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Exploring the Mediating Role of Psychological Resilience in Enhancing Employee Empowerment and Organizational Commitment: A Dual-Theory Approach PsyCap and JD-R Perspective

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ABSTRACT

This study aims to investigate the relationship between Employee Empowerment Strategy (EES), Cognitive Balance (CB), Emotional Intelligence (EI) as independent variables, Psychological Resilience (PR) as an intervening variable, and Job Satisfaction (JS), Team Productivity (PT), Employee Loyalty (EL), and Organizational Commitment (OC) as dependent variables. To achieve good representation and accurate results, a sample of 250 private sector employees was selected using stratified random sampling technique. This technique was chosen so that the sample includes variations in terms of organizational level, industry sector, and demographic background, so that the research results can reflect the diversity that exists in the wider population. Participation eligibility criteria included: (1) being employed in a private sector organization for a minimum of 12 months, (2) being at least 25 years old, and (3) voluntarily consenting to participate in the study. This study then uses a quantitative analysis approach with SEM-PLS as a data analysis and hypothesis testing tool. The results of this study state that, either through a direct relationship between the independent variable and the dependent variable or through an intervening variable (indirect effect), all test relationships state a positive and significant effect. Theoretically and managerially, this study also contributes theoretical and practical knowledge, especially in the development of the Psychological Capital Theory and the Job Demands-Resources (JD-R) theory.

Keywords: Employee Empowerment Strategy, Cognitive Balance, Emotional Intelligence, Psychological Resilience, Employee Loyalty, Organizational Commitment
JEL Classifications: M12, J28, D23

1. INTRODUCTION

In the dynamic landscape of organizational management, an in-depth understanding of the factors that significantly influence employee behavior, workplace dynamics, and overall productivity is critical. With increased competition and a constantly evolving business environment, organizations are increasingly focused on creating an ecosystem that supports employee satisfaction and ultimately increases team productivity and loyalty to the organization. The intersection of various management and psychological factors such as employee empowerment strategies, cognitive balance, and emotional intelligence emerged as important determinants of workplace harmony and individual commitment within organizations. This research aims to comprehensively explore these variables, particularly in the context of their direct and indirect effects, mediated through psychological resilience, on

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job satisfaction and broader impacts on organizational outcomes such as team productivity, employee loyalty, workplace harmony, and organizational commitment. Specifically, this research focuses on understanding how employee empowerment, cognitive balance, and emotional intelligence contribute to job satisfaction and whether psychological resilience acts as a mediating variable in these relationships.

With that in mind, the concept of employee empowerment has been a major focus in organizational studies for decades. Employee empowerment is defined as the process of enabling employees to take more initiative, make decisions independently, and thus have a greater sense of ownership and control over their work. Empowerment is associated with higher levels of job satisfaction and productivity. Empowered employees often show increased intrinsic motivation, which leads to improved individual performance and better team dynamics. Several studies have confirmed the positive correlation between employee empowerment and organizational outcomes, particularly in environments where decision-making responsibilities are shared across all staff levels (Spreitzer, 1995). Meanwhile, cognitive balance cognitive consistency comes from the concept of maintaining a balanced state of mind regarding individuals' beliefs, values, and perceptions of their work and environment (Heider, 1958). Cognitive imbalance can lead to stress and job dissatisfaction, whereas cognitive balance contributes to a more harmonious workplace and positive employee outcomes. The need for alignment between employees' internal beliefs and the expectations set by the organization can affect their engagement, satisfaction, and performance.

Emotional intelligence (EI) refers to an individual's ability to recognize their own and others' emotions, use emotional information effectively, and manage emotions to adapt to different environments and achieve specific goals (Goleman and Intelligence, 1995). In the workplace, EI is increasingly considered essential for fostering positive interpersonal relationships, reducing workplace conflict, and increasing job satisfaction (Salovey and Mayer, 1990). EI has been identified as an important predictor of effective leadership, employee satisfaction, and collaborative team performance. Individuals with high emotional intelligence can effectively handle stress, communicate with empathy, and make informed decisions, which contribute to job satisfaction and overall team success.

Psychological resilience-defined as the capacity to adapt positively to adversity, stress, or challenging situations considered an important mediating factor in understanding how empowerment, cognitive balance, and emotional intelligence influence job satisfaction and other organizational outcomes (Masten, 2001). In competitive and often unpredictable work environments, employees' ability to cope with stress and bounce back from adversity is critical to maintaining productivity and positive workplace morale. Resilience helps in dampening the adverse effects of stress and fosters a proactive approach to overcoming challenges. Therefore, psychological resilience is not only a desirable quality in employees but also an important mechanism through which empowerment and emotional competence can be translated into tangible organizational benefits. Previous research suggests that psychological resilience enhances employees' ability to maintain stability and perform effectively under stress (Britt et al., 2016). By acting as a mediating variable, resilience can strengthen the impact of empowerment strategies and emotional intelligence on key employee outcomes, such as job satisfaction, productivity, and loyalty. For example, empowered employees with high emotional intelligence are likely to be more resilient, thus better able to maintain high levels of job satisfaction and contribute effectively to team productivity, regardless of external challenges.

