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Resilience Unveiled: The Transformative Power of Self-Efficacy in Employee Survival Amidst Challenging Termination Scenarios

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The current study aimed to identify and analyse variables that contribute to employees' resilience, focusing specifically on their self-efficacy, optimism, and gratitude in challenging situations, particularly when they have been terminated from their companies. The data for this study consisted of a cross-sectional survey of 100 male respondents aged between 18 and 30 years old residing in Bekasi and Tambun, cities located near Jakarta in Indonesia. The respondents completed the 9-item self-efficacy scale, the 15-item optimism scale, the 6-item gratitude scale, and the 24-item resilience scale. The data were analysed using quantitative inferential statistics, specifically partial least squares structural equation modelling (PLS-SEM). The results revealed that self-efficacy, gratitude, and optimism emerged as predictors of resilience, with self-efficacy having the most significant impact. In conclusion, studies on self-efficacy in relation to resilience emphasize the pivotal role of mastering self-efficacy. These insights can inform effective human resource management and social work practices, encouraging the implementation of diverse people development programs to prepare employees to enhance their self-efficacy and resilience.

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Keywords: challenging situation, gratitude, optimist, resilience, self-efficacy

Introduction

People dwell in a multifaceted and dynamic world, wherein it is customary for individuals to undergo a potentially distressing occurrence (PTE) at least once in their lifetime (Ogle et al., 2013). The crises brought about by the COVID-19 pandemic, as well as the aftermath of the pandemic, have acted as pivotal catalysts for change within organizations and have constituted extraordinary and potentially distressing events for numerous individuals. These events have not solely impacted individuals' health and well-being but have also carried significant

financial ramifications across various sectors, resulting in the implementation of employee termination policies by numerous companies. Consequently, in the wake of the COVID-19 pandemic, a considerable number of employees have found themselves confronted with challenging circumstances as they were compelled to sever ties with their respective organizations due to financial difficulties. The impact of the post-COVID-19 situation is discernible from the data published by Pikiran Rakyat.com, a newspaper in the West Java province, which revealed that out of the 6,206 individuals in the Bekasi area of West Java, 1,651 employees were laid off, constituting the highest number within the region. As a result, the majority of participants in this study were from the Bekasi-Tambun region, owing to this particular circumstance.

Literature Review

Resilience, or psychological resilience, represents the dynamic process of effectively responding to stressors (IJntema et al., 2021; Smale et al., 2022). Extensive research in the fields of social and industrial-organizational psychology has yielded compelling evidence suggesting that positive emotions and traits can bolster resilience (Arewasikporn et al., 2019; Fredrickson, 2003; Luthans et al., 2007; Ong et al., 2006). Scholarly investigations have devoted considerable attention to positive psychological constructs, such as efficacy and optimism, with regard to resilience (Hartanto et al., 2022). Furthermore, Folkman and Moskowitz (2000) uncovered that gratitude facilitated coping with stress and adversity in their study.

Self-efficacy and Resilience

Resilience is a positive attribute that enables individuals to adapt and mitigate the adverse impacts of stress (Wagnild & Young, 1993). It empowers individuals to cultivate constructive behaviors when confronted with challenging circumstances, such as tragedy, trauma, or stress (Khalid et al., 2014). Resilient individuals possess superior capabilities to confront and adjust to difficulties (Hou et al., 2017). Bandura (1997) defines self-efficacy as individuals' belief in their capacity to attain desired outcomes through their own actions. It involves an assessment of one's ability to plan and execute actions effectively (Bandura, 1997). A prior investigation has demonstrated a correlation between self-efficacy and resilience (Utami, 2017). Meanwhile, Masten (2001) and IJntema et al. (2021) have identified eight resources that contribute to

resilience: hope, optimism, self-efficacy, life purpose, environmental mastery, positive affect, mindfulness, and positive relationships. Thus, self-efficacy exhibits a positive association with resilience.

