



Workload effect on Adversity Quotient through Emotional Quotient as Intervening Variable in Palu City Supermarket

Lina Mahardiana^{1*}, Saharuddin Kaseng¹, and Yobert Kornelius¹

¹Faculty of Economics and Business, Tadulako University Palu, Indonesia

This study aims to examine the workload of employees that affect the adversity quotient either directly or indirectly through the emotional quotient as an intervening variable. The research participants were 108 supermarket employees in Palu City who were taken randomly from 26 supermarket outlets which were taken according to their proportions. The results obtained indicate that the effect of workload on the adversity quotient can be weakened if there is an emotional quotient that affects the workload and adversity quotient. In conclusion, this study provides a different perspective on the adversity quotient in the work environment. Another scientific addition is that the emotional quotient can be an adversity quotient reinforcement for individuals to survive the workload. It is possible that other quotients can strengthen the role of the adversity quotient in the world of work.

Keywords: Workload, Adversity quotient, Emotional quotient, Supermarket

Penelitian ini bertujuan untuk mengkaji beban kerja karyawan yang mempengaruhi *adversity quotient* baik secara langsung maupun tidak langsung melalui *emotional quotient* sebagai variabel intervening. Partisipan penelitian merupakan 108 karyawan supermarket di Kota Palu yang diambil secara acak dari 26 gerai supermarket yang diambil sesuai dengan proporsinya. Hasil yang diperoleh menunjukkan bahwa pengaruh beban kerja terhadap *adversity quotient* dapat diperlemah jika terdapat *emotional quotient* yang mempengaruhi beban kerja dan *adversity quotient*. Kesimpulannya, penelitian ini memberikan sudut pandang yang berbeda mengenai *adversity quotient* dalam lingkungan kerja. Tambahan keilmuan lainnya bahwa adanya *emotional quotient* bisa menjadi penguat *adversity quotient* bagi individu untuk bertahan menghadapi beban kerja. Tidak menutup kemungkinan bahwa *quotient* lainnya mampu menguatkan peran *adversity quotient* dalam dunia kerja.

Kata Kunci: Beban kerja, Adversity quotient, Emotional quotient, Swalayan

OPEN ACCESS

ISSN xxxx-xxxx (isi sesuai issn
online jurnal) (online)

ISSN xxxx-xxxx (isi sesuai issn print
jurnal jika ada) (print)

*Correspondence:

Lina Mahardiana,

Email: linaokey0@gmail.com

Citation:

1 p and 2 dst p (xxxx (isi tahun terbit))

Judul Title Case (Besar Kecil) Maksimal

16 kata, Bold, Times new

INTRODUCTION

The emergence of online shopping does not necessarily make supermarkets close. There are still many people who are interested in shopping at supermarkets or other offline shopping places. The reasons also vary, most of them like it because they can choose the desired item at will and are not afraid of fraud. However, such a human lifestyle is more independent and practical, so that even for shopping, people want an independent, fast, and practical process. Human lifestyle will change from year to year, according to the times. Human lifestyle is more independent and practical so that for shopping, humans want an independent, fast and practical process. Kottler and Keller (2019) explain that supermarkets are modern shopping places where consumers choose the desired product themselves without the help of a salesperson (self-service).

According to Rambat and Hamdani (2016), supermarkets are shops that sell various kinds of fresh and processed food and drinks, as well as various other household items. In general, supermarkets occupy a large space, the variety of goods available varies. Self-service is a term for service companies engaged in selling various products in one place of sale (Aryani & Rosinta, 2010). In the city of Palu, many supermarkets have sprung up, but not a few are closed. The attractiveness of supermarkets is that the products or goods offered are quite diverse and complete, always innovating both in terms of room layout and parking systems. This will have an impact on the number of visitors to the supermarket which always increases from year to year. So that the workload felt by employees also increases.

This increased workload of employees is reflected in most of the employees at the front of the supermarket in Palu City (which means salespeople, cashiers, security, and information) giving an unpleasant impression. This is shown by employees who are less friendly, do not smile at consumers, urge consumers to choose products quickly, do not respond well when consumers ask questions, answer consumer questions in an unpleasant tone, many consumers are left waiting a long time to be served. Based on this phenomenon, it can be said that supermarket employees in Palu City are less able to manage their emotions related to service to consumers. Management of these emotions is usually referred to as emotional quotient (EQ) (Behling, 2018). Self-emotion management is affected by a person's resilience in the face of challenges. A person's toughness or resilience in facing challenges and obstacles in his life is referred to as the adversity quotient (AQ) (Stoltz, 2015). Another one resilience can mitigate the negative effects of occupational and workplace adversity on employees (Douglas, 2020). Singh & Sharma's research (2017) found that work stress is caused by unfavorable conditions in the workplace. This condition may be related to organizational policies such as downsizing or redesign which causes fear of losing a job, politics among coworkers, overly demanding bosses, overwork leading to burnout or lack of

coordination among teams leading to bottlenecks and unnecessary delays.

