

EMPLOYEE RESILIENCE AND PERFORMANCE: EXAMINING ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS A MEDIATOR THROUGH THE LENS OF ISLAMIC WORK ETHICS

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ABSTRACT

Organizations operating in dynamic and demanding environments require employees who can adapt to workplace pressures while voluntarily contributing beyond their formal roles. Employee resilience is a critical individual capacity that sustains constructive behavior under stress; however, the mechanism linking resilience to organizational performance remains underexplored, particularly through employees' discretionary social behaviors. This study examines the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between employee resilience and employee performance, while positioning OCB as a manifestation of Islamic Work Ethics in organizational settings. A quantitative explanatory design was employed, with data collected from 225 employees at PT Beton Prima Indonesia and analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM). Results reveal that employee resilience significantly and positively affects both OCB and employee performance, while OCB significantly enhances performance and partially mediates the resilience–performance relationship. These findings suggest that resilient employees are more inclined to engage in voluntary behaviors, including assisting colleagues and supporting organizational objectives. Viewed through Islamic Work Ethics, such behaviors embody the values of amanah (accountability), ta'awun (cooperation), and ihsan (excellence), portraying work as both an economic and social-moral obligation. This study extends organizational behavior literature by framing OCB as an observable expression of ethical workplace values, bridging human resource management and Islamic ethical principles.

Keywords: Organizational Citizenship Behavior, Islamic Work Ethics, Employee Resilience, Employee Performance

INTRODUCTION

The nature of work has continuously evolved as organizations face increasing uncertainty, technological disruption, competitive pressure, and more complex operational requirements. In this environment, organizations no longer rely solely on employees' technical competencies but also require psychological capacities that enable individuals to adapt effectively to changing circumstances. Human resource management has therefore shifted toward a broader perspective that considers employees' emotional, psychological, and behavioral capabilities as essential determinants of organizational sustainability and performance (Harahap et al., 2023).

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One important psychological resource in contemporary organizations is employee resilience. Employee resilience refers to an individual's capacity to adapt, recover, and maintain effective functioning when facing workplace challenges, pressure, and uncertainty. Resilient employees are not characterized by the absence of stress but by their ability to manage difficulties, learn from experiences, and utilize available resources to continue performing effectively (Näswall et al., 2019). Within the Job Demands–Resources (JD-R) framework, resilience represents a personal resource that enables employees to manage job demands and maintain motivation under challenging conditions (Bakker & Demerouti, 2007).

In manufacturing environments, employee resilience becomes increasingly important because operational activities often involve high coordination requirements, production targets, time pressure, and unexpected disruptions. PT Beton Prima Indonesia represents such a context, where employees must maintain operational effectiveness while dealing with dynamic production demands. This study indicates that employees of PT Beton Prima Indonesia face challenges related to workload management, changing work schedules, and the need for stronger initiative in performing work activities (PT. BETON PRIMA INDONESIA, 2025). Therefore, developing employee resilience becomes a strategic approach to ensuring that employees can sustain performance while contributing positively to organizational processes.

However, resilience should not be understood merely as an individual ability to survive workplace pressure. The organizational value of resilience depends on whether it can encourage constructive behaviors that benefit both employees and organizations. Employees who possess strong resilience may have greater psychological resources to engage in positive social behaviors, including helping colleagues, supporting organizational goals, and voluntarily contributing beyond formal responsibilities. Thus, resilience may become more meaningful when translated into Organizational Citizenship Behavior (OCB) (Boakye et al., 2022).

Employee resilience represents an important foundation for employees to maintain positive attitudes and behaviors under challenging workplace conditions. Nevertheless, resilience does not automatically guarantee that employees will contribute beyond their formal duties. The transformation from personal psychological resources into organizational outcomes requires behavioral mechanisms that connect individual capability with collective organizational effectiveness. One such mechanism is Organizational Citizenship Behavior, which represents discretionary employee actions that support organizational functioning without being directly required or formally rewarded (Organ et al., 2006).