Self-efficacy and Optimism

According to Seligman (2006), optimism can be defined as the inclination to think positively based on one's perception of life events, whether they have already occurred or not. It refers to the extent to which individuals hold optimistic expectations for their future (Carver et al., 2010). When individuals possess optimistic self-belief in their abilities, they tend to experience positive emotions rather than negative ones, such as anxiety. On the other hand, individuals with high self-efficacy may experience elevated positive emotions even in potentially threatening situations, as they believe in their capacity to overcome challenges (Bandura, 1997). People with a strong sense of self-efficacy believe in their ability to surmount obstacles and focus on opportunities. This sense of efficacy is also associated with a sense of optimism, which is considered one of the resilience resources, as noted by Masten (2001) and IJntema et al. (2021). Previous research conducted by Fajriati and Mangundjaya (2023) has also revealed a significant correlation between self-efficacy and the development of a flourishing state

Self-efficacy and Gratitude

Previous research has demonstrated that gratitude, defined as the act of recognizing and appreciating the positive aspects of life, can exert an influence on self-efficacy, thereby enhancing self-care. Additionally, prior investigations have indicated a positive association between gratitude and self-efficacy (Cousin et al., 2020). Nonetheless, further inquiry is crucial to deepen our comprehension of the reciprocal relationship between self-efficacy and gratitude. Self-efficacy refers to one's beliefs and convictions that shape choices, persistence, and effort, ultimately leading to personal expectations regarding the successful completion of tasks (Bandura, 1997). A sense of self-efficacy empowers individuals to assess and perceive themselves, including their strengths, weaknesses, and advantageous conditions that contribute to their accomplishments. In a recent study conducted by Damayanti and Mangundjaya (2023), a positive correlation between self-efficacy and life satisfaction was revealed. In other words, possessing a sense of self-efficacy may yield feelings of gratitude and overall life satisfaction.

Optimism and Resilience

According to Seligman (2006), optimism is the cognitive habit of perceiving life events in a positive light. It refers to how individuals hold optimistic expectations about their future (Carver et al., 2010). Optimistic self-beliefs lead to positive emotional states instead of anxiety. Resilient individuals can recover from distressing emotional experiences, and optimists tend to have higher levels of resilience when facing challenges. Optimism plays a crucial role in promoting resilience and facilitating adaptation to stressful situations. Previous studies have shown a positive impact of optimism on resilience (Lopez, 2019; Tusaie, 2001). According to the theory of positive emotions, a positive mood state triggers responses that enhance resilience (Fredrickson, 2003). Basith et al. (2020) found a correlation between optimism and resilience during the COVID-19 pandemic. Masten (2001) and IJntema et al. (2021) also support the idea that optimism contributes to resilience.

Gratitude and Resilience

According to Emmons (2012), gratitude is defined as experiencing positive emotions in response to the benefits one receives. Gratitude is regarded as a virtue that plays a role in leading a fulfilling life. Additionally, McCullough et al. (2002) found that expressing gratitude in relation to life events can serve as an adaptive psychological strategy and a crucial process for interpreting everyday experiences in a positive manner. Given the longstanding association between gratitude and religion, it is likely that gratitude can enhance and fortify one's sense of spirituality (Emmons & Crumpler, 2000; McCullough et al., 2002) Similar to other positive emotions, gratitude expands cognitive abilities, enabling individuals to engage in flexible and creative thinking, which can aid in managing stress and facing challenges (Folkman & Moskowitz, 2000). Previous studies conducted by McCullough, Tsang, and Emmons (2004) and Hoffman (2015) have established a link between gratitude and resilience. Moreover, Pondalos and Santi (2021) conducted a study on individuals who experienced job loss during the COVID-19 pandemic in Manado, Indonesia, revealing a positive correlation between gratitude and resilience. Therefore, individuals who possess a stronger sense of gratitude demonstrate higher levels of resilience. Additionally, gratitude is identified as one of the variables that may foster the development of resilience. Based on these arguments, we propose the following hypothesis:

Self-efficacy, Optimism, and Resilience

Resilience is a personality trait and a developmental factor (Mestre et al., 2017). The initial set of definitions denotes that resilience remains constant and unchanging over time but fails to elucidate individual or environmental adaptation (Lee et al., 2012). Conversely, the subsequent set of definitions proposes that resilience is a dynamic process influenced by the environment (Lee et al., 2012). In this study, the researchers adopted the latter set of definitions and defined resilience as a successful adaptation process in the face of adversity (American Psychological Association, 2017). Accordingly, self-efficacy can be comprehended as individuals' confidence in their capability to accomplish desired outcomes (Bandura, 1997). Consequently, individuals with high self-efficacy tend to uphold optimism about their future, which empowers them to rebound when confronted with arduous situations or setbacks. Therefore, we propose the following hypothesis:

Self-efficacy, Gratitude, and Resilience

Individually, gratitude refers to the act of appreciating and fostering a positive outlook on life and the favorable occurrences that take place (Szczesniak & Timoszyk-Tomczak, 2018). According to Peterson and Seligman (2004), gratitude is considered a universal character strength and trait that is shared across all cultures. It involves recognizing and valuing the positive things that happen (Park et al., 2004). Being grateful for what one possesses and expressing gratitude to those who have provided assistance is seen as socially desirable (Jackson, 2016). Gratitude is not only crucial to human life but also a significant social emotion (Fox et al., 2015; Watkins et al., 2015). Present perspectives on gratitude emphasize its impact on interpersonal relationships. Gratitude is defined as individuals' general inclination to acknowledge, appreciate, and respond to the kindness and well-being of others (McCullough et al., 2002). It can also be a passing emotion triggered by specific circumstances (Watkins & Bell, 2023). According to Wood et al. (2010), gratitude is part of a broader life orientation that involves perceiving and valuing the positive aspects of the world. On the other hand, self-efficacy refers to an individual's perception of their own abilities. This perception can lead to feelings of gratitude for one's accomplishments, which, in turn, affects resilience. Feelings of competence, confidence, and self-efficacy can influence individuals' attitudes. Previous research has discovered a positive relationship between gratitude and self-efficacy (Cousin et

al., 2020). However, further investigation is necessary to fully comprehend the impact of self-efficacy on gratitude. A sense of self-efficacy enables individuals to assess and understand themselves, including their strengths, weaknesses, and other favorable conditions they possess and achieve. A previous study by Damayanti and Mangundjaya (2023) revealed a positive relationship between self-efficacy and life satisfaction. In other words, possessing a sense of self-efficacy may lead to gratitude and life satisfaction.

Self-efficacy, Optimism, Gratitude and Resilience

When individuals perceive the benefits of what they have received or experienced, even if it entails suffering, it prompts them to feel or express gratitude (Konig & Gluck, 2014). Conversely, if they receive something valuable or meaningful but fail to properly evaluate it, they remain ungrateful. As a result, subjectivity may explain why some individuals are grateful even during difficult times, while others feel entitled to more and continue to demand more than others. The ability to notice, appreciate, and savor the details of one's life is a significant predictor of happiness (Janoff-Bulman & Berger, 2021). Gratitude enhances happiness by increasing psychological, social, and spiritual resources. Additionally, gratitude inspires prosocial behavior (McCullough et al., 2002).

Materials and Methods

Participant

The study focused on male heads of households who were laid off due to the company's financial difficulties after the Covid-19 pandemic in October 2022. A total of 100 male participants between the ages of 18 to 38 were selected for this study. The mean age of the participants was 23.35 years old, with a standard deviation of 3.91. They were all from the Bekasi and Tambun areas of West Java in Indonesia. The participants were selected using a purposive sampling technique, as they were all males who had been terminated by the company. The participants were interviewed and asked to fill out questionnaires. They were

also asked personally about their willingness to participate in this study and provided their consent by signing the consent form attached at the questionnaire, in return the participants were given a token of thank you in participating the research.

Data analysis

Data were tested its validity and reliability, also calculated by descriptive analyses and intercorrelation analysis. To identify the correlation between variables the researchers used the quantitative inferential statistics, specifically partial least squares structural equation modeling (PLS-SEM). The predictors were measured using the analysis of direct effect and path analysis outcomes, which examine the relationships and indirect effects with intervening variables as mediators, whether self-efficacy emerges as a significant predictor of resilience, compares to the other two variables (optimism and gratitude)

Measures

The data was collected through an online survey that included four psychological scales aimed at measuring self-efficacy, optimism, gratitude, and resilience. All the questionnaires were translated into Bahasa Indonesia and had been back translated by our colleague who graduated from Faculty of Education specialized in English and conducting translation. She translated into English, and other colleagues with the same specialization conducted the back translation. Further, the questionnaires were modified into Likert 6-point scales. With Likert six point scale, it will encourage respondents to consider the question more carefully and make a choice not taken a neutral (middle) score, as usually people try to choose the safety score by choosing the middle score as our perceptions are rarely neutral, especially Indonesian. Thus, the six-point scale will account for this reality. The results for reliability, validity, and loading factors for all the psychological scales are presented in Table 1 and Table 2.