1.1. Phenomenon: The Impact of Employee Wellbeing on Organizational Outcomes

The relationship between employee well-being and organizational outcomes has received considerable attention in recent years. Increased awareness that employee well-being overall satisfaction, mental health, and resilience a strong predictor of organizational success confirms the need for a holistic management approach. Employee satisfaction serves as an important indicator of workplace well-being, which directly affects productivity, retention, and workplace harmony (Judge et al., 2001). Organizations that prioritize employee empowerment, foster cognitive balance, and develop emotional intelligence tend to form a resilient workforce, capable of achieving higher productivity and demonstrating greater loyalty and commitment to organizational goals.

Various sources that have been studied show a strong agreement that employee well-being has a significant impact on organizational outcomes. Based on a study by CEPR that analyzed data from 1,882,131 employees, there is a positive relationship between employee satisfaction, productivity, and company performance. Satisfied employees tend to be more productive and have lower staff turnover rates, which ultimately contributes to increased profitability of business units (Center for Economic Policy Research, 2021). The World Economic Forum highlights the importance of companies prioritizing employee well-being, especially after the experience of the COVID-19 pandemic. Organizations that are able to implement a framework that emphasizes employee mental health, happiness, and engagement through effective communication and participation in decision-making are expected to gain a competitive advantage. This employee-centric approach not only improves their well-being but also strengthens loyalty and commitment to the organization (World Economic Forum, 2021).

In Indonesia, improving employee well-being is one of the main focuses in efforts to improve organizational outcomes. Based on a survey conducted by Marsh, the majority of employees in Indonesia feel that their employers care about their well-being, although there are still concerns regarding the gap in access to these benefits (Marsh). In addition, policies such as the Job Loss Benefit Program regulated in Government Regulation No. 37/2021 aims to provide financial assistance to employees who lose their jobs, as a form of support during times of economic uncertainty (ADCO Law, 2024). However, the implementation of this welfare policy faces challenges, especially in terms of administrative complexity and financial burdens that can affect financial planning and profitability of organizations, especially for small and medium

enterprises (ADCO Law, 2024). Therefore, a careful approach and adequate resources are needed to ensure efficient administration and compliance with evolving regulations. Proactive steps in improving employee well-being not only have a positive impact on their morale and motivation, but also contribute to increased productivity and job satisfaction, which ultimately supports overall business performance (ADCO Law, 2024).

In the Asia Pacific region, attention to employee mental health is increasing as part of employee benefits, especially after the COVID-19 pandemic. Various companies have adopted mental health and emotional well-being support programs to improve employee engagement and productivity. Several large companies, such as AXA in Hong Kong, have introduced mental health care schemes for employees, which have been followed by many other organizations that have realized the positive impact of such programs on employee performance and engagement (Home of Business Chief News, 2021).

Approaches to employee wellbeing in Asia also include addressing higher levels of work stress and depression compared to other regions. Several countries report higher rates of burnout and depressive symptoms, particularly among female employees and frontline workers (McKinsey and Company, 2022). This highlights the importance of personalized and inclusive interventions that take into account cultural and structural factors specific to Asia in formulating effective solutions (The Conference Board, 2022). Overall, awareness and efforts to address mental health issues in the workplace in Asia are growing, driven by changing norms and a growing recognition of the importance of mental health to business continuity and productivity (CNA, 2023; Home of Business Chief News, 2021).

Furthermore, research highlights that job satisfaction does not operate in isolation. Rather, it is influenced by several interrelated factors, including individual emotional intelligence, empowerment experiences, and the balance between organizational demands and personal cognition (Locke et al., 1976). For example, employees who have high emotional intelligence are better able to manage conflict in the workplace, thereby contributing to a more harmonious work environment, while empowered employees tend to show higher levels of loyalty due to their deeper involvement in the decision-making process.