Based on observational data, by conducting spontaneous interviews with employees, it shows that supermarket employees in serving large numbers of consumers often feel tired. The employee also explained that the fatigue that was felt due to a lot of workloads and had to be completed at almost the same time, such as rearranging the storefront of the goods that had been purchased, giving the goods to the cashier, consumers with various questions, consumers who only saw not buying, keeping things from being lost, lack of co-workers, besides that before starting operating hours also cleaning and tidying the storefronts and goods storage shelves. All the work is done by employees for 8 hours a day without a break. Many consumers and relatively few employees make more and more employees work. Therefore, in situations where employees have a workload, of course this requires an immediate response. This poses a threat of urgency and uncertainty becomes a cognitive cover, preventing organizations from pursuing new opportunities, exposing companies to the risk of being too slow, eroding their competitive advantage and, ultimately, going out of business (Osievskyy et al., 2021).

These things then become a burden for employees because of the large number of tasks and the amount of work that must be borne by employees. This is also expressed by Mutia (2014) that a workload that has more capacity than the employee's ability limit can cause fatigue as well as physical fatigue, namely injury, while a workload that is too light can cause the effect of boredom or saturation of workers on their work. The workload felt by employees is a challenge that must be resolved, considering that the company where they work has increased income. Research conducted by Sabrini et al. (2013) revealed that the workload arises because of the influence of company income so that employees are more required to perform optimally. Demands like this are a natural action taken by companies when consumers already believe in the company.

Based on the presentation of these findings, this study seeks to reveal the truth so that the formulation of the problem in this study is whether EQ can be the intervening variable for Workload to AQ in supermarkets in Palu City?

This study is expected to increase knowledge about theories related to AQ, workload, and also the EQ intelligence of employees in supermarkets in Palu City. Practical benefits for the company are expected to provide an overview of being able to place and employ employees according to their abilities and capacities in dealing with problems and obstacles in the work that will later bring benefits and prosperity to the company. In addition, so that companies know that with the EQ possessed by employees, it is hoped that their AQ will also increase to be able to resolve the demands and workloads of the company. For further research, it is hoped that this research can be a reference in the development of research

carried out so that it can develop in accordance with the current developments. The hope is also that it can provide a real picture to researchers about AQ in human life and phenomena that exist in the industrial world

LITERATURE REVIEW

Adversity Quotient

Adversity from the basic word that is adverse has the meaning of unpleasant conditions, misfortune while Quotient in has the meaning of quality specifications/characteristics or in other words to measure a person's ability (Stoltz, 2016). So the adversity quotient is defined as the ability to face adversity or difficulty. AQ consists of dimensions according to Stoltz (2015), which is abbreviated as CO2RE, namely control, origin, ownership, reach, and endurance. The five dimensions of AQ are stated in the statement items in the research scale. On the other hand, a study conducted by Song and Woo (2015), said that AQ can be shaped by various factors, namely: competitiveness, motivational productivity, risk-taking, improvement, persistence, and learning.

Study about endurance found in the study extends work concerning career resilience (CR) by examining the role of CR as a mediator between various psychological career factors and career satisfaction (CS) (i.e. subjective career success) (Lyons et al., 2015). Although some general trends in resilience and protection may extend beyond national borders, resilience is also strongly influenced by culture and context (Noltemeyer & Bush, 2013). In addition, other studies reveal that the adversity quotient on students has a different impact. On career adaptability scores were higher among associate-level student nurses and those who had served as student leaders. These findings may provide evidence for improving the adaptability of student nurses (Tian & Fan, 2014). Significant differences in Ownership, Reach, Endurance dimensions, and also Adversity Quotient were observed among the respondents of different income groups. A significant correlation between Adversity Quotient and Job satisfaction was observed. Approximately seventeen per cent of the variance of job satisfaction was explained by Adversity Quotient (Sherrod, 2012).