The Self-Efficacy Scale, inspired by Bandura (1997), is a unidimensional scale consisting of nine items. It was adapted and modified in Bahasa Indonesia with a six-point Likert-type scale (1 = strongly disagree to 6 = strongly agree). The scale was tested for reliability, validity, and loading factor. The results show good reliability (α= 0.935), with an AVE validity score above 0.5, and OLF ranging from 0.738 to 0.798 (>0.7). The example of the question as follow: *When I have something unpleasant to do, I stick to it until I finish it.*

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The Optimism Scale, adapted from Seligman (2006), consists of 3 (three) dimensions namely: permanence, pervasiveness; and personalization with each of dimensions comprising 5 items. It was modified in Bahasa Indonesia with a six-point Likert-type scale (1 = strongly disagree to 6 = strongly agree). The scale was also tested for reliability, validity, and loading factor. The results indicate good reliability (α = 0.939), with an AVE validity score exceeding 0.5, and OLF within the valid range (>0.7). Example of the questions namely: "*I vigorously pursue my goals*" (permanence); *I have a lot of confidence in myself* (pervasiveness) and "*I always find a solution to a problem*".

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The Gratitude Scale, also adapted from Seligman (2006), is a single-dimension scale consisting of 15 items. It was modified in Bahasa Indonesia with a six-point Likert-type scale (1 = strongly disagree to 6 = strongly agree). The scale was tested for reliability, validity, and loading factor. The findings demonstrate good reliability (α= 0.922), with an AVE validity score above 0.5, and OLF falling within the valid category (>0.7). Examples of the items include "*I have so much in life to be thankful for*" and "*I am grateful to a wide variety of people*"

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The Resilience Scale, adopted from Wagnild and Young (1993), is a single dimension scale comprising 24 items, which correspond to the following characteristics of resilience: SR = self-reliance; M = meaningfulness; EQ = equanimity; P = perseverance; and EA = existential and translated into Bahasa Indonesia and was modified with a six-point Likert scale (1 = strongly disagree to 6 = strongly agree). The scale was tested for reliability, validity, and loading factor. The results indicate good reliability (α = 0.959), with an AVE validity score exceeding 0.5, and OLF within the valid range (>0.7). Sample of the items are as follows: *I usually manage one way or another (SR); I keep interested in things(M; I usually take things in stride (EQ); I am determined (P). My belief in myself gets me through the hard times. (EA).*

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Table 1. Construct Reliability and Validity

	α	Rho_A	CR	AVE	OLF	DV			
						1	2	3	4
1 Self-efficacy	0.935	0.941	0.946	0.660	0.738 – 0.798	0.812			
2 Optimism	0.939	0.940	0.947	0.622	0.720 – 0.840	0.724	0.789		

3 Gratitude	0.922	0.924	0.941	0.762	0.827 – 0.905	0.606	0.776	0.873	
4 Resilience	0.959	0.960	0.963	0.635	0.723 – 0.854	0.700	0.860	0.846	0.797

Note: CR = Composite Reliability, AVE = Average Variance Extracted, OLF = Outer Loading Factor, DV = Discriminant Validity

According to the findings presented in Table 1, self-efficacy, optimism, and gratitude serve as the foundational elements of AVE. The other scores in the table represent the correlation coefficients between the constructs. It is crucial for the constructs to exhibit strong discriminant validity, which is considered more significant than correlation coefficients. As observed in the provided table, all correlation coefficients are lower than the value of ACE, suggesting that all variables in this model demonstrate good discriminant validity.

Results

The results of the demographic profiles, intercorrelations, direct effects, and path analysis are shown as the following.

