

## The Effect of Job Demands on Resilience in Honorary Employees

Nurshinta Dian Permatasari Hadjim<sup>1\*</sup>, Agus Salim<sup>2</sup>

Universitas Aisyiyah Yogyakarta, Indonesia

Email: [nrshntadian@gmail.com](mailto:nrshntadian@gmail.com)<sup>1</sup>, [agussalim@unisayogya.ac.id](mailto:agussalim@unisayogya.ac.id)<sup>2</sup>

\*Correspondence

### ABSTRACT

**Keywords:** job demands, resilience, honorary employees.

Amid many job demands, honorary employees must have resilience and self-resilience so that they can survive and rise from all problems faced so that they can complete their responsibilities as employees. Self-resilience is called resilience. The job demands are called job demands. One of the factors that can affect resilience is the job demands given to honorary employees. This study was conducted to determine the effect of job demand on resilience in honorary employees. Using correlational quantitative research methods. The subjects in this study are honorary employees who work in government agencies of the Special Region of Yogyakarta with a sample of 104 people. The data collection technique carried out in this study is using a research scale. The scale of this study has been tested for reliability and validity. The research data was analyzed using classical assumption tests and hypothesis tests. The results of this study found that there was a very significant influence of job demands and resilience on honorary employees. This is shown by a significance value of 0.000 which indicates that the higher the job demands, the lower the resilience of honorary employees. The subject of this research is still limited to one area, therefore further research is expected to improve the findings or results of the research.



### Introduction

The number of government institutions or agencies in Indonesia of course also causes a fairly high need for manpower. (Aliffia et al., 2023) stated that in government agencies, honorary employees (contract employees other than civil servants) are one of the human resources that contribute to achieving the institution's goals. Honorary employees are employees/employees who work in a government or private agency with certain requirements, are borne by the State Civil Apparatus (ASN), and compensated by the local APBN/APBD (Rakayoga, 2014). Honorary employees are workers who have not been appointed as permanent employees by an organization and receive an honorarium (not salary) every month, regardless of the number of working days of the worker. According to (Dora, 2020), honorary employees also have an important role and are needed in every Government agency or Regional Government.

Reporting from [peraturan.bpk.go.id](http://peraturan.bpk.go.id), based on Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Personnel Principles, Article 2 paragraph (3) recognizes the role of honorary personnel implemented in the resource

structure of the Indonesian apparatus, which functions to assist the implementation of government duties and services to the community, especially in the regions. Honorary personnel is needed in every Government agency or Regional Government to assist the duties of the State Civil Apparatus, namely providing services to the community in a professional, honest, fair, and equitable manner in the implementation of state duties, government, and development.

According to the State Civil Service Agency of the Republic of Indonesia in (Rahman, 2023), the presence of honorary employees in government agencies is believed to be very helpful in managing workload and helping the implementation of public services to be more effective (compared to non-honorary agencies). However, this can lead to arbitrariness where the work demands of honorary employees are sometimes more when compared to employees who have civil servant status, it can add to the injustice because it can be clear that the rights received by honorary employees are not more than civil servants (PNS).

On the other hand, honorary employees of course want to continue working in the institution where they work, but on the other hand, they feel threatened by the position in which they work and always feel insecure (Aulia et al., 2021). This gives the impression that working conditions can change without their knowledge. This situation can make honorary employees feel anxious and want to change jobs or find another job. In Yogyakarta itself, as reported by [rejogja.republika.co.id](http://rejogja.republika.co.id) on Saturday, September 16, 2023, according to the head of the Regional Civil Service Agency (BKD) of the Special Region of Yogyakarta (DIY), the number of honorary personnel in the Yogyakarta Regional Government in 2022 was recorded at 3,442 people. Consisting of teachers, health workers, and technical or administrative personnel.

(Zakaria et al., 2019) stated that each faces job demands that can affect their work, which of course is different. While this may upset some people, others can turn the painful situation into a positive one so that it doesn't affect their performance. A person's ability to react to what he believes to be a threatening situation/condition and try to get out of the situation and solve the problem is called resilience. Grotberg (1999) explains that resilience refers to a person's ability to withstand stress and turn bad events into experiences that lead to a positive direction in life. Resilience has an impact on every aspect of work, resilience itself is a person's ability to recover from difficult situations (Zakaria et al., 2019). Liwanto & Kurniawan (2015) stated that resilience is a long and complex journey, where the ability develops every time we interact with our daily environment, and is characterized by continuous change and uncertainty about something.

Honorary employees can be said to face conditions full of pressure and demands in doing their jobs. This makes it very important to have employee resilience as a psychological resource so that they can still work comfortably, smoothly, and well. Amid many job demands, honorary employees must have resilience and self-resilience so that they can survive and rise from all problems faced so that they can complete their responsibilities as employees. Self-resilience is called resilience. The description of resilience in honorary employees is interesting to research because each honorary

employee has a different way of reducing and relieving pressure and successfully surviving and completing responsibilities within the scope of work. The experience is also interpreted according to the perception of each individual.

