

Resilience and Work Stress in Female Sandwich Generation Employees

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ABSTRACT

This study aims to find out the relationship between resilience and work stress in female sandwich workers. This research uses correlational quantitative research methods. The data used is quantitative data using purposive sampling. The scale used in this study is a work stress scale compiled by Principal (2022) using the work stress theory of Robbins and Judge (2015) with a reliability value of 0.768 and a resilience scale composed by Hanan (2024) adapted from the Connor and Davidson (2023) measuring instruments with the reliability of 0.788. Data analysis using product moment correlation testing with the help of IBM SPSS Statistic 22. The results of the study indicate that there is a significant link between resilience and work stress in female sandwich workers.

Keywords: Resilience, work stress, female employee sandwich generation

Introduction

The terms of sandwich-generation is an adult individual who is "sandwiched" between the responsibility of raising children and the obligation to care for parents who do not earn an income so that their needs are borne and borne by the children (Miller, 1981). Generational women sandwich Working is a condition that requires him to carry out various complex role tasks as breadwinners and care for three generations such as parents, themselves, partners, and children (Salsabila & Annisah, 2024). Data from the Indonesian National Socio-Economic Survey (2017) found that of 7,009 households there was 6.42 percent of households were categorized as generation sandwich and 10.9-11.3% were working women from the total households studied (Putri, 2022).

Female employees who act as a generation sandwich allow negative things to emerge that have physiological, emotional, and psychological impacts as well as financial problems that become a burden (Salmon, 2017). This is supported by research which states that becoming a generational employee sandwich will make him feel very stressed and tired, and can worsen his health condition (Marks in Yuliana, 2021). Employees who experience work stress will be at risk of harming the company or organization where they work. This happens because when employees experience stress, they will experience a decrease in work performance, an increase in work absenteeism, and an increase in the possibility of accidents at work (Pratiwi & Ike Betria, 2021).

Stress is a process experienced by individuals psychologically as a response to pressure from the environment which results in unpleasant feelings or conditions in the individual (Robbins & Judge, 2016). Robbins and Judge (2017) further explained that work stress is when someone feels worried or afraid of things that happen at work. According to the results of a survey by Parmelee and Codd (2023), the percentage of women who experience work stress reaches 46% from 53% of women who experience stress. This is supported by a statement from CNN Indonesia (2021) that from the results of a survey conducted in the United States in 2007, it was found that almost 40% of sandwich-generation women experienced extreme levels of stress. High work stress has an impact on employee performance which becomes low or decreases employee performance. This is due to excessive work stress causing employees to experience a depressed condition (Wartono, 2017).

The hope is that work stress becomes something that needs attention, especially for female employees, because apart from having an impact on individuals, work stress can have an impact on organizations or companies (Akbar, 2017). Especially for female employees who are part of the generation sandwich with demanding responsibilities who are more vulnerable to experiencing stress (Monica, Yomima, & Sarita, 2023). Three factors influence work stress in employees according to Robbins and Judge (2016), namely: environmental factors, organizational factors, and personal factors. Personal factors explain that in facing problems there are individual personality traits that are optimistic and pessimistic. Optimistic individual personality traits can enable individuals to survive and motivate them to develop optimally even in stressful situations. The ability or quality possessed by an individual that enables him or her to survive in the face of various pressures and difficulties is called resilience. According to Mustikasari (2019), an individual's inherent personality can influence his or her resilience or ability to overcome problems.

Resilience is an individual's personal quality that enables him or her to be able to face all difficulties and stressful situations (Connor & Davidson, 2003). According to Deldar (in Khanmohammadi, Azam, Maryam, & Karvan, 2020) states that resilience is the ability or consequence of positive adaptation that a person makes to overcome bad or threatening conditions. According to Hendriani (2018), discussions about resilience cannot be separated from the concept of stress. Stress reflects someone who experiences pressure and demands that cannot be met by themselves, resulting in an inability to manage their life so that it remains stable or balanced. Individuals who experience stress are people who have low resilience because they cannot survive the pressures and demands that befall their lives, on the other hand, individuals who have high resilience will have the ability to survive and deal with it so they do not experience stress. This is supported by the results of Hakim & Rizky's (2021) research on the relationship between resilience and work stress in PT customer service employees. X East Java area during the COVID-19 pandemic showed a negative correlation between resilience and work stress in employees. This research aims to find out whether there is a relationship between resilience and work stress in female sandwich-generation employees. It is hoped that the results of this research can contribute to the development of psychological science, especially industrial and organizational psychology so that the next generation of female employees sandwich can increase their resilience and reduce work stress.

Methods

This research uses quantitative correlational research methods. This research aims to find out whether there is a relationship between resilience and work stress in female sandwich-

generation employees. This research uses a population of employees at PT.X Surabaya. Total population of generational female employees sandwich The company has 75 employees. Therefore, to determine the number of subjects, the researcher used a table for determining the number of subjects from a certain population developed by Issac and Michael, for an error rate of 5%, namely 62 subjects. Research respondents were confirmed to meet the criteria for research subjects by asking the subject's identity as a generational employee sandwich via inquiry in link g-form.

