingly complex public services. With this approach, government agencies can form an adaptive, resilient, and sustainable bureaucracy.

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