The relationship between resilience and OCB can be explained through the Conservation of Resources (COR) theory. According to Hobfoll and Ford (2007), individuals strive to acquire, maintain, and protect valuable resources, including psychological energy, emotional stability, and social support. Employees with higher

resilience possess greater capacity to manage resource loss caused by workplace pressure. As a result, they have additional psychological resources that allow them to engage in extra-role behaviors such as assisting coworkers, providing support, and participating in organizational activities (Tariq et al., 2025).

Empirical studies support the relationship between resilience and OCB. Paul et al. (2016) found that employee resilience positively influences OCB because resilient employees are more capable of maintaining organizational commitment and engaging in behaviors that exceed formal job expectations. Similarly, Boakye et al. (2022) demonstrated that resilience significantly predicts OCB, indicating that employees who can effectively manage workplace challenges are more likely to demonstrate citizenship behaviors. These findings suggest that resilience functions not only as an individual coping capability but also as a resource that facilitates positive social contributions within organizations. In the manufacturing context, OCB becomes particularly valuable because organizational effectiveness depends heavily on cooperation, coordination, and mutual assistance among employees. Employees who demonstrate resilience may be better prepared to assist colleagues during operational difficulties, share knowledge, and maintain constructive workplace relationships. Therefore, this study proposes that employee resilience contributes to OCB, which subsequently becomes an important pathway through which resilience influences employee performance.

OCB represents a form of voluntary workplace behavior that extends beyond formal job requirements and contributes to organizational effectiveness. From an Islamic ethical perspective, these behaviors can be interpreted as manifestations of values embedded in Islamic Work Ethics (IWE), particularly values related to responsibility, cooperation, excellence, and social accountability. Islamic Work Ethics emphasizes that work is not merely an economic activity but also a meaningful responsibility through which individuals demonstrate integrity, dedication, and contribution to society (Ali & Al-Owaihan, 2008). Therefore, OCB provides a behavioral dimension through which ethical work values may be expressed in daily organizational practices.

Several dimensions of OCB demonstrate similarities with fundamental Islamic ethical principles. First, altruistic behaviors and helping colleagues are consistent with the concept of *ta'awun*, which emphasizes mutual assistance and cooperation among individuals. Employees who voluntarily support coworkers, share knowledge, and assist others during difficult situations demonstrate a collective orientation that strengthens organizational relationships. Second, conscientiousness and responsibility in completing tasks reflect the principle of *amanah*, which refers to trustworthiness and the fulfillment of responsibilities. Employees who maintain discipline, complete tasks properly, and protect organizational interests demonstrate ethical responsibility beyond minimum job expectations (Khayati et al., 2025).

Furthermore, the concept of *ihsan* in Islamic ethics reflects the pursuit of excellence and continuous improvement in work activities. Employees who demonstrate initiative,

seek better ways of completing tasks, and contribute additional effort represent behaviors aligned with the pursuit of quality and excellence. In this sense, OCB can be interpreted as an observable behavioral expression of Islamic ethical values because it reflects willingness to contribute voluntarily, maintain positive relationships, and support collective organizational success (Ali & Al-Owaihan, 2008). However, this study does not position Islamic Work Ethics as a statistically measured construct. Instead, Islamic Work Ethics functions as an interpretative perspective to provide deeper understanding of why OCB may emerge as a meaningful workplace behavior. The empirical model focuses on employee resilience, OCB, and employee performance, while Islamic Work Ethics provides an ethical lens for interpreting OCB as behavior that reflects responsibility, mutual assistance, and excellence in organizational life.

METHODS

This study employs a quantitative explanatory research design to examine causal relationships among employee resilience, Organizational Citizenship Behavior, and employee performance. A quantitative approach was selected because the research aims to statistically test hypotheses and evaluate the structural relationships among latent variables through empirical measurement. Quantitative methods allow researchers to analyze patterns, determine significance levels, and assess the strength of relationships between constructs (Creswell, 2014). The explanatory design is appropriate because this research focuses on explaining how employee resilience contributes to employee performance through OCB as a mediating variable. The study adopts a survey method using structured questionnaires as the primary instrument for data collection. The collected data are analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for examining complex models involving multiple latent variables and mediation relationships (Hair et al., 2017)

The research model is developed based on several theoretical foundations, including Job Demands–Resources Theory, Social Exchange Theory and Islamic Work Ethics as the new approach to this study. These theories provide explanations regarding how personal resources, workplace demands, and social exchange processes influence employee behavior and performance outcomes (Ali & Al-Owaihan, 2008; Bakker & Demerouti, 2007; Blau, 2017).

