

Resilience and Work Engagement Among Employees in Multinational Companies: A Phenomenological Study

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Abstract

Background: The work environment becomes more complex due to globalization and cross-cultural performance demands. A multinational manufacturing company in East Java faces significant challenges in sustaining employee work engagement. **Objective:** This study aims to understand how employees in a multinational company experience and construe resilience in sustaining their work engagement. The research adopts Coulson's (2006) resilience framework. **Method:** This qualitative study employed an Interpretative Phenomenological Analysis (IPA), involving 4 participants. Data were analyzed using IPA, with credibility ensured through triangulation, member checking, and peer debriefing. **Results:** Employees' resilience in sustaining work engagement within a multinational company context is dynamic, from yielding to thriving. Engagement is initially minimal due to emotional strain, becomes more stable during recovery, and ultimately strengthens when work-related pressure is reinterpreted as a catalyst for continuous growth. **Conclusion:** Employee resilience is a dynamic and gradual process that shapes the sustainability of work engagement through adaptation to global pressures. This study highlights resilience as a regulatory mechanism and recommends emotional regulation training, coaching interventions, and the development of organizational psychological safety.

Keywords: multinational companies; phenomenology; resilience; work engagement; manufacturing company

Abstrak

Latar Belakang: Lingkungan kerja semakin kompleks akibat globalisasi, teknologi, restrukturisasi, dan tuntutan kinerja lintas budaya. Perusahaan manufaktur multinasional di Jawa Timur menghadapi tantangan menjaga keterlibatan kerja karyawan akibat tekanan global, restrukturisasi, dan tuntutan kinerja. **Tujuan:** Penelitian ini bertujuan untuk memahami bagaimana karyawan di perusahaan multinasional mengalami dan memaknai resiliensi dalam mempertahankan keterlibatan kerja mereka. Penelitian ini mengadopsi teori resiliensi Coulson (2006). **Metode:** Penelitian kualitatif dengan pendekatan Interpretative Phenomenological Analysis (IPA) melibatkan 4 partisipan yang dipilih melalui purposive sampling. Analisis menggunakan IPA keabsahan melalui triangulasi, member checking, dan diskusi sejawat. **Hasil:** Resiliensi karyawan dalam work engagement di perusahaan multinasional bersifat dinamis dan bertahap, dari mengalah hingga berkembang pesat. Keterlibatan awalnya minimal akibat tekanan emosional, kemudian stabil saat pemulihan, dan akhirnya kuat ketika tekanan dimaknai sebagai tantangan pertumbuhan berkelanjutan. **Kesimpulan:** Resiliensi karyawan bersifat dinamis dan bertahap, membentuk keberlanjutan work engagement melalui adaptasi terhadap tekanan global. Studi ini menegaskan peran resiliensi sebagai mekanisme regulatif, serta merekomendasikan pelatihan emosi, coaching, dan psychological safety organisasi.

Kata Kunci: fenomenologi; keterlibatan karyawan; perusahaan manufaktur; perusahaan multinasional; resiliensi

Introduction

Multinational companies (MNCs) are increasingly globally interconnected, marked by rising cross-national interdependence in production processes and the adoption of more standardized product and technological standards (Edwards, Marginson, & Ferner, 2013). Multinational companies are currently facing increasingly complex work dynamics driven by economic internationalization, rapid technological advancement, organizational restructuring, and escalating performance demands that involve cross-cultural and cross-national interactions (Mariska, 2024). These conditions not only require organizations to remain competitive but also demand that employees continuously adapt to ongoing changes in work systems, organizational policies, and global performance expectations (Aditya, 2024). Within this context, issues related to human resource sustainability have become a central concern, particularly regarding how organizations can sustain employee work engagement amid continuously increasing pressure and uncertainty (Anggawa et al., 2026). *Speed* refers to the pace at which global exchanges occur, facilitated by advancements in technology, communication, and transportation (Perraton, 2000).