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Demographic analysis

Table 2. Demographic Profiles

Characteristics of Respondents	Self-efficacy				Optimism				Gratitude				Resilience			
	M	SD	Sig.	N	M	SD	Sig.	N	M	SD	Sig.	N	M	SD	Sig.	N
Age			0.98				0.28				0.86				0.44	
<23 y.o.	4.02	0.81		63	4.63	0.98		63	4.59	0.79		63	4.70	0.82		63
23 – 38 y.o.	4.03	1.09		37	4.83	0.75		37	4.62	0.68		37	4.83	0.75		37
Education			0.76				0.32				0.21				0.42	
Sr. High School	4.09	1.02		47	4.78	0.85		47	4.65	0.67		47	4.81	0.72		47
Diploma	4.06	1.07		7	4.25	1.44		7	4.15	1.13		7	4.40	1.28		7
Bachelor's	3.94	0.80		46	4.71	0.84		46	4.64	0.73		46	4.74	0.76		46
Tenure			0.81				0.17				0.461				0.24	
<2 years	3.97	0.95		64	4.57	1.02		64	4.53	0.86		64	4.65	0.91		64
>2 – 5 years	4.08	0.92		34	4.93	0.62		34	4.73	0.52		34	4.94	0.53		34
>5 – 10 years	4.20	0.31		2	4.93	0.65		2	4.62	0.22		2	4.69	0.37		2
Position			0.46				0.06				0.02*				0.02*	
Non-staff	4.01	1.00		49	4.55	1.00		49	4.59	0.86		49	4.62	0.89		49
Staff	4.09	0.81		43	4.81	0.61		43	4.71	0.42		43	4.87	0.45		43

Section Head	3.90	0.26	3	5.84	0.16	3	4.70	0.68	3	5.72	0.25	3
Division Head	3.40	1.42	5	4.37	1.89	5	3.60	1.48	5	4.09	1.75	5

Note: l.o.s. at p<0.05

Demographic analysis (refer to Table 2) reveals that there is a significant mean difference in both gratitude and resilience for only one position. However, the table does not present any correlation between the position level and gratitude, or between the position level and resilience. It is worth noting that the staff members exhibit the highest gratitude score, whereas the Division head displays the lowest score in this aspect. Additionally, in terms of resilience, the section head demonstrates the highest score, while the division head exhibits the lowest score.

Intercorrelation analysis

Table 3 presents the results of the intercorrelation analysis, which indicate a significant and positive correlation between self-efficacy, optimism, gratitude, and resilience. Conversely, there is no observed positive correlation between age, education, position, and tenure with these four variables: self-efficacy, optimism, gratitude, and resilience.

Table 3. Intercorrelation analysis.

	M	SD	SE	Opt	Grat	Res	Age	Edu	Ten	Pst
SE	4.80	0.76	1							
Opt	4.70	0.90	0.000**	1						
Gra	4.22	0.69	0.000**	0.000**	1					
Res	4.73	0.81	0.000**	0.000**	0.000**	1				
Age	-	-	0.378	0.166	0.924	0.439	1			
Edu	-	-	0.014	0.178	0.247	0.238	0.231	1		
Tenure	-	-	0.703	0.889	0.924	0.642	0.019	0.212	1	
Pst	-	-	0.753	0.794	0.245	0.587	0.005*	0.049	0.001**	1

Note: Mean (M), Standard Deviation (SD), Self-efficacy (SE), Optimism (Opt), Gratitude (Grat), Resilience (Res), Education (Edu), Tenure (Ten), Position (Pst)
(**) the value stated is significant at p<0.01, (*) p<0.05

The results of hypothesis testing analyzing the direct effect and indirect effect

Building upon the rationale, and based on the literature view, the researchers put forth the following hypotheses:

Hypothesis 1: Self-efficacy is a predictor of resilience

Hypothesis 2: Self-efficacy is a predictor of optimism

Hypothesis 3: Self-efficacy is a predictor of gratitude.

Hypothesis 4: Optimism is predictors of resilience.

Hypothesis 5: Gratitude is predictors of resilience.

Hypothesis 6: Self-efficacy is positively related to resilience, with optimism as the mediator.

Hypothesis 7: Self-efficacy is positively related to resilience, with gratitude as the mediator.

Hypothesis 8: Self-efficacy is positively related to resilience, with optimism and gratitude as the mediators.

To test the hypotheses, the direct effect and path analysis were measured analyzed using SEM-PLS. The results in the table below.