Figure 1 Research Framework



RESULTS AND DISCUSSION

The measurement model evaluation was conducted to assess the reliability and validity of the research constructs before examining the structural relationships among variables. In this study, the evaluation involved convergent validity, construct reliability, and discriminant validity. The assessment followed the guidelines of PLS-SEM, where indicators should demonstrate sufficient loading values, while constructs should achieve acceptable reliability and validity levels. The analysis was conducted using data collected from 225 employees of PT Beton Prima Indonesia. The research model consisted of four latent variables: Employee Resilience, Organizational Citizenship Behavior (OCB), and Employee Performance. The measurement model evaluation confirmed that the indicators used in this study were appropriate for representing each construct (Hair et al., 2021).

Table 2 *Outer Loading Results*

Construct	Indicators Used	Number of Indicators	Lowest Loading	Highest Loading	Conclusion
Employee Resilience	ER1–ER9	9	0.871	0.895	Accepted
Employee Performance	EP1–EP7	7	0.777	0.838	Accepted
Organizational Citizenship Behavior	OCB1– OCB3, OCB5– OCB6, OCB8– OCB1	8	0.542	0.840	Accepted

The outer loading results indicate that all retained indicators achieved acceptable values. Employee resilience demonstrated strong measurement consistency, with loading values ranging from 0.871 to 0.895. This finding indicates that indicators related to adaptability, learning from difficulties, managing challenges, and seeking support effectively represent employee resilience among employees of PT Beton Prima Indonesia. Two indicators were removed during the measurement evaluation because their loading values did not meet the minimum criteria. Specifically, several OCB indicators were eliminated because their loading values were below acceptable standards. After elimination, all remaining indicators demonstrated adequate measurement quality. The OCB construct maintained acceptable validity despite having the lowest loading value of 0.542 because other reliability and validity assessments remained above recommended thresholds (Hair et al., 2021).

Construct Reliability and Convergent Validity

After confirming indicator reliability through outer loading assessment, the next step was to evaluate construct reliability and convergent validity. Construct reliability

measures the internal consistency of indicators within each latent variable, while convergent validity assesses the extent to which indicators within the same construct share a high proportion of variance. In PLS-SEM analysis, construct reliability is commonly evaluated using Cronbach's Alpha, ρ_A , and Composite Reliability, while convergent validity is assessed through the Average Variance Extracted (AVE) value. This study evaluates three constructs: Employee Resilience, Organizational Citizenship Behavior, and Employee Performance. The reliability and validity assessment was conducted using responses from 225 employees of PT Beton Prima Indonesia. The results demonstrate whether the measurement instruments consistently represent employees' resilience, voluntary organizational behavior, and performance outcomes (Hair et al., 2021).

Table 3 Construct Reliability and Convergent Validity Results

Construct	Cronbach's Alpha	ρ_A	ρ_C	AVE	Conclusion
Employee Resilience	0.964	0.965	0.969	0.777	Reliable and Valid
Employee Performance	0.913	0.914	0.931	0.657	Reliable and Valid
Organizational Citizenship Behavior	0.903	0.913	0.923	0.602	Reliable and Valid

The results in Table 2 indicate that all constructs achieved satisfactory reliability levels. The Cronbach's Alpha values ranged from 0.903 to 0.964, while Composite Reliability values ranged from 0.923 to 0.969. These values exceed the recommended minimum threshold of 0.70, indicating that all measurement items demonstrate strong internal consistency.