The research instrument used uses a type of scale Likert, namely a scale used to measure a person's attitudes, opinions, and perceptions about social phenomena (Sugiyono, 2016). Each scale was tested first involving administering the scale to a smaller research sample of subjects who had the same characteristics. The scale for the dependent variable of this research uses a work stress scale compiled by Utama (2022) using Robbins and Judge's (2015) work stress theory, consisting of physiological symptoms, psychological symptoms, and behavioral symptoms. The results of this work stress scale trial show that the work stress scale has good reliability ($\alpha=0.768$). Meanwhile, the scale for the independent variable uses the resilience scale prepared by Hanan (2024) adapted from the measuring instrument of Connor and Davidson (2023). This scale consists of aspects of personal competence, trust in one's instincts, positive acceptance of change and secure relationships, control and factors, dan spiritual influences. The results of this resilience scale trial show that the resilience scale has good reliability ($\alpha=0.788$). Data analysis using product moment correlation test with analytical techniques developed by Pearson to test the correlation of two variables simultaneously. In analyzing data, researchers use computer software to simplify the data analysis process. The computer software in question is the SPSS program (Statistical Product and Service Solution).

Results

The subjects in this research were 65-generation female *sandwich* workers at PT. X in Surabaya. Further explanation of the subject can be seen in the following table:

Table 1. Description of Research Subjects by Age

Category		Frequency	Percentage
Age (years)	25-29	52	80%
	30-44	13	20%
Total		65	100%

Table 2. Description of Research Subjects by Work Division

Category		Frequency	Percentage
Department	Marketing Division	38	58.5%
	Finance, Accounting & General Division	27	41.5%
Total		65	100%

Table 3. Description of Research Subjects by Work Tenure

Category		Frequency	Percentage
Work Tenure	≤ 3 years	38	58.5%
	>3 years	27	41.5%
Total		65	100%

Based on the description of the research subjects, there were 65 subjects. They were included in generational employees *sandwich* which takes care of 2 or more generations. The 52 or 80% of employees aged 25-29 years and 13 or 20% aged 30-44 years (Table 1). Research subject positions were grouped into 2 types according to the research location, namely the marketing division with 38 subjects, or 58.5%, and the finance, accounting & general division with 27 subjects, or 42.5% (Table 2). The frequency of work experience for the subjects of this study was ≤ 3 years for 38 subjects or 58.5% and > 3 years for 27 subjects or 42.5% (Table 3). Then, the total number of research subjects was 65 subjects or 100%.

Next, analysis of research data descriptions was carried out to determine the scores of hypothetical data and empirical data. From the results of the hypothetical score, the work stress scale consists of 13 items with 4 answer choices ranging from 13 to 52, so the hypothetical mean is 32.5 and the standard deviation is 6.5. Meanwhile, the empirical score is the minimum score obtained was 22 and the maximum was 43. The empirical mean was 32.9 with a standard deviation of 5.37. Research subjects were then classified into three categories of work stress, namely subjects with high, medium, and low work stress.

Table 4. Categorization of Job Stress Scale Research Data

Categorization	Guidelines	Score	N	Presentation
High	$X > (\mu + 1\sigma)$	$X \geq 39$	7	10.8%
Currently	$-1 \leq X < +1$	$26 \leq X < 39$	53	81.5%
Low	$X < (\mu - 1\sigma)$	$X < 26$	5	7.7%
Total			65	100 %

The categorization of research data on the work stress scale above shows that there are 10.8% (7 subjects) have high stress levels, 81.5% (53 subjects) have moderate stress levels, and 7.7% (5 subjects) have low-stress levels. Therefore, it can be concluded that the subjects of this study experienced moderate work stress.

The results of calculating the resilience variable consist of 13 items with 4 answer choices with a maximum and minimum range of 13 to 52, so the hypothetical mean is 32.5 and the standard deviation is 6.5. Based on empirical data, it shows that the minimum score is 27 and the maximum score is 47. The empirical mean is 40.1 with a standard deviation of 4.36. Research subjects were then classified into three categories of resilience, namely subjects with high, medium, and low resilience.

Table 5. Categorization of Resilience Scale Research Data

Categorization	Guidelines	Score	N	Presentation
High	$X > (\mu + 1\sigma)$	$X \geq 39$	38	58,5%
Currently	$-1 \leq X < +1$	$26 \leq X < 39$	27	41.5%
Low	$X < (\mu - 1\sigma)$	$X < 39$	0	-
Total			60	100 %

The categorization of research data on the resilience scale above shows that there are 58.5% (38 subjects) who have high levels of stress, and 41.5% (27 subjects). Therefore, it can be concluded that the subjects of this study experienced work stress in the medium category, and those in the low category none at all. Therefore, it can be concluded that the subjects of this research have a high level of resilience.