Table 4. Direct Effect and Indirect Effect

Variables	Direct Effect		Indirect Effect	
	T Statistics (IO/STDEVI)	P Values	T Statistics (IO/STDEVI)	P Values
Self-efficacy to Resilience	8.060	0.000		
Self-efficacy to Optimism	11.122	0.000		
Self-efficacy to Gratitude	6.097	0.000		
Optimism to Resilience	5.497	0.000		
Gratitude to Resilience	4.657	0.000		
Self-efficacy–Optimism–Resilience	-	-	4.743	0.000
Self-efficacy–Gratitude–Resilience	-	-	3.925	0.000
Self-efficacy–Optimism–Gratitude–Resilience			6.844	0.000

Figure 1. Research Model and Results

The results in the table 4 (four) and figure 1 (one) showed that the direct effect and path analysis outcomes, which examine the relationships and indirect effects with intervening variablesof optimism and gratitude as mediators. The first results showed that self-efficacy emerges as a significant predictor of resilience (t statistic = 8.060, p < 0.01), thus supporting Hypothesis 1 (one). . Additionally, self-efficacy positively predicts optimism (t statistic = 11.122, p < 0.01), thereby validating Hypothesis 2 (two).. Furthermore, self-efficacy demonstrates a positive association with gratitude (t statistic = 6.097, p < 0.01), which is confirming Hypothesis 3 (three). . Moreover, optimism also positively predicts resilience (t statistic = 5.497, p < 0.01), aligning with Hypothesis 4 (four). Gratitude positively predicts resilience (t statistic = 4.657, p < 0.01), substantiating Hypothesis 5 (five) . Additionally, self-efficacy positively predicts resilience through optimism (t statistic = 4.743, p < 0.01), thereby supporting Hypothesis 6 (six). Similarly, self-efficacy positively predicts resilience through gratitude (t statistic = 3.925, p < 0.01), endorsing Hypothesis 7 (seven). Finally, self-efficacy positively predicts resilience through both optimism and gratitude (t statistic = 6.844, p < 0.01), confirming Hypothesis 8 (eight) . Moreover, the p-value scores for R^2 (the determinant coefficient) indicate that the stimulant impact of self-efficacy, optimism, and gratitude on resiliency is less than 0.05, thus indicating the acceptance of all hypotheses.

Further, the results of the study demonstrate that all three variables, namely self-efficacy, optimism, and gratitude, have a significant and positive impact on resilience, with self-efficacy showing the strongest association. Furthermore, self-efficacy proves to be a reliable predictor of optimism when compared to its prediction of gratitude. As a result, the indirect influence of self-efficacy on resilience through optimism outweighs its impact through gratitude. Additionally, self-efficacy obtains a higher score on optimism in comparison to gratitude, thus establishing optimism as a more effective mediator between self-efficacy and resilience than gratitude.

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Discussion

The findings showed that self-efficacy emerges as a significant predictor of resilience, which supported Hypothesis 1 (one). Results also demonstrated that self-efficacy had a stronger

influence on resilience compared to optimism and gratitude. These results align with prior research that has identified self-efficacy as a vital resource for resilience (IJntema et al., 2021; Masten, 2001; Utami, 2017). When individuals perceive themselves as competent in managing challenges within their capabilities, they are more likely to perceive difficult situations as manageable. Consequently, those with high self-efficacy tend to possess greater self-confidence and resilience.

Self-efficacy positively predicts optimism, thereby validating the Hypothesis 2 (two). The study reveals a robust positive correlation between self-efficacy and optimism. When individuals perceive themselves as competent, they tend to adopt a more optimistic outlook, enabling them to rebound and progress in life. These findings imply that both self-efficacy and optimism play pivotal roles in boosting employees' resilience in the face of adversity. These findings align with the research of Sagone and Indiana (2017), who similarly found that positive emotions are connected to higher levels of resilience.