Emotional Quotient

According to Goleman (2005) emotion refers to a feeling and a biological and psychological state and a series of tendencies to act. Agustian (2017) views EQ as emotional intelligence, in the context of human relationships with other humans. Tarwaka & Sudiajeng (2004) mention five domains consisting of intrapersonal, interpersonal, stress control, adjustment, and general mood. Notoprasetyo (2012) states that EQ is related to a person's personal and social abilities in controlling their emotions so that they become a determinant of behavior. Thus it can be said that EQ is a person's ability to recognize the feelings he has.

The factors that influence the development of EQ according to Supriyanto and Troena (2012) are divided into two, namely physical factors determined by the

relationship between the cortex (thinking) and the limbic system (emotional control); and psychological factors are determined by temperament, namely the personality traits possessed by a person. Ardana, Aritonang, and Dermawan (2013) say that there are four skills that together form emotional intelligence, namely self-awareness, self-management, social awareness, and management of social relationships.

There are five aspects of EQ according to Goleman (2005), namely recognizing one's emotions, managing emotions, motivating oneself, recognizing other people's emotions, and building relationships.

Workload

The definition of workload according to the Regulation of the Minister of Home Affairs Number 12 of 2008 is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm (Regulation of the Minister of Home Affairs, n.d.). According to (Tarwaka & Sudiajeng, 2004) workload is a difference between a person's capacity or ability and the work demands that must be faced. This is based on the fact that humans in carrying out their work tasks require physical and mental abilities in themselves. Not all humans can adjust their capacity to the workload they get (Hart & Staveland, 2018). If a person's workload is not proportional to the capacity he has, it will cause stress on him.

Workload measurement is defined as a technique to obtain information about work efficiency and effectiveness which is carried out systematically using job analysis techniques, workload analysis techniques, or other management techniques (Tarwaka & Sudiajeng, 2004). According to Hart and Staveland (2018), that workload is something that arises from the interaction between the demands of tasks, the work environment used as a workplace, skills, behavior, and perceptions of work.

Hart and Staveland (2018), divide the workload into six dimensions, namely mental demand, physical demand, temporal demand, performance, effort, and frustration level.

Hypothesis

The phenomenon of employees at supermarkets in Palu City, the profession as a salesperson, in carrying out tasks is not easy, takes a lot of time, is not light and requires its own skills in dealing with other consumers (Wallis, 2012). When viewed from the volume of work and work time sacrificed as well as the type of work, there is an imbalance in completing tasks as a salesperson. This is what makes the workload of a salesperson heavy (Jackson, 2013). In the type of work that is related to human behavior, the workload of a salesperson demands resistance to the challenges of work and emotional control. According to the theoretical study presented earlier, the profession as a salesperson is not as easy as imagined. For this reason, it is deemed necessary to examine the effect of workload on the resilience of the

challenges faced by an employee on the emotional intelligence that occurs to him (Paramanandam & Shwetha, 2013).

H1: The workload will affect the Adversity Quotient (AQ) depending on a person's emotional intelligence (EQ) as an intervenin

METHOD (FOR RESEARCH ARTICLE)

According to Sugiyono (2010) research with a quantitative approach focuses on analysis in the form of numbers (numerical) then processed using statistical methods. According to Azwar (2014) research that is inferential (in the context of testing hypotheses) relies on conclusions that result in a null probability of rejecting the hypothesis. The use of quantitative approach research methods will obtain the significance of the relationship and the differences between the variables studied. Sugiyono (2010) suggests that quantity research starts with an explanation of the research concept used because it is the researcher's frame of reference in designing research instruments. This study is expected to find a relationship or influence of the variables studied, namely workload on AQ through employee EQ.

The variables in this study consisted of the independent variable, namely workload, the intervening variable, namely EQ, and the dependent variable AQ. This study was conducted in 26 supermarkets in Palu City. Sampling proportionally random sampling Sudrajat (2002). A total of 108 self-service employees as the unit of analysis. The data taken is primary data for data analysis using the path analysis method which is an extension of multiple linear regression analysis with SPSS (Ghozali, 2019).

Participants in this study are employees who have worked for less than one year until 2 years. This relates to employee resilience at work and managing stress. In addition, age also aims to determine the level of resilience or employee AQ in terms of age. Another thing is the gender that participants get is female. This study uses three measurement scales. Adversity quotient by Stoltz, emotional quotient by Golemen, and workload by Tarwaka and Sudiajeng all the scale have been reuse. All of these measuring tools have been adapted and adapted to the characteristics of research participants.