Multinational companies are currently facing extreme market volatility as a result of accelerated digital transformation and constant organizational restructuring (Aisha et al., 2025). Within this context, the sustainability of human resources has become a central concern, particularly regarding how organizations can maintain employees' work engagement amid escalating pressures and ongoing uncertainty (Wicaksana et al., 2025). Indonesia is currently transforming to align with global operational standards amid post-pandemic economic policy shifts (Siregar & Jatmika, 2023). Within this context, the complexity of workloads in multinational companies operating in Indonesia often intersects with local work cultures, creating significant challenges in sustaining employee loyalty and work engagement.

Based on preliminary field observations, a multinational manufacturing company operating in East Java is facing significant challenges in sustaining employees' work engagement amid continuously evolving global organizational dynamics. Shifts in business strategy, organizational restructuring, and fluctuating performance demands have not only affected work systems but have also intensified employees' psychological strain. This situation has led to disparities in levels of work engagement, whereby not all employees are able to consistently maintain their commitment and work-related energy, despite operating within the same organizational environment. The primary problem addressed in this study lies in the limited understanding of how employees interpret and construct resilience in responding to such pressures, thereby sustaining ongoing work engagement. Therefore, it is essential to examine employees' psychological experiences more comprehensively in order to gain a deeper insight into the processes underlying their adaptive capacities.

Based on a review of prior studies, research on resilience has predominantly focused on individual psychological aspects and specific crises. Studies that link resilience with work engagement as an adaptive strategy for employees within multinational work systems remain limited. Therefore, further research is needed to enrich theoretical perspectives and contribute to theory development in this area (Apriawal, 2022). Variability in individual resilience following layoffs determines the effectiveness of individuals in both functional recovery and full psychological restoration from the impacts of crisis. These findings underscore the importance of strengthening resilience to enhance employee endurance, work effectiveness, and overall well-being (Ramadhani et al., 2021). Research further indicates that during the pandemic, women demonstrated strong resilience through family support and positive mindsets. Additionally, (Setiawan et al., 2025) found that emotion regulation and resilience significantly reduce work-related stress, highlighting the need for organizational training programs to support employees' mental health.

Building upon the gaps identified in previous studies, the novelty of this research lies in its in-depth exploration of how employees construe work engagement not merely as a level of job involvement, but as a psychological strategy for survival and growth within a dynamic multinational work system. This study emphasizes the subjective experiential dimension of employees as they navigate high demands, rapid organizational changes, and sustained global performance pressures. Furthermore, the context of a multinational company operating in East Java holds particular psychological significance, as it represents an intersection between local work culture and global organizational standards. This convergence shapes distinctive patterns of resilience and work engagement that remain underexplored in prior research. Based on the foregoing discussion, this study aims to understand how employees in a multinational company experience and construe resilience within the context of their work engagement.

Coulson's theory posits that during the yielding and surviving stages; employees' psychological conditions are characterized by intense adjustment. In the yielding stage, individuals may feel overwhelmed, depleted of energy, and begin to question the meaning of their work. This leads to a decline in vigor, as both physical and mental resources are exhausted. In the surviving stage, employees continue to perform their tasks,

but primarily to meet minimum demands. Dedication becomes limited, and absorption decreases, as attention shifts toward coping with and protecting oneself from ongoing pressure.

In contrast, during the recovery and thriving stages, psychological conditions gradually stabilize and strengthen. Employees regain high levels of work-related energy, rediscover the meaningfulness of their roles, and become fully engaged in their tasks. Vigor increases, dedication is reflected in stronger commitment and pride in work, and absorption becomes evident as employees are able to focus deeply and derive genuine enjoyment from their work processes.

Theoretically, this study makes a significant contribution to the development of Industrial and Organizational Psychology by enriching the understanding of resilience and work engagement as psychological phenomena that are subjectively experienced and meaningfully constructed by employees. The findings have the potential to expand the conceptual framework of Industrial and Organizational Psychology by integrating lived experience dimensions into the study of work engagement and psychological resilience. Practically, this study offers valuable implications for practitioners in Industrial and Organizational Psychology, particularly in the areas of organizational assessment and intervention. A deeper understanding of how employees build and sustain work engagement through everyday resilience experiences can serve as a foundation for designing employee development programs, workplace psychological support initiatives, and more contextualized and human-centered strategies for enhancing employee well-being.