The Employee Resilience construct showed the highest reliability level, with Cronbach's Alpha of 0.964 and Composite Reliability of 0.969. This result indicates that the indicators measuring employees' ability to adapt, recover from difficulties, and maintain effectiveness under challenging conditions consistently represent the resilience construct. The Employee Performance construct achieved Cronbach's Alpha of 0.913 and Composite Reliability of 0.931, indicating that the measurement items consistently represent employee performance outcomes. Therefore, all constructs in this study meet the reliability requirements for further structural model analysis. Furthermore, The Organizational Citizenship Behavior construct also demonstrated acceptable reliability, with Cronbach's Alpha of 0.903 and Composite Reliability of 0.923. This finding confirms that the retained OCB indicators consistently measure employees' voluntary behaviors, including helping colleagues, providing support, and contributing beyond formal job requirements.

The convergent validity assessment was evaluated through the Average Variance Extracted (AVE) values. All constructs obtained AVE values above the minimum recommended threshold of 0.50. Employee Resilience achieved an AVE value of 0.777, Organizational Citizenship Behavior achieved 0.602, and Employee Performance achieved 0.657. These results indicate that each construct explains more than half of the variance of its indicators. Therefore, the measurement model demonstrates adequate convergent validity, confirming that the indicators effectively represent their respective latent variables (Hair et al., 2021).

Discriminant Validity

Discriminant validity was evaluated to ensure that each construct in the research model represents a distinct theoretical concept. In this study, discriminant validity was assessed using the Fornell-Larcker criterion and cross-loading analysis. A construct is considered to have adequate discriminant validity when it shares greater variance with its own indicators than with other constructs in the model. The assessment is important because this research examines three theoretically related concepts: employee resilience, Organizational Citizenship Behavior, and employee performance. Although these constructs are conceptually connected, they represent different dimensions of employee behavior and organizational outcomes (Hair et al., 2017).

Table 4 *Fornell-Larcker Criterion Results*

Construct	Employee Resilience	Employee Performance	Organizational Citizenship Behavior
Employee Resilience	0.881	0.608	0.617
Employee Performance	0.608	0.810	0.731
Organizational Citizenship Behavior	0.617	0.731	0.776

The Fornell-Larcker criterion results show that the square root of AVE for each construct is higher than its correlation with other constructs. Employee Performance obtained a value of 0.810, which is higher than its correlation with Employee Resilience (0.608) and Organizational Citizenship Behavior (0.731). Similarly, Employee Resilience obtained a value of 0.881, exceeding its correlation with Employee Performance and Organizational Citizenship Behavior. Organizational Citizenship Behavior also demonstrated adequate discriminant validity with a value of 0.776, which was higher than its correlation with the other constructs. These findings confirm that each construct has sufficient uniqueness and does not overlap excessively with other constructs in the research model.

Table 5 *Cross Loading Results*

Construct	Lowest Main Loading	Highest Main Loading	Highest Cross Loading on Other Constructs	Conclusion
Employee Resilience	0.871	0.895	0.597	Accepted
Employee Performance	0.777	0.838	0.623	Accepted
Organizational Citizenship Behavior	0.542	0.840	0.638	Accepted

The cross-loading assessment further supports discriminant validity. All indicators demonstrated higher loading values on their intended constructs compared with their loading values on other constructs. Employee Resilience indicators showed the strongest measurement structure, with loading values ranging from 0.871 to 0.895. The Organizational Citizenship Behavior indicators showed acceptable differentiation despite having the lowest retained loading value of 0.542. The indicators remained valid because their main loading values were still higher than their cross-loading values on other constructs. Employee Performance indicators also demonstrated clear construct differentiation, with loading values ranging from 0.777 to 0.838.

Based on the Fornell-Larcker criterion and cross-loading analysis, all constructs in this research model fulfill discriminant validity requirements. Therefore, the measurement model consisting of Employee Resilience, Organizational Citizenship Behavior, and Employee Performance is statistically appropriate for structural model evaluation (Hair et al., 2021).

Structural Model Evaluation

After confirming that the measurement model fulfilled the requirements of reliability and validity, the next step was evaluating the structural model. Structural model evaluation aims to examine the predictive capability of the research model and assess the relationships among latent constructs. In PLS-SEM analysis, structural model evaluation includes collinearity assessment, coefficient of determination (R^2), effect size (f^2), and hypothesis testing through bootstrapping procedures. In this study, the structural model examines how Employee Resilience contributes to Organizational Citizenship Behavior and Employee Performance, while also evaluating the role of Organizational Citizenship Behavior as a mediating mechanism. The analysis was conducted using data from 225 employees of PT Beton Prima Indonesia.