RESULTS AND DISCUSSION

Based on Table 1 discussing the descriptive data of the research subject, it was found that supermarket employees in Palu City, mostly aged between 22-26 years, in this age range are workers who are looking for experience to be able to work, not age to determine their next career Effendi and Khairani (2016). In the gender category, it indicates that there are more female employees who have direct contact with consumers. This is because women have flexibility in serving consumers, while men are mostly used for jobs that use muscles (Aryani & Rosinta,

2010). Judging from the working period of employees, most have a working period of fewer than 1.5 years because employees who have worked for more than 2 years, most them submit to resign so that companies often recruit new workers so that employee turnover is very high (Chin & Hung, 2013).

[Table 1 about here]

Table 2 explains the magnitude of the direct effect of workload on AQ of -0.436 with a significance value of 0.000. These results indicate that there is a negative and significant effect. It means that the higher the workload level of supermarket employees in Palu City will affect the lower AQ of employees. This can also mean that a high workload can affect AQ to low.

[Table 2 about here]

The daily performance of supermarket employees in Palu City shows that work tends to seem less enthusiastic. This happens based on the existence of low AQ, due to excessive workload with short rest periods. Efnita et al. (2017) mention that this situation makes the work done by employees feel less comfortable for consumers. On the other hand, providing good service to consumers is one of the challenges and difficulties in work that must be faced (Rambat & Hamdani, 2016).

Stoltz's (2000) view of AQ illustrates that a person in reaching the point of success requires an ability to survive in the face of existing problems and difficulties. The existence of AQ becomes a strength for employees to be able to cope with the existing workload. According to research conducted by Wu (2011) that the presence of sources of work stress such as demands and workloads will motivate a person to work better. With a high workload with high motivation in AQ then a person will be able to achieve success.

Table 3 explains the magnitude of the effect of workload with EQ on research subjects, it is known that the effect between the variables above is 0.547 with a significance of 0.000. Based on these results, it can be explained that there is a positive and significant influence between workload and emotional intelligence.

[Table 3 about here]

Table 4 shows a positive influence between emotional intelligence on AQ with a value of 0.481, a significance of 0.000. This indicates that there is a true effect between EQ and AQ. Figure 1 shows the estimation model of the relationship and influence between variables.

[Table 4 about here]

Figure 1 explains that the workload variable can affect AQ both directly and indirectly. This can be seen in the formulation of the calculation of the influence between variables as follows (Ghozali, 2019):

The indirect effect of workload on AQ through EQ is $p1 \times p2 = 0,547 \times 0,481 = 0,263$. The direct effect of workload on AQ is $p3 = 0,436$. The total effect (workload regression value to AQ through EQ) is $p1 + (p1 \times p2) = 0,547 + 0,263 = 0,81$ (Ghozali, 2019).

The results of calculations using the above formulation can be seen that the total effect of 0.81 is greater than the value of the direct influence of 0.481. While the direct effect is 0.436 more than the indirect effect is 0.263. This indicates that workload can have a direct or indirect effect on AQ, but it is found to have a stronger direct effect. So it would be better if you increase your AQ, it is necessary to pay attention to reducing the workload of employees. While EQ does not require intense attention.

The results obtained based on the calculation of the proposed hypothesis; it is known that the indirect effect of workload on AQ through EQ can be proven significantly. The existence of EQ in the influence of workload on AQ can be an intervening that can weaken the influence. A person's ability to recognize the feelings he has, in the form of intelligence related to personal abilities and social abilities of a person who controls his emotions so that it becomes a determination in emotional expenditure (Supriyanto & Troena, 2012). When viewed from the influence relationship between variables, it can be said that the higher the employee's workload, the more intelligent employees will be in managing their emotions, which in turn will increase their ability to deal with difficulties/challenges.

However, the results of the analysis of the influence between workload and AQ are negative, so there is an inverse relationship, so the higher the workload of the employee, the lower the ability of the employee to face difficulties/challenges. Thus, the influence of workload on AQ can be weakened if there is emotional intelligence that also affects workload and AQ. The value of the influence given by emotional intelligence on AQ indirectly is 0.481 with a significance of 0.002.

In research conducted by Sanjaya (2012) it can be seen that the presence of EQ can weaken the effect of work stress on employee performance. Research conducted by Kasmarani (2012) that mental workload can affect nurses' work stress. Kasmarani's research illustrates that it is the mental workload influence work stress so that it affects the level of EQ and AQ. While research conducted by Wisesa and Indrawati (2016), said that the AQ of students who start entrepreneurship is a challenge that must be faced in achieving predetermined targets and students must complete other tasks during the lecture period. This is an illustration that in addition to good fighting power, good emotional intelligence is also needed. Another study found that workplace thriving highlighted how supervisors might support people to do their best work while preventing burnout (Holttum, 2019).