Additionally, the study demonstrates that self-efficacy significantly predicts gratitude. Which confirms the Hypothesis 3 (three). In this regard, gratitude, as defined by Emmons (2004), encompasses emotions of appreciation for received benefits and is regarded as a virtue that contributes to well-being. Gratitude can also function as an adaptive psychological strategy and a means of positively interpreting everyday experiences (McCullough et al., 2002). Gratitude comprises three components: (1) warm appreciation for someone or something, encompassing an appreciation of others' role in our well-being and recognition of the small pleasures provided by a higher power; (2) positive feelings or intentions toward someone or something, involving contentment with one's circumstances and enjoyment of social connections; and (3) positive actions naturally arising from feelings of gratitude and good intentions, motivating individuals to engage in benevolent acts and exert their utmost effort in all endeavors as a way of expressing gratitude toward life and a divine entity. Allah instructs His believers to express gratitude for all blessings, tangible or intangible (Fitzgerald, 1998). By possessing competence and self-efficacy, individuals are more inclined to reflect upon the abundance in their lives and experience a sense of gratitude. This finding supports a prior study by Damayanti and Mangundjaya (2023), which revealed a significant relationship between self-efficacy and life satisfaction. In other words, a strong sense of self-efficacy may lead to feelings of gratitude, overall life satisfaction, and ultimately, achieving a state of flourishing (Fajriati & Mangundjaya, 2023).

The findings of the study also indicate that optimism is a positive predictor of resilience, in alignment with Hypothesis 4 (four). According to Fredrickson (2003), individuals with an optimistic outlook on life are generally unafraid of the challenges they may face. Positive mood states are likely to promote resilience. This study aligns with previous research that has established a link between optimism and resilience (Lopez, 2019; Masten, 2001; Tusaie, 2001).

The study also revealed that gratitude is another positive predictor of resilience, as gratitude positively predicts resilience, which supported the Hypothesis 5 (five). Gratitude, which involves experiencing pleasant feelings in response to received benefits (Emmons & McCullough, 2012), is considered a virtue that contributes to overall well-being. McCullough et al. (2002) discovered that expressing gratitude in response to life events is an adaptive psychological strategy and a crucial process for positively interpreting everyday experiences. By fostering these positive emotions, individuals are more likely to adopt an optimistic perspective and perceive themselves as capable of overcoming difficulties, thereby developing resilience.

Further examination of the relationship between self-efficacy and resilience demonstrated that self-efficacy predicts resilience through optimism. thereby supporting the Hypothesis 6 (six). In this regard, self-efficacy refers to individuals' confidence in their ability to achieve desired outcomes (Bandura, 1997). Individuals with high levels of self-efficacy are more likely to maintain an optimistic outlook on the future, enabling them to bounce back from challenging situations or failures. Resilience, as defined by the American Psychological Association (2017), entails successfully adapting to adversity. Hence, possessing self-efficacy can contribute to the cultivation of resilience through fostering feelings of optimism. However, while self-efficacy directly predicts resilience, optimism only partially mediates this relationship.

The study findings indicate that self-efficacy has a positive relationship with resilience, with gratitude serving as a mediating factor. This can be attributed to the fact that self-efficacy predicts gratitude and gratitude is associated with resilience. Thus, it can be concluded that self-efficacy predicts resilience through gratitude, or self efficacy indirectly predicts resilience. In addition to this indirect relationship, self-efficacy also directly predicts resilience. Therefore, self-efficacy acts as both a direct and indirect predictor of resilience, with gratitude playing a partial mediating role This findings supported the Hypothesis 7 (seven).

Similar relationships exist between self-efficacy and gratitude, as well as gratitude and resilience. Hence, it can be inferred that self-efficacy serves as a positive predictor of resilience through both optimism and gratitude. However, it is important to note that self-efficacy also directly predicts resilience without the need for mediators such as optimism and gratitude. Therefore, optimism and gratitude only partially mediate the relationship between self-efficacy and resilience. The study reveals that self-efficacy positively predicts resilience, and this relationship is mediated by both optimism and gratitude. The findings suggest that individuals with higher levels of self-efficacy are more likely to be optimistic in their endeavors, indicating that self-efficacy predicts optimism. Optimism, in turn, is associated with greater resilience, indicating that optimism predicts resilience. With this finding, self-efficacy positively predicts resilience through both optimism and gratitude, which confirms the Hypothesis 8 (eight).