The job demands are called job demands. One of the factors that can affect resilience is the job demands given to honorary employees. Bakker and Demerouti (2008) are figures who developed a model related to job demands in the Job Demand Resources Model (JD-R Model). Job demands according to (Bakker & Demerouti, 2014) job demands refer to jobs that require certain physical or psychological efforts and abilities because they cause high work pressure, an unsupportive physical environment, and emotional demands. Job demands can trigger fatigue because there is too much work but too little time. The problem arises because of a high desire to work and work must be completed first compared to other personal affairs (Ayu et al., 2021).

In a previous study that discussed resilience at work in teachers conducted by Nadya (Damayanti & Handoko, 2018), the results of the study showed that 88.5% of teachers had high resilience at work, which showed that teachers were able to survive at work even if they faced unstable or difficult circumstances. In another study on resilience in honorary teachers conducted by (Amelasasih, 2021), the results showed that the research subjects had good resilience. This is shown by the dimensions possessed by the subject, namely emotional regulation, impulse control, optimism, causal analysis, empathy, self-efficacy, and Reaching out. His research has implications for the subject so that he still survives the difficult situation faced as an honorary teacher.

From the explanation above, this research is therefore important to be conducted to determine the influence of job demand on resilience in honorary employees. That is also the difference between this study and other research, namely that there is no other research that examines the effect of job demands on resilience in honorary employees.

The expected benefits of this study include theoretical and practical benefits. Theoretically, this study is expected to be able to contribute knowledge to researchers and readers about the influence of job demands on resilience in honorary employees. Practically, this research is expected to provide an overview of the community and agencies that have honorary employees to better understand the influence of job demands on resilience in honorary employees.

## **Method**

The research uses a correlational quantitative research method. Correlational research aims to see the relationship between two or more symptoms or variables (AB et al., 2018). In this study, the population is honorary employees who work in government agencies in Yogyakarta consisting of men and women of various ages who have worked for a long time. In this study, the sample is 104 honorary employees spread across various government agencies in Yogyakarta. The research was conducted in related agencies that have honorary employees as workers.

Incidental Sampling (Reliance Available Sampling) was used by the researcher as a sampling technique in this study. This sampling technique relies on the existence of

subjects to be used as samples, namely anyone who happens to meet the researcher and is considered suitable as a data source, then the subject is used as a sample (Sugiyono, 2016).

The data collection technique carried out in this study is using a questionnaire (research scale). According to (Sugiyono, 2016), a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to be answered. This researcher uses a resilience instrument made by (Abbas & Zhiqiang, 2020). Then for the job demands instrument using and modifying the instrument made by Rahayu (2019). The data analysis of this study was carried out with the help of SPSS Version 21.0 For Windows.

### **Validity**

The instruments in this study were tested for validity and reliability. The validity test measures the validity or not of an item in the questionnaire (Abbas & Zhiqiang, 2020). The validity test in this study was used to test the validity of the questionnaire (research scale). Effectiveness refers to the extent to which a measuring device accurately and appropriately performs its function. The standard validity guideline used to determine the validity of an item is if the result of the corrected item-total correlation is greater than 0.30 ( $\geq 0.30$ ). In the results of the variability of the resilience variable, a validity value was obtained with a range ranging from 0.463 to 0.751. In the results of the validity of the job demands variable, a validity value was obtained with a range ranging from 0.315 to 0.744.

### **Reliability**

The reliability analysis in this study uses the Alpha Cronbach technique with the help of SPSS Version 21.0 For Windows. According to (Praptana & Riyanto, 2022) if Cronbach's Alpha value  $> 0.6$ , then the research instrument is said to be reliable. However, if the value of Cronbach's Alpha  $< 0.6$  then the instrument is said to be unreliable.

**Table 1**  
**Reliability Test Results**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Information</b>
Resilience	0,896	Reliable
Job Demands	0,915	Reliable

Based on the table of reliability test results above, it can be seen that the Cronbach's Alpha value of each variable in this study has a Cronbach's Alpha value of more than 0.6, so the statement item of each variable can be said to be reliable.

Testing the validity of the data is necessary to prove the correctness of the data obtained during the research. The validity test of quantitative data uses validity tests and reliability tests. Data analysis was carried out after the research data from the respondents was collected. The data analysis used in this study uses classical assumption tests which include normality tests, linearity tests, and hypothesis tests.