[Figure 1 about here]

Limitation

The limitations of the study are related to the limited number of self-service companies as participants in this study. In addition, based on theory, it is only limited to the emotional quotient. It is hoped that similar research can use other quotients that can support research.

CONCLUSION

This research is based on the performance of employees or self-service salespeople in Palu which looks not in accordance with the wishes of the customer. Then through this research it was revealed that the power of the presence of excessive workloads and the weak AQ of employees made turnover intentions clearly visible.

Based on the results of the research that has been described and discussed, it can be concluded that the workload felt by supermarket employees in Palu City can affect AQ or fighting power either directly or indirectly through EQ or own emotional intelligence. It was also found that the higher the level of the employee's workload, the lower the AQ possessed by the employee. However, if EQ can be controlled in the sense that it is weakened, AQ can increase which in the end employee turnover can be suppressed. This will trigger the desire of employees to resign from their jobs and lead to turnover. Another finding is that employee emotional intelligence is proven as a moderating variable of the effect of workload on fighting power, but it is not as effective as the direct effect of workload on AQ because the effect is stronger than the indirect effect. However, the effect of workload on AQ can be weakened if EQ is involved.

The suggestion that can be used as a reference to improve employee AQ is that the company is expected to motivate its employees more effectively, for example providing rewards and punishments according to employee needs, as well as providing training to improve the ability of workers. To prevent employee resignation and turnover, the company provides directions on practical ways and tips in dealing with consumers to reduce fatigue at work. To increase AQ, companies should provide training to improve the ability to recognize stable self-feelings, for example, employees are introduced to pleasant and unpleasant situations, with the hope that employees can think to give meaning to behavior.

In conclude this study provides a different perspective on the adversity quotient in the work environment. Another scientific addition is that the presence of an emotional quotient can strengthen the adversity quotient for individuals to survive in the face of workloads. It is possible that other quotients can strengthen the role of the adversity quotient in the world of work.