Before testing the hypothesis, the researcher carried out prerequisite tests, namely the normality test and linearity test. Based on the results of the normality test using the model analysis method *Kolmogrov-Smirnov* shows the work stress variable obtained *K-S-Z* amounting to 0.172 with value $p = 0.000$ ($p < 0.050$), while the resilience variable obtained *K-S-Z* of 0.146 with a value of $p = 0.001$ ($p < 0.050$). The results of the resilience and work stress variable scores from this data show that the two variables are not normally distributed. According to Hadi (2015), the final results are not influenced by whether the research data is normal or not and the data can be said to be normally distributed if the number of research subjects is $N \geq 30$. This study has $N \geq 30$ so it is normally distributed data.

Table 6. Linearity Test

Variable	F	Say.	Information
Resilience-Work Stress	5.827	0.020	Linear

Based on the linearity test table obtained from the research results, the value is known as $F = 5.827$ with $p = 0.020$ ($p < 0.050$), then the relationship between resilience and work stress is linear.

Table 7. Product Moment Hypothesis Test Results

Variable	Correlation coefficient (r)	Say.
Resilience-Work Stress	-0.250	0.022

In this research, the correlation coefficient was obtained $(r_{xy}) = -0.250$ with significance value $p = 0.022$ (< 0.050), meaning there is a negative relationship between resilience and work stress in the female *sandwich* generation's employees with a degree of correlation coefficient that falls into the category of low level of relationship. Therefore, the research hypothesis which states that there is a relationship between resilience and work stress in female sandwich-generation employees is accepted. Based on the results of research data analysis using the determinant coefficient value ($R^2 = 0.063$) show that the variable resilience possessed by generational female employees *sandwich* provides an effective contribution of 6.3% to work stress and the remaining 93.7% is influenced by other variables not examined in this research. Apart from testing the hypothesis, this research conducted additional tests to see differences in resilience and work stress based on the type of position and length of service

of female generation employees. *sandwich* at PT. X Surabaya. This test uses an *independent sample t-test* which shows that there is no significant difference in the level of resilience and work stress based on position and work tenure.

Discussions

This study investigates the relationship between resilience and work stress among female sandwich-generation employees at PT. X in Surabaya. The findings offer valuable insights into how resilience may impact work stress levels, particularly in a demographic burdened with multifaceted responsibilities. The study revealed a significant negative correlation between resilience and work stress, with a correlation coefficient of -0.250 ($p = 0.022$). This indicates that higher levels of resilience are associated with lower levels of work stress among female sandwich-generation employees. This result aligns with the theoretical framework that suggests resilience helps individuals manage and mitigate stressors effectively (Connor & Davidson, 2003; Deldar in Khanmohammadi et al., 2020). The descriptive statistics show that the majority of participants experienced moderate levels of work stress (81.5%), while most of the sample had high levels of resilience (58.5%). This distribution suggests that despite experiencing moderate stress, the high resilience levels of the participants might be helping them manage stress more effectively.

The findings are consistent with existing research that highlights the protective role of resilience against work stress. Hakim and Rizky (2021) found a negative correlation between resilience and work stress among customer service employees during the COVID-19 pandemic, reinforcing the idea that resilience can buffer against stress. The result also aligns with Robbins and Judge's (2016) description of resilience as a personal factor that influences stress management. However, while the correlation observed in this study is statistically significant, it is of a low magnitude. This implies that while resilience has a role in reducing work stress, it is not the sole factor. Other variables such as organizational and environmental factors, as well as personal characteristics, also play critical roles in determining work stress levels (Robbins & Judge, 2016).

The findings underscore the importance of fostering resilience among female sandwich-generation employees to help them manage work stress more effectively. Organizations should consider implementing resilience-building programs as part of their employee wellness initiatives. Such programs could include stress management workshops, resilience training, and counseling services aimed at enhancing employees' coping mechanisms. Given that a significant portion of the participants reported moderate levels of work stress, it is crucial for organizations to address this issue proactively. Providing support systems, flexible work arrangements, and resources for managing both work and caregiving responsibilities could alleviate some of the stress experienced by these employees.

Conclusion

The results of correlation analysis product moment (Pearson correlation) show that there is a significant negative relationship between resilience and work stress in female generation sandwich employees with the degree of correlation coefficient which is included in the low

level of relationship category. This shows that the higher the resilience, the lower the work stress experienced by female employees of the next generation. sandwich. On the other hand, the lower the resilience, the higher the work stress experienced by female generation employees sandwich. However, because the relationship level category is low, there is not always resilience and work stress. The results of the research analysis show the value of the determinant coefficient ($R^2 = 0.063$) shows that the resilience variable is owned by generational female employees sandwich shows a contribution of 6.3% to work stress and the remaining 93.7% is influenced by other factors such as economic factors, politics, technology, task demands, role demands, interpersonal demands, family problems and personal economic problems. In summary, the study provides evidence that resilience is negatively correlated with work stress among female sandwich-generation employees. The findings contribute to our understanding of how personal resilience can help mitigate the impact of work stress, offering practical implications for enhancing employee well-being and organizational performance. Further research is needed to explore the broader context and additional factors influencing this relationship.

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