A large body of research emphasizes the importance of empowerment strategies in increasing job satisfaction and productivity (Spreitzer et al., 1997; Thomas and Velthouse, 1990). Empowerment increases employees' perceived autonomy, resulting in greater motivation and engagement. However, the effectiveness of empowerment is also affected by employees' psychological resilience. Luthans et al. (2007) identified that individuals who exhibit high levels of resilience tend to make better use of empowerment opportunities, thereby improving performance and job satisfaction. Likewise, cognitive balance plays an important role in determining how employees respond to empowerment and other managerial strategies (Festinger, 1957). Employees who experience cognitive dissonance may struggle to align personal goals and values with those of the organization, which can negatively impact their overall satisfaction. Studies show that creating an environment where cognitive consistency is maintained helps reduce stress and increase job satisfaction (Heider, 1958). About emotional intelligence, research by (Goleman and Intelligence, 1995) and others suggests that individuals with high emotional intelligence are not only better able to handle the complexities of interpersonal relationships in the workplace but are also more effective in managing stress and achieving job satisfaction. The ability to recognize, understand, and manage emotions effectively translates into improved teamwork, conflict resolution, and, ultimately, a more cohesive work environment (Salovey and Mayer, 1990).

Psychological resilience, as highlighted by (Masten, 2001) and (Britt et al., 2016), serves as an important buffer against workplace stresses and challenges. Employees who exhibit high levels of resilience are better equipped to benefit from empowerment and EC and often demonstrate greater job satisfaction, loyalty, and productivity. The interaction between these psychological characteristics highlights the need for a comprehensive management approach that includes both structural and emotional aspects of employee well-being.

This research aims to provide a comprehensive understanding of how various managerial and psychological factors contribute to employee well-being and organizational success. The interaction between employee empowerment, cognitive balance, emotional intelligence, and psychological resilience as mediating variables is a complex yet important area of inquiry. Through a quantitative approach, this research will contribute to the theoretical understanding and practical application of human resource strategies that foster a resilient, satisfied, and productive workforce. The expected findings have the potential to inform organizational policies that enhance not only individual job satisfaction but also collective outcomes such as team productivity, employee loyalty, workplace harmony, and organizational commitment, thereby positioning organizations to achieve sustainable success amidst a highly competitive landscape. To develop this understanding, two key theories namely the Job Demands-Resources (JD-R) Model and Psychological Capital Theory (PsyCap) are used as theoretical frameworks to provide deeper insights into how organizations can maximize employee potential and sustainably achieve organizational goals. The Job Demands-Resources (JD-R) Model developed offers a cutting-edge framework that is highly relevant to explaining how employee empowerment, cognitive balance, and emotional intelligence can influence job satisfaction and overall organizational outcomes. The JD-R Model distinguishes between two main job aspects: job demands and job resources. Job demands refer to aspects of the job that require physical or mental effort, which are often associated with the risk of burnout and job dissatisfaction. In contrast, job resources are those aspects that can help employees achieve work goals, reduce job demands associated with physiological and psychological costs, and stimulate personal growth and development (Bakker and Demerouti, 2009).

In the context of employee empowerment, empowerment can be seen as an important work resource. When employees feel

empowered, they gain more control over their tasks and decisions, which helps them to be more effective in dealing with the demands of the job at hand. Employee empowerment increases the sense of autonomy and competence, thereby reducing the risk of burnout and increasing job satisfaction. In this regard, the JD-R Model explains how organizations that provide adequate job resources, such as empowerment and social support, can help employees manage job demands and increase productivity.

In addition, cognitive balance also plays an important role in moderating the relationship between job demands and resources. Cognitive balance ensures that employees have a consistent perception between job demands and their values, which is important for minimizing strain and increasing engagement at work. This balance creates a positive work environment, where job demands can be better addressed through existing resources, thereby improving employee well-being and motivation. In other words, when the cognitive balance is achieved, employees are more likely to use the resources provided effectively, increase resilience, and achieve higher levels of job satisfaction. Emotional intelligence (EI) can also be considered a personal resource in the JD-R Model. Individuals with high emotional intelligence are better able to recognize, understand, and manage their own emotions as well as the emotions of others in the workplace. This ability is important for dealing with job demands and managing existing stresses, ultimately minimizing the negative effects of those job demands. As such, emotional intelligence can increase coping capacity, which has a positive impact on team productivity and workplace harmony.

In addition to the JD-R Model, the Psychological Capital Theory (PsyCap) developed by (Luthans and Sommer, 2005) offers a highly relevant framework in the context of this study, especially about psychological resilience as an intervening variable. PsyCap includes four main components: self-efficacy, optimism, hope, and resilience. Each of these components has an important contribution to improving employee well-being and performance, which in turn supports positive organizational outcomes. Self-efficacy refers to an individual's belief in their ability to complete a particular task successfully. In the context of employee empowerment, when employees are empowered and supported to make decisions, they tend to feel more confident in their ability to achieve desired outcomes. This belief reinforces a positive perception of self and encourages employees to face job challenges with more confidence. Well-done employee empowerment can boost their optimism by giving them opportunities to develop and actualize their potential. This optimism plays an important role in maintaining job satisfaction and loyalty, especially in the face of uncertain or difficult situations at work. Hope includes perseverance in pursuing goals and the ability to plan alternative ways to achieve goals when faced with obstacles. In the context of cognitive balance, hope enables employees to stay focused and not give up easily when experiencing a mismatch between job demands and personal beliefs. By having high expectations, employees can better navigate challenges and feel more engaged in their work. Resilience, as one of the components of PsyCap, is an individual's ability to bounce back from stressful or challenging situations. This resilience is particularly important in the context of this study, where resilience acts as a mediating variable between empowerment, cognitive balance, emotional intelligence, and job satisfaction. Resilience allows employees to not only overcome adversity but also to grow and develop from the experience. When employees are empowered, have good cognitive balance, and have high emotional intelligence, their resilience tends to increase, which in turn amplifies the positive impact on job satisfaction, loyalty, and productivity.