ACKNOWLEDGEMENT

The authors thanks to the participant on this research

REFERENCES

- Agustian, A. G. (2017). *Emotional Capital dan Spiritual Capital Power: Sebuah Inner Journey Melalui Al-Ihsan* [Emotional Capital and Spiritual Capital Power: An Inner Journey Through Al-Ihsan]. Jakarta: Arga.
- Ardana, I. C., Aritonang, L. R., & Dermawan, E. S. (2013). Kecerdasan Intelektual, Kecerdasan Emosional, Kecerdasan Spiritual, dan Kesehatan Fisik untuk memprediksi Prestasi Belajar Mahasiswa Akuntansi (Studi Empiris pada Mahasiswa Tingkat Akhir (Skripsi) S1 Akuntansi FE Untar) [Intellectual Intelligence, Emotional Intelligence, Spiritual Intelligence, and Physical Health to predict Learning Achievement of Accounting Students (Thesis) S1 Accounting FE Untar]. *Jurnal Akuntansi*, XVII(03), 444–458.
- Aryani, D., & Rosinta, F. (2010). Pengaruh Kualitas Layanan terhadap Kepuasan Pelanggan dalam Membentuk Loyalitas Pelanggan [The Effect of Service Quality on Customer Satisfaction in Forming Customer Loyalty]. *Bisnis & Birokrasi, Jurnal Ilmu Administrasi dan Organisasi*, 17(2), 114–126.
- Azwar, S. (2014). *Penyusunan Skala Psikologi* [Psychological Scale Preparation]. Yogyakarta: Pustaka Belajar.
- Behling, O. (2018). Employee selection: Will intelligence and conscientiousness do the job?. *Academy of Management Perspectives*, 12(1), 77–86. <https://doi.org/10.5465/ame.1998.254980>.
- Chin, P.-L., & Hung, M.-L. (2013). Psychological Contract Breach and Turnover Intention: The Moderating Roles of Adversity Quotient and Gender. *Social Behavior and Personality; Palmerston North*, 41(5), 843–859.
- Douglas, S. (2020). Mitigating workplace adversity through employee resilience. *Strategic HR Review*, 19(6), 279–283. <https://doi.org/10.1108/SHR-06-2020-0063>
- Effendi, M., & Khairani, A. Z. (2016). Correlation between Adversity Quotient (AQ) with IQ, EQ and SQ Among Polytechnic Students Using Rasch Model. *Indian Journal of Science and Technology*, 9(1), 1–8. <https://doi.org/10.17485/ijst/2016/v9i47/108695>.
- Efnita, S., Taufik, & Uyun, Z. (2017). Adversity Quotient pada Pedagang Etnis Cina [Adversity Quotient on Chinese Ethnic Traders]. *Indigenous, Jurnal Ilmiah Berkala Psikologi*, 9(1), 54–68.
- Ghozali, I. (2019). *Mediasi dan Moderasi Dalam Analisis Statistik Menggunakan Program IBM SPSS 25, Process Versi 3.1 & WarpPLS 6.0* [Mediation and Moderation in Statistical Analysis Using IBM SPSS 25 Program, Process Version 3.1 & WarpPLS 6.0]. Semarang: Yoga Pratama.
- Goleman, D. (2015). *Emotional Intelligence*. Jakarta: PT. Gramedia Pustaka Utama.
- Hart, S. G., & Staveland, L. E. (2018). Development of NASA-TLX (Task Load Index): Results of Empirical and Theoretical Research. In *Advances in Psychology* (Vol. 52, pp. 139–183). Elsevier. Retrieved from <https://linkinghub.elsevier.com/retrieve/pii/S0166411508623869>.
- Holtum, S. (2019). Research Watch: Can adversity make you stronger? *Mental Health and Social Inclusion*, 23(2), 64–70. <https://doi.org/10.1108/MHSI-02-2019-0005>
- Jackson, L. A. (2013, December). When your job really makes you sick. *Black Enterprise; New York*, 34(5), 63–64. Retrieved from <https://search.proquest.com/docview/217884551/abstract/D02B0D6AEA9A4E73PQ/17>
- Kasmarani, M. K. (2012). Pengaruh Beban Kerja Fisik dan Mental Terhadap Stres Kerja pada Perawat di Instalasi gawat Darurat (IGD) RSUD Ciajur [The Effect of Physical and Mental Workload on Work Stress on Nurses in the Emergency Room (IGD) RSUD Ciajur]. *Jurnal Kesehatan Masyarakat*, 1(2), 767–776.
- Kotler, P., & Keller, K. L. (2019). *Manajemen Pemasaran* [Marketing Management] (13th ed.). Jakarta: PT. Indeks.
- Lyons, S. T., Schweitzer, L., & Ng, E. S. W. (2015). How have careers changed? An investigation of changing career patterns across four generations. *Journal of Managerial Psychology*, 30(1), 8–21. <https://doi.org/10.1108/JMP-07-2014-0210>
- Mutia, M. (2014). Pengukuran Beban Kerja Fisiologis dan Psikologis pada Operator Pemetikan Teh dan Operator Produksi Teh Hijau di PT. Mitra Kerinci [Measurement of Physiological and Psychological Workload on Tea Picking Operators and Green Tea Production Operators at PT. Kerinci Partner]. *Jurnal Optimasi Sistem Industri*, 13(1), 503–517. <https://doi.org/10.25077/josi.v13.n1.p503-517.2014>.
- Noltmeyer, A. L., & Bush, K. R. (2013). Adversity and resilience: A synthesis of international research. *School Psychology International*, 34(5), 474–487. <https://doi.org/10.1177/0143034312472758>
- Notoprasetyo, C. G. (2012). Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual Auditor terhadap Kinerja Auditor pada Kantor Akuntan Publik di Surabaya [The Effect of Emotional Intelligence and Auditor Spiritual Intelligence on Auditor Performance at a Public Accounting Firm in Surabaya]. *Jurnal Ilmiah Mahasiswa Akuntansi*, 1(4), 76–81.
- Osiyevskyy, O., Sinha, K. K., Sarkar, S., & Dewald, J. (2021). Thriving on adversity: Entrepreneurial thinking in times of crisis. *Journal of Business Strategy*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/JBS-06-2021-0110>
- Paramanandam, P., & Shwetha, R. (2013). Adversity Quotient (AQ) as a Predictor of Job Satisfaction. *International Journal on Global Business Management & Research; Chennai*, 1(2), 27–37. Retrieved from <https://www.proquest.com/scholarly-journals/adversity-quotient-aq-as-predictor-job/docview/1518876511/se-2>
- Peraturan Menteri Dalam Negeri. Peraturan Menteri Dalam Negeri Nomer 12 Tahun 2008 tentang