The results support the notion that self-efficacy is a significant factor related to resilience, gratitude, and optimism. Previous research has also demonstrated the importance of self-efficacy in resilience, along with other resources such as hope, life purpose, positive affect, and positive relationships. While this study focused specifically on self-efficacy and optimism, future research should consider exploring other variables as well. Developing psychological resilience is crucial in safeguarding employees from the potential negative impacts of organizational change. Therefore, it is recommended that employees who are affected by layoffs prioritize the development of self-efficacy, positive thinking, and optimism to effectively cope with challenging circumstances. By enhancing their feelings of competence and optimism, individuals can maintain a positive mindset, and exhibit adaptive attitudes and behaviors when confronted with difficulties. This condition can be overcome with the resilience-building program.

In this regard, to enhance the effectiveness of resilience-building programs in the face of adversity and organizational change, certain organizations have developed a multitude of intervention programs (Rogerson et al., 2016). These programs predominantly concentrate on psychosocial and adaptable resources to cultivate resilience (Masten, 2001; Vanhove et al., 2016). However, it is imperative to thoroughly evaluate the value of investing in or developing such programs for business purposes, as workplace resilience-building programs are still in the early stages of their efficacy (Robertson et al., 2015). To augment this type of program, it is advisable to incorporate guidance, coaching, and counseling initiatives that foster individuals' self-efficacy. In addition, prior research has demonstrated that leadership can contribute to the

development of resilience. Notably, Mangundjaya and Amir's (2021) studies reveal that charismatic leadership has the potential to nurture resilience in individuals.

Furthermore, the outcomes of the study also suggest that there were no notable mean differences in age, education, and tenure in relation to self-efficacy, resilience, gratitude, and optimism scores. However, significant mean variations were observed in gratitude and resilience across different positions, although no correlation was identified. Interestingly, staff members exhibited the highest gratitude scores, despite not holding the highest positions. This indicates that staff members may experience contentment and satisfaction in their current roles, potentially owing to recent promotions, which contribute to their overall well-being (Emmons & McCullough, 2012). Conversely, section heads demonstrated the highest levels of resilience. As individuals occupying a strategic position between managerial and staff roles, they bear responsibility for overseeing day-to-day operations and managing staff issues. These factors may contribute to their heightened resilience levels. Future research recommendations in this domain are warranted.

Limitation and Future Directions

There are several limitations inherent in this study. Firstly, the measures employed in this research rely heavily on subjective reports, which are susceptible to bias. Secondly, the multidimensional nature of these measures restricts their applicability in mixture modelling, as a unidimensional index is required to identify underlying populations. Thirdly, this study exclusively included male respondents in the role of breadwinners. Therefore, it is imperative to conduct further research that encompasses female respondents, as divergent outcomes may arise. Fourthly, the study was exclusively conducted in the Bekasi region of West Java, thus expanding the research to include diverse cities may impact the findings. Lastly, the study solely focused on respondents who were laid off due to the financial condition of companies following the COVID-19 pandemic. Future research investigating alternative causes may yield disparate results.

Conclusion

The findings of this study have important practical implications, particularly in the realm of interventions aimed at promoting resilience. It is crucial to prioritize the development of self-efficacy through various means such as guidance, coaching, counseling, and training programs. Additionally, our results suggest that initiatives such as training, workshops, coaching, mentoring, and counseling focused on enhancing employee self-efficacy can significantly increase resilience levels and aid in the recovery from traumatic conditions. Resilience coaching and therapy aim to strengthen individuals by building upon their existing strengths. By exploring past successful experiences, counseling can help individuals develop resilience through tenacity. Lastly, our research underscores the critical role of mastering self-efficacy in conjunction with resilience. These insights can guide effective human resource management and social work practices, encouraging the implementation of diverse development programs that empower employees to cultivate their own self-efficacy and resilience.

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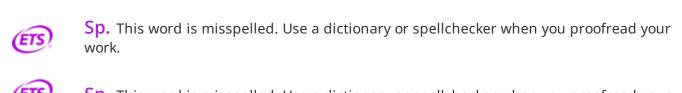**Prep.** You may be using the wrong preposition.

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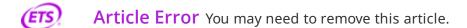
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Wrong Article You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.

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Article Error You may need to use an article before this word. Consider using the article **the**.

Confused You have used either an imprecise word or an incorrect word.

Wrong Article You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.

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Garbled This sentence contains several grammatical or spelling errors that make your meaning unclear. Proofread the sentence to identify and fix the mistakes.

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Prep. You may be using the wrong preposition.

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