By integrating the JD-R Model and Psychological Capital Theory, we can understand how strategies of employee empowerment, cognitive balance, and emotional intelligence can create a supportive and productive work environment. The JD-R Model provides an understanding of how job resources, such as empowerment and cognitive balance, can reduce the negative effects of job demands and improve employee well-being. On the other hand, PsyCap helps explain how individual psychological qualities, such as resilience and self-efficacy, can strengthen employees' capacity to cope with job demands and utilize resources effectively. When organizations actively seek to provide adequate job resources and build psychological capital in employees, this not only helps in managing job demands but also encourages employees to feel more satisfied, committed, and productive. The combination of empowerment with PsyCap development allows organizations to create a workforce that is resilient, optimistic, and confident factors necessary to achieve workplace harmony and strong organizational commitment.

Therefore, drawing on the review of existing literature, and the phenomenon, this study sets several objectives to explore and elaborate the relationship between employee empowerment, cognitive balance, emotional intelligence, and various organizational performance outcomes as follows:

1. Identify the direct impact of employee empowerment, cognitive balance, and emotional intelligence on job satisfaction: Understanding these direct relationships will help explain the key factors that drive employee satisfaction in an organizational context.
2. Analyzing the role of psychological resilience as a mediating variable: This research aims to explore how psychological resilience mediates the relationships between empowerment, cognitive balance, emotional intelligence, and job satisfaction, ultimately influencing broader organizational outcomes such as productivity, loyalty, and workplace harmony.
3. Assess the indirect effects on productivity, employee loyalty, workplace harmony, and organizational commitment: By focusing on indirect effects mediated through job satisfaction, this study will provide insight into the broad impact of psychological resilience and emotional competence on key organizational metrics.
4. Provide practical recommendations for improving work practices: Findings from this study will contribute to the development of best practices to empower employees, foster cognitive balance, and enhance emotional intelligence to achieve greater job satisfaction, productivity, loyalty, and workplace harmony.

2. LITERATURE REVIEW

2.1. Theoretical Perspectives

Psychological Capital Theory posits that individuals possess positive psychological resources- self-efficacy, hope, optimism, and resilience-that can be developed and leveraged to enhance workplace outcomes and employee performance (Shah et al., 2019). By cultivating these resources, organizations empower their workforce to overcome challenges and contribute more effectively to organizational goals. This theory highlights that employee empowerment can be significantly strengthened by investing in the growth of these psychological resources. Numerous studies have found a strong positive association between psychological capital and job satisfaction (Alessandri et al., 2018 and Shah et al., 2019). Employees with higher levels of hope, self-efficacy, resilience, and optimism tend to be more satisfied with their work, as these psychological resources enable them to approach their job tasks with a sense of purpose, confidence, and the ability to adapt to changing circumstances. This, in turn, can lead to increased job engagement, improved work-life balance, and a greater sense of fulfillment, all of which contribute to overall job satisfaction. (Wu and Nguyen, 2019) Specifically, individuals with high psychological capital are more likely to set challenging yet achievable goals, persevere in the face of obstacles, and maintain a positive outlook, which can lead to higher levels of job satisfaction and overall well-being.