- Pedoman Analisis Beban Kerja dilingkungan Departemen Dalam Negeri dan Pemerintah Daerah [Minister of Home Affairs Regulation Number 12 of 2008 concerning Guidelines for Workload Analysis within the Ministry of Home Affairs and Regional Governments].
- Rambat, L., & Hamdani, D. A. (2016). *Manajemen Pemasaran Jasa* [Service Marketing Management] (2nd ed.). Jakarta: Salemba Empat.
- Sabrina, A., Rambe, A. J. M., & Wahyuni, D. (2013). Pengukuran Beban Kerja Karyawan dengan Menggunakan metode SWAT (Subjective Workload Assessment Technique) dan Work Sampling di PT. XYZ [Employee Workload Measurement Using SWAT (Subjective Workload Assessment Technique) and Work Sampling method at PT. XYZ]. *e-Jurnal Teknik Industri FT USU*, 8(2), 6–13.
- Sanjaya, F. (2012). Pengaruh Strs Kerja terhadap Kinerja Karyawan dengan Kecerdasan Emosi sebagai Moderating variabel [The Effect of Work Stress on Employee Performance with Emotional Intelligence as Moderating Variable]. *Journal of Economic Education*, 1(2), 11–17.
- Song, J.-H., & Woo, H.-Y. (2015). A Study on AQ (Adversity Quotient), Job Satisfaction and Turnover Intention According to Work Units of Clinical Nursing Staffs in Korea. *Indian Journal of Science and Technology*, 8(S8), 74–78. <https://doi.org/10.17485/ijst/2015/v8iS8/71503>.
- Stoltz, P. G. (2015). *Adversity Quotient: Mengubah Hambatan Menjadi Peluang* [Adversity Quotient: Turn Obstacles Into Opportunities]. Jakarta: PT. Gramedia.
- Stoltz, P. G. (2016). *Adversity Quotient a work, mengatasi kesulitan di tempat kerja Terjemahan oleh Alexander Sindoro* [Adversity Quotient a work, overcoming difficulties at work Translation by Alexander Sindoro]. Jakarta: Interaksara.
- Sudradjat, S. (2002). *Metode Penarikan Sampel dan Penyusunan Skala* [Sampling and Scaling Methods]. Jatinagor, Sumedang: Fakultas Pertanian Universitas Padjajaran.
- Sherrod, L. (2012, September). What's your AQ? *Essence; New York*, 29(5), 68. Retrieved from <https://www.proquest.com/magazines/whats-your-aq/docview/223167432/se-2>
- Singh, S., & Sharma, T. (2017). Affect of Adversity Quotient on the Occupational Stress of IT Managers in India. *Procedia Computer Science*, 122, 86–93. <https://doi.org/10.1016/j.procs.2017.11.345>
- Sugiyono. (2010). *Statistika untuk Penelitian* [Statistics for Research]. Bandung: Alfabeta Suryabrata.
- Supriyanto, A. S., & Troena, E. A. (2012). Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kepemimpinan Transformasional, Kepuasan Kerja dan Kinerja Manajer (Studi di Bank Syari'ah Kota Malang) [The Effect of Emotional Intelligence and Spiritual Intelligence on Transformational Leadership, Job Satisfaction and Manager Performance (Study at Sharia Bank Malang City)]. *Jurnal Aplikasi Manajemen*, 10(4), 693–709.
- Tarwaka, S., & Sudiajeng, L. (2004). *Ergonomi Untuk Kesehatan dan Keselamatan Kerja dan Produktivitas* [Ergonomics for Occupational Health and Safety and Productivity]. Surakarta: UNIBA Press.
- Tian, Y., & Fan, X. (2014). Adversity quotients, environmental variables and career adaptability in student nurses. *Journal of Vocational Behavior*, 85(3), 251–257. <https://doi.org/10.1016/j.jvb.2014.07.006>
- Wallis, T. J. (2012, December). How to overcome adversity and find success. *Career World; Stamford*, 31(3), 6–11. Retrieved from <https://search.proquest.com/docview/209767699/abstract/D02B0D6AEA9A4E73PQ/47>
- Wisesa, D., & Indrawati, K. R. (2016). Hubungan Adversity Quotient dengan Motivasi Berwirausaha pada Mahasiswa Universitas Udayana yang mengikuti Program Mahasiswa wirausaha [The Relationship between Adversity Quotient and Entrepreneurial Motivation for Udayana University Students who take part in the Entrepreneurship Student Program]. *Jurnal Psikologi Udayana*, 3(2), 187–195.
- Wu, Y.-C. (2011). Job stress and job performance among employees in the Taiwanese finance sector: The role of emotional intelligence. *Social Behavior and Personality: An International Journal*, 39(1), 21–31. <https://doi.org/10.2224/sbp.2011.39.1.21>.