Collinearity assessment was conducted using Variance Inflation Factor (VIF) values to ensure that predictor constructs do not experience excessive correlation that may influence the structural model estimation.

Table 6 Collinearity Assessment (VIF)

Relationship	VIF Value	Interpretation
Employee Resilience → Organizational Citizenship Behavior	1.013	No collinearity issue
Employee Resilience → Employee Performance	1.812	No collinearity issue
Organizational Citizenship Behavior → Employee Performance	2.518	No collinearity issue

The VIF values demonstrate that all predictor relationships remain below the recommended threshold. This indicates that the structural model does not experience multicollinearity problems and can be interpreted reliably.

The coefficient of determination (R^2) explains the proportion of variance in endogenous constructs that can be predicted by exogenous variables. Higher R^2 values indicate stronger explanatory capability of the structural model (Hair et al., 2021).

Table 7 Coefficient of Determination (R^2)

Endogenous Construct	R^2	Interpretation
Organizational Citizenship Behavior	0.381	The model explains 38.1% variance of OCB
Employee Performance	0.613	The model explains 61.3% variance of employee performance

The results indicate that employee resilience provides meaningful explanatory power in predicting organizational citizenship behavior. Furthermore, employee resilience and organizational citizenship behavior together explain a substantial proportion of employee performance variation. These findings demonstrate that employee performance is not solely determined by individual capability, but also influenced by employees' voluntary contributions and positive social behaviors within the workplace.

Effect size analysis was conducted to determine the contribution of each predictor construct in explaining endogenous variables. The f^2 value indicates whether a predictor variable provides a meaningful contribution to the structural model (Hair et al., 2021).

Table 1 Effect Size Assessment

Relationship	F ² Value	Interpretation
Employee Resilience → Organizational Citizenship Behavior	0.468	Large effect
Employee Resilience → Employee Performance	0.155	Medium effect
Organizational Citizenship Behavior → Employee Performance	0.198	Medium effect

The results indicate that employee resilience provides a strong contribution in explaining organizational citizenship behavior. Meanwhile, both employee resilience and OCB contribute meaningfully to explaining employee performance. This finding reinforces the argument that psychological resources within employees can develop into constructive workplace behaviors that generate organizational benefits.

Hypothesis Testing

The hypothesis testing was conducted using the bootstrapping procedure in PLS-SEM. The significance of relationships was evaluated based on path coefficients, t-statistics, and p-values.

Table 9 Direct & Indirect Effect Results

Hypothesis	Relationship	β	t-statistic	p-value	Result
H1	Employee Resilience → OCB	0.564	14.894	<0.001	Supported
H2	OCB → Employee Performance	0.387	5.812	<0.001	Supported
H3	Employee Resilience → Employee Performance	0.342	5.341	<0.001	Supported
H4	Employee Resilience → OCB → Employee Performance	0.218	5.443	<0.001	Supported

Employee Resilience and Organizational Citizenship Behavior

Variables Employee Resilience to OCB demonstrate that employee resilience has a positive and significant influence on organizational citizenship behavior. Employees with stronger resilience are more likely to demonstrate voluntary workplace behaviors that support organizational effectiveness. Resilient employees are generally better able to manage workplace challenges, maintain positive attitudes, and develop constructive relationships with colleagues. Therefore, resilience does not only represent an individual's ability to survive difficult situations but also contributes to the emergence of positive social behaviors within organizations. This finding supports the Job Demands-Resources Theory, which explains that personal resources enable employees to manage challenges and maintain positive work outcomes (Bakker & Demerouti, 2007).

With Islamic Work Ethics perspective, this relationship reflects the value of amanah, where employees maintain responsibility and commitment despite challenges. Resilience becomes a foundation that encourages individuals to contribute positively to their workplace community (Khayati et al., 2025)

Organizational Citizenship Behavior and Employee Performance

For OCB to Employee Performance, the results indicate that organizational citizenship behavior significantly influences employee performance. Employees who demonstrate OCB tend to provide additional contributions through cooperation, helping colleagues, and maintaining positive workplace relationships. These behaviors create supportive organizational conditions that facilitate higher performance. OCB strengthens organizational effectiveness because workplace success is not only determined by individual competence but also by the quality of social interactions among employees (Lestari & Ghaby, 2018).