## Results and Discussion

### Description of the Research Subject

**Table 2**  
**Decryption of Research Subjects**

Variable	Frequency	Percentage (%)
Age		
27 – 30 Years	40	38%
31 – 35 years old	24	24%
36 – 45 years old	40	38%
Gender		
Woman	53	51%
Male	51	49%
Sum	104	100%

Based on the table above, the total subjects of this study are 104 honorary employees. There were 40 subjects aged 27-30 years, 24 subjects aged 31-35 years, and 40 subjects aged 36-45 years. In addition, there were 53 female subjects and 51 male subjects.

### Description of Research Data

**Table 3**  
**Description of Research Data**

Variable	N	Minimum	Maximum	Mean	Std.Deviation
Job Demands	104	72	116	110,91	9,035
Resilience	104	41	64	45,48	3,168

Based on the results of the descriptive test above, it can be described that the data obtained is variable job demands. Based on this data, it can be described that the value of minimum is 72, while with a maximum value of 116. The average value of Job Demands was 110.91 and the standard deviation of Job Demands was 9.035. Variable resilience. Based on this data, it can be described that the value of minimum is 41, while with a maximum value of 64. The average value of resilience was 45.48 and the standard deviation of resilience was 3.168.

### Research Categorization

#### Resilience

**Table 4**  
**Results of Categorization of Resilience Research Data**

Category	Score Range	Sum	Percentage
Very Low	$X \leq 40,728$	-	-
Low	$40,728 < X \leq 43,896$	41	39,4%
Tall	$47,064 < X \leq 50,23$	57	54,8%
Very High	$50,23 < X$	6	5,8%

Total	104	100%
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From Table 4 above, the categorization shows that 41 subjects (39.4%) have low resilience, as many as 57 subjects (54.8%) have high resilience, and 6 subjects (5.8%) have very high resilience, meaning that the majority of honorary employees have high resilience while working, which means that individuals can survive and overcome the problems faced during work.

### Job Demands

**Table 5**  
**Results of Job Demands Research Data Categorization**

Category	Score Range	Sum	Percentage
Very Low	$X \leq 97.41$	6	5,8%
Low	$97.41 < X \leq 10,395$	4	3,8%
Tall	$111,425 < X \leq 124.41$	94	90,4%
Very High	$124.41 < X$	-	-
Total		104	100%

From Table 5 above, the categorization shows that 6 subjects (5.8%) have very low job demands, as many as 4 subjects (3.8%) have low *job demands*, and 94 subjects (90.4%) have high job demands, meaning that the majority of honorary employees have high job demands while working.

### Results of the Classic Assumption Test

#### 1. Normality Test

**Table 6**  
**Results of the Normality Test**

Sig (p)	Information
0,000	Data is not normally distributed.

Based on the table of normality test results above, the results were obtained that the significance value was 0.000, which in the provisions of the one sample test, the Kolmogorof Smirnov value was  $0.000 < 0.05$ , so it can be concluded that the data is not normally distributed.

### Linearity Test

**Table 7**  
**Linearity Test Results**

Variable	Deviation from Linearity		Information
	F	Sig (p)	
Job demands	5,690	0,000	Non-Linear

Based on the table of the results of the linearity test above, it can be seen that in Deviation from Linearity with a significant value of 0.000 where the value is less than

0.05. So that there is a significant deviation between resilience and job demands and the relationship between the two variables can be said to be non-linear.

### Hypothesis Test Results

<b>Table 8</b> <b>Hypothesis Test Results</b>			
Variable	Correlation Coefficient (r)	Sig (p)	information
Job demands on Resilience	-0,369	0,000	Very Significant

Based on the table of the results of the hypothesis test carried out with *the Spearman Rho* test above, it produced a correlation coefficient value of -0.369 with a significance of 0.000. So it can be concluded that the hypothesis of this study is accepted, which means that there is a very significant influence between job demands and resilience in honorary employees.

### Effective Contribution

This test was conducted to determine the effective contribution between job demands to resilience. To find the effective contribution per variable, first conduct a regression analysis to find out the results with the help of the SPSS program.

<b>Table 9</b> <b>Results of Effective Research Contributions</b>		
Variable	Correlation Coefficient	Determinant Coefficient
Job demands on Resilience	-0,369	0,136

The next step uses the following formula:

$$\begin{aligned}
 SE &= r^2 \times 100\% \\
 &= -0.3692 \times 100\% \\
 &= 0.136 \times 100\% \\
 &= 13.6\%
 \end{aligned}$$

Based on the results of the calculation above, it can be seen that the effective contribution (SE) of the job demands variable to resilience is 13.6%

Based on the results of the data analysis that has been carried out, it is found that there is a very significant influence. This is shown by a significance value of 0.000 which indicates that the higher the job demands, the lower the resilience of honorary employees. This result is in line with previous research conducted by (Damayanti & Handoko, 2018) regarding the effect of resilience on work engagement in drivers on duty at Tugu Station Yogyakarta., The results of the study showed that 43% of respondents had low resilience, while 57% of others had high resilience. As many as 52% of drivers have high work

engagement, while 48% have low work engagement. This can happen because of many factors, one of which is the job demands that employees get during work.