Conflict of Interest Statement: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Copyright © Lina Mahardiana, Saharuddin Kaseng, Yobert Kornelius This is an open-access article dis-

tributed under the terms of the Creative Commons Attribution License (CC BY). The use, distribution or reproduction in other forums is permitted, provided the original author(s) and the copyright owner(s) are credited and that the original publication in this journal is cited, in accordance with accepted academic practice. No use, distribution or reproduction is permitted which does not comply with these terms.

LIST OF TABLES

- 1 Descriptive Results of Research Subject Frequency 6
- 2 Workload Analysis on Adversity Quotient 6
- 3 Workload Analysis on Emotional Quotient 6

- 4 Emotional Quotient Analysis of Adversity Quotient..... 6

LIST OF FIGURE

- 1. Influence Relationship Model between Variables and Parameter Estimation Path Analysis Model 6

TABLE1/ Descriptive Results of Research Participants

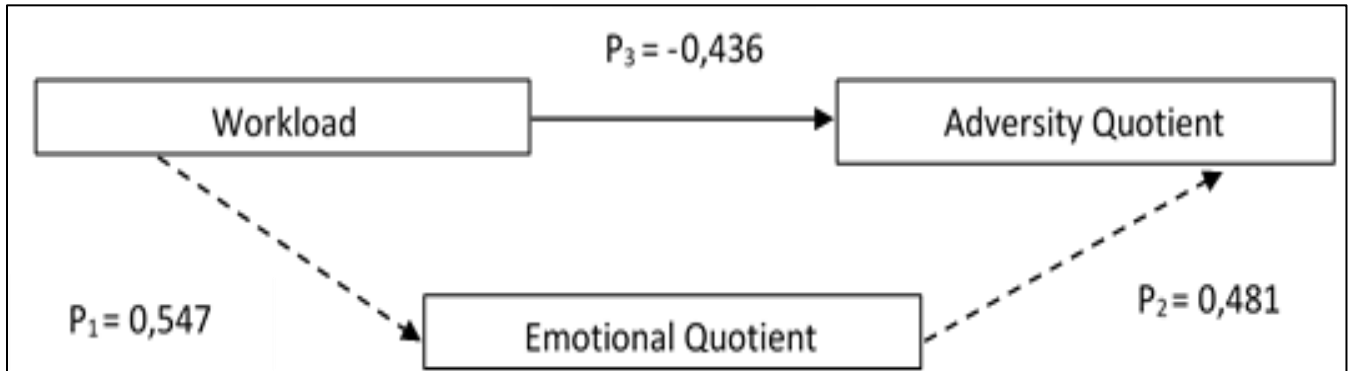
Age			Gender			Years of service		
Category	F	%	Category	F	%	Category	F	%
> 30	12	11,2	Male	8	7,5	> 2 years	11	10,18
30 – 26	35	32,5	Female	100	92,5	2-1,5 years	13	12,04
26 – 22	44	40,5				< 1,5 years	84	77,78
< 22	17	15,8						
Total	108	100		108	100		108	100

TABLE 2/Workload Analysis on Adversity Quotient

Model	B	Std error	T	Sig.
Constanta	8.347	2.304	4,734	,000
Workload	-,436	,079	9,128	,000
R	= 0,534	F-Statistik = 47.248		
R.Square	= 0,244	Sig = 0.000		
Adjusted R. Square	= 0.535			

TABLE3 / Workload Analysis on Emotional Quotient				
Model	B	Std error	T	Sig.
Constanta	14.347	3.217	5.414	,000
Workload	,547	,056	7,812	,002
R	= 0,647	F-Statistik = 68.268		
R.Square	= 0,418	Sig = 0.000		
Adjusted R. Square = 0.413				

TABLE4/Emotional Quotient Analysis of Adversity Quotient				
Model	B	Std error	T	Sig.
Constanta	9.037	3.573	6,453	,000
Emotional Quotient	,481	,088	8,120	,000
R	= 0,576	F-Statistik = 56.658		
R.Square	= 0,382	Sig = 0.000		
Adjusted R. Square	= 0.431			



Data Processing (2018)

FIGURE 1 | Influence Relationship Model between Variables and Parameter Estimation Path Analysis Model