From an Islamic Work Ethics perspective, these behaviors reflect ta'awun, which emphasizes mutual assistance and collective responsibility. Employees who support others contribute to creating a more collaborative and productive organizational environment (Khayati et al., 2025).

Employee Resilience and Employee Performance

Variables employee resilience directly contributes to employee performance. Employees with higher resilience are better able to maintain productivity, adapt to changing conditions, and overcome workplace challenges. This demonstrates that resilience functions as an important psychological resource that supports sustainable performance. The finding supports previous research emphasizing that resilient employees are more capable of maintaining effectiveness under demanding circumstances.(Cantante-Rodrigues et al., 2021)

Organizational Citizenship Behavior as a Mediating Mechanism

For The mediation analysis demonstrates that organizational citizenship behavior serves as an important mechanism connecting employee resilience and employee perfor-

mance. This finding indicates that resilience influences performance not only through individual capacity but also through social behaviors that emerge within organizational relationships. In other words, employees who possess resilience are more likely to develop citizenship behaviors, and these behaviors subsequently contribute to improved performance outcomes.

Organizational Citizenship Behavior as a Manifestation of Islamic Work Ethics

Although Islamic Work Ethics is not measured as a statistical construct in this study, the behavioral characteristics of OCB demonstrate conceptual alignment with Islamic ethical principles.

Table 10 Relationship Between OCB and Islamic Work Ethics Values

Organizational Citizenship Behavior	Islamic Work Ethics Value	Explanation
Helping colleagues	Ta’awun	Encourages mutual assistance and social solidarity
Voluntary contribution	Amanah	Reflects responsibility beyond minimum obligations
Maintaining workplace harmony	Ukhuwah	Strengthens social relationships among employees
Commitment to quality work	Ihsan	Represents excellence and continuous improvement

From this perspective, OCB represents observable workplace behavior that is consistent with Islamic ethical values. Employees who voluntarily contribute, assist colleagues, and support organizational objectives demonstrate behaviors that extend beyond personal interests toward collective benefit (Khayati et al., 2025). Overall, the findings demonstrate that employee resilience serves as an important psychological resource that encourages organizational citizenship behavior. OCB then functions as a social mechanism that strengthens employee performance. The study highlights that organizational effectiveness is not solely produced by individual competence but also by employees’ willingness to contribute socially within the workplace. Through the Islamic Work Ethics perspective, OCB can be understood as a meaningful workplace behavior that reflects responsibility, cooperation, and excellence.

CONCLUSION

This study concludes that employee resilience plays an important role in improving employee performance through Organizational Citizenship Behavior (OCB) as a mediating mechanism. Employees with higher resilience tend to demonstrate positive workplace behaviors, such as helping colleagues, supporting organizational goals, and

contributing beyond formal responsibilities. These behaviors strengthen organizational effectiveness and reflect values consistent with Islamic Work Ethics, particularly amanah (responsibility), ta'awun (mutual assistance), and ihsan (excellence). This study contributes to organizational behavior literature by highlighting the importance of social and ethical dimensions in understanding employee performance. However, this study has limitations, including the use of data from a single organizational context and a cross-sectional research design. Future research may expand the study by examining different organizational settings and empirically measuring Islamic Work Ethics as a research construct.

AUTHOR'S CONTRIBUTIONS

The contributions of each author in the research and preparation of this article are as follows:

Author 1	Conceptualization of research, methodology development, data collection, data analysis, interpretation of results, preparation of initial draft of manuscripts, and revision of manuscripts
Author 2	Advisor for Research Conceptualization Framework, Advisor for Research Variables
Author 3	Researcher Advisor

AI USAGE STATEMENT

The author uses CHATGPT and Quillbot AI to assist with language editing, grammar checking, in the process of writing the article. The entire content of the article has been reviewed and verified by the author. The author is solely responsible for the content and final version of the article.

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