It is not uncommon for honorary employees in the government to experience discrimination and other disadvantages, and the government's policy that requires prospective civil servants to meet the age requirements set makes many honorary employees continue to work for several decades, that is, for a maximum of 35 years. Honorary employees want to be provided with comfortable and safe facilities to support their activities at work. On the other hand, honorary employees of course want to continue working in the institution where they work, but on the other hand, they feel threatened by the position in which they work and always feel insecure (Aulia et al., 2021). This gives the impression that working conditions can change without their knowledge. This situation can make honorary employees feel anxious and want to change jobs or find another job.

Amid many job demands, honorary employees must have resilience and self-resilience so that they can survive and rise from all problems faced so that they can complete their responsibilities as employees. Resilience can help reduce the negative impact on professionals who work in stressful work situations. Resilience is a person's ability to cope with difficult situations. Resilience in the workplace is a means to help individuals adapt to stressful environments. Individuals who have resilience can cope with stress and environmental differences. A resilient person tends to be stronger and less likely to get sick when faced with demands and workloads. Resilience is more than just the ability of individuals to overcome and bounce back from adversity (Hendriani, 2018).

The results of the phenomenological study of Puspitarani and Masykur (2018) show that the process of giving meaning to work begins with the interaction of personal, social, spiritual, and value factors. Personal factors include elements of self-image and changes in attitudes. Interpreting work can prevent workers/employees from feeling that their work is free and boring. Resilience is also the individual's meaning of every problem that he experiences or passes so that he gets a way out of the problem.

Other studies have shown that protective factors, family and non-family support systems, increase resilience. The results of quantitative research on elementary school teachers by (Park et al., 2020) show that there is a positive relationship between social support and resilience levels. This social support comes from the workplace, family, spouses, and friends, such as colleagues in the Teacher Working Group (KKG). A worker, whether an employee or whatever it is, who has job demands in his job, certainly needs support to have good resilience during work.

In the results of the categorization of the research, the effect of *job demands* on the resilience of honorary employees was found that 90.4% of honorary employees have high job demands, including excessive workload and limited resources that are often experienced by honorary employees, such as limited access to training and support facilities. In this situation, a high level of resilience is needed to continue to complete tasks optimally despite facing obstacles. Second, time demands are related to the length of working time and tight deadlines, which force honorary employees to manage their



time effectively to maintain good work performance. The data shows that 54.8% of respondents have high resilience where they can complete the demands of the work they receive while working. Honorary employees who have a high level of resilience tend to be better able to manage their emotions and maintain mental balance even when facing difficult situations.

From these results, it can be concluded that the high and low demands of work affect the level of resilience of honorary employees. However, individuals who have good adaptability as well as adequate environmental support can maintain their psychological resilience. This result is in line with previous research conducted by (Amelasasih, 2021) regarding resilience in honorary teachers. The results show that the research subjects have good resilience. This is shown by the dimensions possessed by the subject, namely emotional regulation, impulse control, optimism, *causal analysis*, empathy, *self-efficacy*, and Reaching out. His research has implications for the subject so that he still survives the difficult situation faced as an honorary teacher.

Individuals in resilient organizations see difficulties that arise as opportunities to develop themselves further and become enthusiastic about doing their jobs even in stressful situations. Resilience is not only the ability of individuals to adapt to difficult situations but also the strength of individuals to fight for health so that the process of adapting to the environment does not become maladaptive. In contrast to non-resilient individuals, individuals behave rigidly, inappropriately, and maladaptably in difficult situations. Resilience can help reduce the negative impact on professionals who work in stressful work situations. Therefore, an honorary employee needs to have resilience to be able to survive working in a government agency with all his problems and demands at work. There have not been many studies that examine *job demands* juxtaposed with resilience or other variables, making this study one of the few studies that examine this phenomenon in the context of society and the theoretical contribution of this study provides a basis for further studies in the same field. This research also certainly has shortcomings where this study is only focused on one regional area and the limitations of the previous literature are a challenge in understanding the specific context of the variables studied. Therefore, subsequent studies are expected to improve the findings or results of the research.

## Conclusion

Based on the results of this study, it was found that there was a very significant influence of job demands and resilience on honorary employees. The higher the job demands in the workplace, the lower the resilience in honorary employees. This means that the hypothesis in this study is accepted. Job demands, which include aspects of workload, emotional demands, and mental demands, have been proven to have a role in decreasing the level of resilience in honorary employees. In conclusion, the job demands received by honorary employees at work can hurt honorary employees, which can reduce resilience. However, more in-depth research is needed to find out the reasons for the

influence of job demands on resilience in honorary employees and how job demands can affect resilience in honorary employees.

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