This study is important because the dynamic work environment of multinational companies places employees under complex pressures and continuous change. Understanding resilience and work engagement as psychological experiences lived by employees enables Industrial Psychology to develop more contextual, human-centered, and sustainable interventions aimed at maintaining work engagement and employee well-being.

Method

This study employs a qualitative design using the Interpretative Phenomenological Analysis (IPA) approach. This approach was selected because it emphasizes an in-depth exploration of individuals lived experiences and how they interpret those experiences within a particular context. It is particularly relevant for understanding how employees in a multinational company construe resilience and work engagement amid complex and dynamic organizational demands.

The use of IPA is also aligned with the research objective, which extends beyond merely describing experiences to interpreting the underlying psychological meanings embedded within them. Resilience and work engagement are conceptualized as subjective experiences shaped by work-related pressures, organizational culture, and professional interactions. Accordingly, IPA facilitates a deeper and more contextualized examination of the psychological processes through which employees sustain their work engagement (Eatough & Smith, 2017).

Participant

Participants were recruited through coordination with company management after the researcher obtained formal research approval. The selection of informants was based on the company's internal survey results concerning job satisfaction and work engagement. From these results, several employees were identified as having the lowest scores on satisfaction and engagement, and who also reported difficulties in maintaining performance and adapting to work-related pressures, thereby indicating relatively low levels of resilience.

Table 1. Research informants

Informant Code	Age	Gender	Length of Service	Department	Position	Employment Status
Informant 1	40 years old	Male	15 years	Operations	Operations Supervisor	Permanent Employee
Informant 2	34 years old	Male	8 years	Maintenance	Maintenance Staff	Permanent Employee
Informant 3	28 years old	Female	6 years	Finance Department	Finance Officer	Permanent Employee
Informant 4	42 years old	Male	5 years	Marketing Department	Marketing Manager	Permanent Employee

Informants were subsequently selected using purposive sampling with additional criteria: permanent employees with a minimum tenure of five years and direct involvement in the organization's core activities, resulting in a total of four participants. This selection aimed to obtain an in-depth understanding of the dynamics of resilience and work engagement within the context of actual work-related pressures.

The researcher had no direct professional relationship with the participants, ensuring an independent research position. The inclusion of four informants was considered adequate within the framework of Interpretative Phenomenological Analysis, which prioritizes idiographic depth over sample breadth. Data saturation was determined when additional interviews no longer generated new themes but instead reinforced previously identified patterns of meaning (Guarte & Barrios, 2006).

Data Measurement

Data were collected through in-depth semi-structured interviews conducted in four sessions with each participant, with each session lasting approximately 60–90 minutes. The interviews were conducted face-to-face in a conducive workplace setting and were audio-recorded with participants' consent. All recordings were transcribed verbatim to preserve the integrity of meaning. The interview guide was reviewed by two experts in industrial and organizational psychology and underwent limited pilot testing prior to implementation.

Member checking was carried out by confirming the interview summaries with the participants to ensure accuracy and credibility. Non-participant observation was conducted during working hours to gain insight into interaction patterns and workplace dynamics. Document analysis included human resource policies, job descriptions, and internal company performance reports, as well as employee job satisfaction survey reports (Creswell & Creswell, 2017).

Data Analysis

Data were analyzed using Interpretative Phenomenological Analysis (IPA) as developed by Eatough & Smith (2017). The process began with repeated readings of the verbatim transcripts to obtain a comprehensive understanding of each account, followed by initial noting that included descriptive, linguistic, and conceptual comments. The next stage involved the inductive development of emergent codes, which were then examined for interrelationships to construct overarching themes.

The analysis was conducted idiographically, with an in-depth examination of each participant's case before proceeding to cross-case comparative analysis to identify patterns of meaning reflecting both convergences and divergences in contextualized experiences. Credibility was ensured through member checking, peer debriefing, and data triangulation, including source and time triangulation. All participants provided written informed consent, and their identities were safeguarded using anonymized codes.