However, the relationship between psychological capital and job satisfaction is not without nuance. While individuals with high levels of psychological capital may exhibit increased job engagement, improved work-life balance, and a greater sense of fulfillment, these outcomes are not guaranteed (Cutter et al., 2021; Jiang and Probst, 2016). Certain organizational and contextual factors can moderate the impact of psychological capital on job satisfaction. For example, employees with high psychological capital may struggle to maintain their positive outlook and perseverance in environments with limited resources, unsupportive management, or excessive workloads. In such cases, the benefits of psychological capital may be tempered, and job satisfaction may not necessarily increase as expected. Additionally, the pursuit of challenging goals and perseverance in the face of obstacles can sometimes lead to burnout, particularly if the individual's psychological capital is not accompanied by adequate organizational support and work-life balance initiatives. Therefore, the relationship between psychological capital and job satisfaction should be considered within the broader context of the work environment and the available resources to support employee well-being. Psychological capital has also been linked to enhanced team productivity. When team members possess a shared sense of efficacy, optimism, and resilience, they are more likely to collaborate effectively, overcome obstacles, and work collectively towards common goals (Bowen et al., 2022). This positive mindset and collective capacity to persevere in the face of challenges can translate into higher levels of team performance, innovation, and goal attainment. Additionally, teams with high levels of psychological capital often exhibit increased creativity, improved communication, and a stronger ability to adapt to changing environments. This can lead to more innovative solutions, quicker responses to market demands, and an overall boost in the team's productivity and effectiveness. Psychological capital has consistently been identified as a strong predictor of employee loyalty and organizational commitment. Individuals with high levels of psychological capital, characterized by a robust sense of self-efficacy, unwavering hope, remarkable resilience, and an optimistic outlook, are more likely to maintain a deep commitment to their organization and demonstrate loyalty through their sustained efforts and behaviors (Cheng et al., 2020). This positive psychological foundation enables these employees to navigate workplace challenges with determination, quickly bounce back from setbacks, and feel a profound sense of investment in the organization's success. As a result, organizations with a workforce high in psychological capital often experience reduced turnover rates, increased organizational citizenship behaviors, and a pervasive culture of loyalty and commitment that contributes to overall organizational performance and growth.

The Job Demands-Resources (JD-R) Model categorizes job characteristics into two elements: job demands and job resources. Job demands, such as high workloads or emotionally challenging interactions, require sustained effort and can lead to psychological costs. Conversely, job resources autonomy, feedback, and social support support employees in achieving work goals, mitigating job demands, and fostering personal growth (Van den Broeck et al., 2017). According to this model, the balance between demands and resources is critical; while excessive demands may cause strain, sufficient resources can drive employee engagement and performance. Thus, understanding empowerment through the JD-R lens reveals how job characteristics can enhance or hinder the success of empowerment initiatives.

2.2. Antecedents and Challenges

Employee empowerment is influenced by several antecedents, including organizational culture, leadership support, and job characteristics, which together create an environment conducive to empowerment (Chiang and Jang, 2007; Judeh et al., 2022; Klidas et al., 2007). An empowering culture typically emphasizes open communication, decentralized decision-making, and a commitment to employee development. Such a culture establishes fertile ground for empowerment initiatives by allowing employees to feel involved and capable of making meaningful contributions.

Leadership support is another critical factor in successful empowerment. Leaders who foster empowerment demonstrate trust in their employees, grant them autonomy and actively encourage their participation in decision-making processes. By promoting a sense of ownership and responsibility, these leaders contribute to a positive and productive work environment that drives individual and organizational success (Randolph and Sashkin, 2002). However, the effectiveness of empowerment initiatives is highly dependent on proper guidance, training, and alignment with organizational goals. Without these essential supports, empowerment can inadvertently increase job demands and pressure, leaving employees feeling overwhelmed and thereby undermining the intended benefits of the strategy (Appelbaum and Batt, 2014; Ford and Fottler, 1995). Therefore, it is crucial to implement empowerment initiatives thoughtfully, ensuring that

employees receive the resources, skills, and strategic alignment needed to thrive.

Employee empowerment has emerged as a vital strategy for enhancing employee engagement, productivity, and overall organizational performance. Empowerment can be understood as a management approach that grants employees the autonomy, resources, and support needed to make decisions aligned with organizational goals (Afram et al., 2022). Empowered employees, characterized by a strong sense of self-determination, meaning, competence, and impact, often experience increased job satisfaction (Honold, 1997), commitment (Deci et al., 2017), and innovation (Fernandez and Moldogaziev, 2013). By providing employees with the authority and resources to make meaningful contributions, organizations can harness the diverse knowledge, skills, and ideas of their workforce, fostering a culture of innovation and continuous improvement (de Waal and van der Heijden, 2016). Empowered employees tend to be more invested in the organization's success, which can lead to higher organizational commitment and reduced turnover. Thus, implementing an effective empowerment strategy can be a powerful tool for enhancing competitiveness, adaptability, and overall performance, especially in dynamic market conditions (Dasari and Sujatha, 2023). However, empowerment initiatives also present challenges. If not properly implemented, employee empowerment can lead to confusion, frustration, and decreased organizational commitment (Coleman, 1996). Employees granted autonomy without adequate resources, training, or alignment with organizational goals may struggle to contribute effectively, undermining the intended benefits of empowerment. To avoid such pitfalls, organizations must design and execute empowerment strategies carefully, ensuring a balanced approach that fosters both employee engagement and commitment. This necessitates a thoughtful provision of resources, training, and clear alignment with organizational objectives, allowing employees to leverage their autonomy effectively. When supported appropriately, empowerment can lead to enhanced employee investment and increased performance outcomes (Silver and Massanari, 2006).

Job characteristics also play a significant role in shaping the outcomes of empowerment, although their influence is not always straightforward. For example, while tasks that require diverse skills and provide high autonomy can promote empowerment, they can also increase job demands. In cases where job resources, such as leadership support, are lacking, employees may struggle to cope with the increased pressure, ultimately diminishing the positive impact of empowerment on their attitudes and performance (Jha et al., 2011). Psychological capital is another important factor that significantly affects employee attitudes and behaviors. Individuals with higher levels of psychological capital as confidence in their abilities, optimism about the future, and resilience in facing challenges exhibit greater job satisfaction. These traits not only benefit individual employees but also enhance team productivity, as members with high psychological capital are more likely to collaborate effectively, support one another, and collectively overcome obstacles (Larson and Luthans, 2006). The Job Demands-Resources (JD-R) model provides a complementary framework for understanding the factors that influence employee outcomes. According to this model, job demands such as workload and time pressure can lead to burnout and decreased job satisfaction, whereas job resources autonomy, feedback, and social support enhance employee engagement and commitment to the organization. By integrating insights from psychological capital theory and the JD-R model, organizations can develop a more comprehensive understanding of the antecedents and challenges that shape employee attitudes and behaviors.

Existing research has extensively explored the antecedents of job satisfaction, team productivity, and organizational commitment. Studies indicate that contextual factors such as perceived high-performance managerial practices, socio-political support, and effective leadership are strongly linked to psychological empowerment, which, in turn, leads to positive employee outcomes (Seibert et al., 2011). Moreover, positive self-evaluation traits such as self-efficacy, optimism, and resilience have been identified as key drivers of psychological empowerment and its associated benefits (Ha et al., 2019; Shah et al., 2019).

Nevertheless, organizations face several challenges in fostering job satisfaction, team productivity, and organizational commitment. High job demands, including excessive workload, role ambiguity, and emotional labor, often contribute to burnout and reduced job satisfaction. Similarly, insufficient job resources-such as limited autonomy, feedback, and social support hinder employee engagement and weaken organizational commitment. To effectively address these challenges, organizations should adopt a comprehensive approach that integrates psychological capital theory and the JD-R model. By investing in the development of employee psychological capital through targeted training and development programs and ensuring that job demands are balanced with adequate resources, organizations can create a work environment that supports employee well-being, enhances team productivity, and fosters organizational commitment (Brauchli et al., 2015; Sarmah et al., 2021; Van den Broeck et al., 2017).

Successful employee empowerment depends on a confluence of factors, including supportive organizational culture, empowering leadership, and well-balanced job characteristics. Additionally, nurturing psychological capital and applying frameworks like the JD-R model can help organizations understand and effectively manage the challenges associated with employee empowerment. By focusing on these aspects, organizations can create a sustainable environment that not only empowers employees but also enhances job satisfaction, productivity, and overall commitment.

2.3. Psychological Capital Theory and the Job Demands-Resources Model Components

The components of Psychological Capital (PsyCap)-self-efficacy, hope, optimism, and resilience- play significant roles in shaping how individuals perceive and respond to workplace challenges. Understanding and cultivating these components can greatly enhance individual performance and contribute to overall organizational success. This narrative delves into each element of PsyCap to understand their impact on employee performance and well-being.

The first component of PsyCap, self-efficacy, refers to an individual's belief in their ability to successfully perform specific tasks. Self-efficacy reflects confidence in one's capability to mobilize motivation, and cognitive resources, and take necessary actions to achieve desired outcomes (Newman et al., 2014). Employees with high self-efficacy approach challenges with a sense of control and mastery, believing in their ability to positively influence outcomes. Such individuals tend to set ambitious goals, persist through obstacles, and exhibit resilience, which contributes to their sense of empowerment and ultimately drives organizational success (Elmassri et al., 2023). However, it is important to recognize that an inflated sense of self-efficacy can lead to setting unrealistic goals or taking on responsibilities beyond one's capacity. Without adequate support and appropriate guidance from leadership, persistence can turn into stubbornness, and resilience may falter under excessive challenges. Therefore, while self-efficacy is invaluable, it must be balanced with a realistic assessment of one's abilities and supported by adequate organizational resources to prevent burnout, frustration, and reduced performance.

The second component, hope, is defined as a positive motivational state characterized by both agency (goal-directed energy) and pathways (planning to achieve goals) (Kong et al., 2018). Hopeful individuals are motivated to pursue their goals and can generate multiple alternative pathways to achieve them, even in the face of obstacles. This combination of agency and the ability to adapt strategies empowers individuals to sustain their motivation and adapt effectively when confronted with challenges. Employees with high levels of hope tend to set challenging but meaningful goals, exhibit resilience in the face of setbacks, and continuously develop alternative routes to reach their objectives. This adaptability enables them to effectively navigate obstacles, thereby enhancing their overall contributions to the organization.