Result

In this study, the resilience model comprising the stages of yielding, surviving, recovery, and thriving was conceptually predetermined based on Coulson's (2006) theory. This framework served as an initial analytical lens to understand the psychological dynamics of employees in responding to work-related pressures within a multinational company context.

Yielding Stage

At this stage, all four informants described emotional exhaustion and a diminished sense of work meaning. Informant 1 stated, *"I feel extremely exhausted by the constantly changing global demands."* Informant 2 revealed, *"The pressure is so intense that I feel like withdrawing."* Informant 3 noted, *"The performance standards seem unrealistic, so I almost gave up."* Informant 4 added, *"I began to lose motivation and felt that my role was no longer meaningful."* Analytically, this phase reflects a decline in vigor, dedication, and absorption in work.

Surviving Stage

All informants continued to perform their duties; however, their engagement was largely functional. Informant 1 stated, *"I keep completing my tasks, even though I feel pressured."* Informant 2 remarked, *"I work as if it is merely a routine, without enthusiasm."* Informant 3 explained, *"I do what I can just to stay safe."* Informant 4 noted, *"I focus on surviving; as long as the job gets done."* At this stage, engagement appears minimal and defensive in nature.

Recovery Stage

Signs of change emerged as adaptive strategies were implemented. Informant 1 stated, *"I began seeking support and learning to regulate my emotions."* Informant 2 expressed, *"I tried to manage the pressure and started to enjoy some tasks again."* Informant 3 reported, *"I set clearer work priorities to feel more in control."*

Informant 4 indicated, *"I started to carry out my responsibilities more effectively."* Gradually, energy and focus began to be restored.

Thriving Stage

At this stage, pressure was reinterpreted as an opportunity for growth. Informant 1 stated, *"The pressure actually helped me grow."* Informant 2 reflected, *"I feel stronger after going through difficult times."* Informant 3 noted, *"Cross-cultural experiences have enriched my capabilities."* Informant 4 emphasized, *"Pressure has become a motivation to achieve."* All four participants demonstrated higher and more meaningful levels of work engagement.

Employees' resilience in sustaining work engagement within a multinational company context is dynamic and unfolds through the stages of yielding, surviving, recovery, and thriving. In the initial stages, work engagement tends to be minimal and primarily functional due to emotional strain. As recovery progresses, employees begin to regulate their emotions more effectively and demonstrate more stable engagement. In the thriving stage, work-related pressure is reinterpreted as a developmental challenge that fosters growth. Thus, resilience plays a crucial role in cultivating sustainable work engagement.

Discussion

In the yielding stage, the findings reveal not only emotional exhaustion but also a crisis of meaning and a diminished sense of control. Within the context of a multinational company, pressure extends beyond workload; it encompasses a complex interplay of continuously shifting global targets, international standards, and cross-cultural expectations. This situation broadens the understanding of the yielding stage in Coulson's theory, as what is disrupted is not merely the capacity to endure, but also employees' professional identity.

Conceptually, this condition is associated with the erosion of vigor and dedication as core dimensions of work engagement. Employees' energy is depleted in coping with pressure, while their sense of pride and meaningfulness in work gradually declines. These findings underscore that global performance pressures may accelerate the deterioration of work engagement when not accompanied by adequate structural support. The findings indicate that more than half of the employees in the customer service unit fall within the low resilience category, reflecting limited capacity to cope with and effectively manage the work-related pressures they experience.

The surviving stage reveals a more subtle defensive mechanism. Employees continue to perform their tasks; however, their engagement becomes primarily functional and minimal. Psychologically, this reflects a shift from a growth-oriented stance to a protective orientation. In the work psychology literature, this condition is often associated with concealed disengagement, wherein individuals remain formally productive yet lose their emotional connection to their work.