Optimism, the third component, is characterized by an individual's tendency to expect favorable outcomes, even when faced with adversity. Optimistic individuals typically attribute negative events to external, temporary, and situation-specific causes rather than perceiving them as internal, permanent, and pervasive (Carver and Scheier, 2014). This positive attribution style allows employees to maintain a proactive mindset, take on ambitious projects, and recover from setbacks effectively. Optimism fosters perseverance and encourages employees to find alternative ways to succeed, thus becoming an important driver of empowerment. Developing optimism among employees helps organizations foster a culture of resilience and proactive engagement, which ultimately benefits both individuals and the organization as a whole (Shah et al., 2019).

The final component of PsyCap is resilience, which represents an individual's ability to bounce back from adversity and setbacks while thriving in challenging circumstances. Resilient employees demonstrate an exceptional capacity to adapt, learn, and grow in response to significant obstacles, which allows them to recover quickly and continue performing effectively (Fu and Wang, 2025). Resilience is crucial in maintaining motivation and performance despite demanding conditions, acting as a psychological buffer against stress and burnout. As such, resilience enhances both individual performance and overall organizational success by fostering a workforce that thrives amidst uncertainty and change (Kim et al., 2021).

In addition to Psychological Capital, the Job Demands-Resources (JD-R) model provides a valuable theoretical framework for understanding how job characteristics impact well-being, motivation, and performance. This model posits that every job includes unique demands and resources that can significantly affect employee outcomes (Demerouti et al., 2001).

Job demands refer to the aspects of a job-whether physical, psychological, social, or organizational require sustained effort and are associated with certain physiological and psychological costs (Naidoo-Chetty and Du Plessis, 2021). Conversely, job resources are those aspects of a job that help in achieving work goals, reduce job demands, and stimulate personal growth and development. These resources can be physical, psychological, social, or organizational. The JD-R model suggests that these demands and resources evoke two relatively independent processes. The first is the health impairment process, where excessive job demands lead to stress and burnout, negatively affecting an individual's well-being. The second is the motivational process, where the presence of sufficient job resources boosts motivation, leading to higher levels of work engagement.

Moreover, the JD-R model also considers personal resources and psychological characteristics such as resilience and self-efficacy-that enhance an employee's ability to control and positively influence their work environment. Personal resources can act as buffers, mitigating the negative effects of job demands and amplifying the positive effects of job resources on engagement. The strength of the JD-R model lies in its ability to capture the complex interaction between job characteristics and their impact on employee well-being and motivation. By identifying critical job demands and resources, the JD-R framework offers valuable insights into how the work environment can be optimized to enhance employee health, well-being, and performance (Brauchli et al., 2015; Yin et al., 2026).

The JD-R model's adaptability has made it applicable across a wide range of occupational settings, including healthcare, education, manufacturing, and service industries. In healthcare, the model has been instrumental in understanding the causes of burnout among medical professionals. Identifying job demands such as high workload and emotional strain, alongside resources like social support and autonomy, has enabled targeted interventions to enhance well-being, job satisfaction, and patient care outcomes. In the service industry, the JD-R model has also been applied to understand customer service representatives' experiences, which has led to improved employee engagement and customer satisfaction while reducing turnover rates. Overall, the widespread application of the JD-R model underscores its value as a comprehensive and flexible framework for understanding the interplay between work environments, employee well-being, and organizational outcomes. By integrating insights from both the PsyCap theory and the JD-R model, organizations can create strategies that foster a resilient, hopeful, optimistic, and

engaged workforce, ultimately enhancing both individual and organizational success.

2.4. Hypotheses Development

Research indicates a synergistic relationship between employee empowerment, emotional intelligence, resilience, and job satisfaction. Psychological empowerment positively impacts resilience and job satisfaction (Amanati, 2014). Emotional intelligence serves as an effective intervention for various psychological health outcomes, including job satisfaction. A meta-analysis confirms a strong, positive correlation between psychological empowerment and job satisfaction (Mathew and Nair, 2022). Training in organizational intelligence, workplace life skills, and employee empowerment has been shown to increase job satisfaction and improve organizational culture (Zamiri et al., 2020). Emotional intelligence plays a significant role in achievement motivation and is considered an antecedent to resilience (Magnano et al., 2016). Furthermore, emotional intelligence influences employee engagement and job satisfaction, both directly and indirectly, with work-life balance as a mediating factor (Kinnary et al., 2023). These findings underscore the importance of fostering emotional intelligence and empowerment strategies to enhance organizational outcomes. Research indicates a synergistic relationship between employee empowerment, emotional intelligence, resilience, and job satisfaction. Psychological empowerment positively impacts resilience and job satisfaction (Liden et al., 2008), while emotional intelligence serves as an effective intervention for various psychological health outcomes, including job satisfaction (Tagoe and Quarshie, 2017). A meta-analysis confirms a strong, positive correlation between psychological empowerment and job satisfaction (Seibert et al., 2011). Training in organizational intelligence, workplace life skills, and employee empowerment has been shown to increase job satisfaction and improve organizational culture (Ying et al., 2025). Emotional intelligence plays a significant role in achievement motivation and is considered an antecedent to resilience. Furthermore, emotional intelligence influences employee engagement and job satisfaction, both directly and indirectly, with work-life balance as a mediating factor. These findings underscore the importance of fostering emotional intelligence and empowerment strategies to enhance organizational outcomes (Liden et al., 2008).