The contribution of this study lies in emphasizing that the surviving phase is not merely a continuation of yielding, but rather a temporary adaptive strategy aimed at preserving role stability. Within a multinational context, this strategy is further shaped by the need to maintain professional reputation in a highly competitive and globally standardized environment (Nurlaila, 2023). The findings indicate that employees' resilience following layoffs is influenced by psychological factors, religiosity, and cultural dimensions in the process of recovering from adverse circumstances.

The recovery stage reflects the emergence of emotional regulation and cognitive restructuring as primary mechanisms. Participants began seeking social support, reorganizing work priorities, and managing pressure in a more systematic manner. These findings enrich Coulson's framework by highlighting the importance of interpersonal support and task autonomy in facilitating the transition toward healthier engagement.

Theoretically, this phase marks the gradual restoration of vigor and absorption. Recovery does not occur automatically; rather, it is triggered by self-reflection and strategic adjustments in work practices. This suggests that resilience develops through an active, intentional process rather than through passive adaptation to pressure (Firdaus, 2019). The findings indicate that job stress and work engagement influence employee performance, both directly and indirectly through organizational commitment. Furthermore, job stress and work engagement also affect organizational commitment, which subsequently contributes to either the enhancement or decline of employee performance at PT Karet Batin VIII.

In the thriving stage, work-related pressure is reinterpreted as a challenge that fosters professional growth. This reinterpretation reflects an identity transformation, shifting from being a victim of pressure to becoming an agent of self-development. Within the context of a multinational company, cross-cultural experiences and global exposure emerge as sources of new competencies.

These findings extend Coulson's theory by demonstrating that thriving in a global environment involves integrating adverse experiences into a personal growth narrative. Conceptually, the dimensions of

dedication and absorption become more pronounced, as employees are not only energized but also experience a sense of pride and deep immersion in their work (Zaman, 2025). The findings indicate that resilience significantly contributes to enhancing employees' readiness for change, particularly when supported by transformational leadership, a flexible organizational culture, and strong psychological capital.

The practical implications of these findings are significant for Industrial and Organizational Psychology practice. If the yielding stage is characterized by a diminished sense of control, then interventions aimed at enhancing autonomy and clarifying role expectations become essential. If emotional regulation emerges as a key recovery mechanism, adaptive coping training and strengthened social support systems should be prioritized. Furthermore, cross-cultural coaching programs may assist employees in reframing global pressures as opportunities for development rather than as threats. Thus, organizational interventions should not focus solely on performance enhancement, but also on the systematic development of employees' resilience capacity. Nuswantoro et al (2024) found that social support and resilience jointly influence employees' working conditions. In contrast, (Zeirliana, 2025) reported that social support does not have a significant effect on work-related stress; however, effective management of job demands remains a critical factor in reducing stress levels.

Conclusion

The conclusion of this study affirms that employee resilience within the context of multinational companies is not a static trait, but rather a gradual psychological process that directly shapes the sustainability of work engagement. The principal findings demonstrate that work engagement does not emerge instantaneously; instead, it evolves through adaptive dynamics in response to complex global pressures. The theoretical contribution of this research to Industrial and Organizational Psychology lies in conceptualizing resilience as a dynamic mechanism that bridges cross-cultural job demands with vigor, dedication, and absorption. Accordingly, engagement is understood as the outcome of regulatory processes and the reinterpretation of pressure, rather than merely as a stable individual characteristic.

From a practical standpoint, multinational companies are advised to develop training programs focused on emotional regulation and adaptive coping, provide strengths-based coaching, and cultivate psychological safety through supportive leadership and structured reflective work forums. Such interventions can facilitate employees' transition from the surviving phase toward recovery and eventual thriving.

This study is subject to several limitations. First, it focuses on a specific context employee within a single multinational company characterized by a particular organizational culture thus the dynamics of resilience may differ across other sectors or work cultures. Second, the study does not comprehensively explore the role of leadership and organizational policies in shaping the resilience process.

Future research is therefore recommended to conduct cross-organizational or cross-national comparative studies in order to obtain a more comprehensive and contextualized understanding of resilience and work engagement.

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