In a 2014 study, Sahar Amanati discusses the importance of psychological empowerment, encompassing meaning, self-determination, and competence, which positively impacts employee resilience and job satisfaction within insurance companies. The research found that resilience significantly enhances employee job satisfaction, with psychological empowerment components such as meaning, self-determination, and competence serving as significant predictors of job satisfaction. A 2014 study by Sahar Amanati highlighted the importance of psychological empowerment, which encompasses meaning, self-determination, and competence, in positively impacting employee resilience and job satisfaction within insurance companies (Yin et al., 2024). The research found that resilience significantly enhances employee job satisfaction, with the components of psychological empowerment serving as significant predictors of job satisfaction (Seibert et al., 2011).

Amanati's findings align with the broader literature on the benefits of psychological empowerment in the workplace. Individuals who feel empowered, with a sense of meaning, self-determination, and competence, are more likely to exhibit resilience and higher job satisfaction (Onyemeh and Lee, 2014). This is because psychological empowerment fosters a positive psychological state within employees, which in turn influences their organizational behavior and commitment (Kebriaei et al., 2015).

Additionally, meaning and self-determination were identified as significant predictors of employee resilience. Chin-yi Chen and Chin-Yuan Yang in 2009 revealed that emotional intelligence could positively impact organizational health outcomes. Their study determined that emotional intelligence serves as a useful intervention for improving psychological health-related outcomes in the workplace, such as reducing stress and anxiety, and enhancing job satisfaction and organizational citizenship behavior. The Human Resource Management International Digest in 2023 outlines that organizational resilience positively affects job satisfaction and organizational performance; based on that, this study findings exclusivelly about Organizational resilience positively impacts business performance and job satisfaction. The relationship between job satisfaction and organizational performance was limited to financial and customer measures of performance. Their findings indicate that organizational resilience boosts business performance and job satisfaction, although the relationship between job satisfaction and organizational performance was limited to financial and customer performance measures.

In 2021, Mathew and Nair conducted a meta-analysis and systematic review to examine the relationship between psychological empowerment and job satisfaction, identifying several intervening variables that modify this relationship. The direct relationship between psychological empowerment and job satisfaction was found to be positive, strong, and statistically significant. The study validates an existing model explaining the relationship between psychological empowerment and job satisfaction and demonstrates that the strength of the relationship can vary due to intervening variables such as culture, age, educational qualifications, and experience. In 2020, Zamiri et al. discovered that organizational intelligence, workplace-life skills, and employee empowerment training can enhance job satisfaction and organizational culture among employees experiencing job stress. These types of training were effective in increasing job satisfaction and organizational culture in the experimental groups compared to the control group.

Research indicates a synergistic relationship between employee empowerment, emotional intelligence, resilience, and job satisfaction. However, this relationship is not always straightforward. Psychological empowerment may not always lead to positive outcomes, as it can also increase stress and burnout if not implemented correctly (Kebriaei et al., 2015). Similarly, the

relationship between emotional intelligence and job satisfaction is complex, as emotional intelligence can also contribute to interpersonal conflicts and emotional exhaustion if not properly managed. By Tagoe and Quarshie (2016) state while a meta-analysis confirms a strong, positive correlation between psychological empowerment and job satisfaction, this relationship can be moderated by other factors such as organizational culture and leadership support. Add from Seibert et al. (2011) who state, training in organizational intelligence, workplace-life skills, and employee empowerment may not always lead to increased job satisfaction and improved organizational culture, as these interventions can be ineffective if not tailored to the specific needs of the organization.

Besides that, Emotional intelligence is important for achievement motivation and resilience, but it is not the only factor that influences these outcomes (Yin et al., 2024); (Liden et al., 2000). More from Kebriaei et al. (2015) which states therefore, it is important to consider the potential drawbacks and moderating factors when fostering emotional intelligence and empowerment strategies in organizations. A holistic approach that addresses multiple factors, including organizational culture, leadership, and individual characteristics, may be more effective in enhancing organizational outcomes.

Psychological empowerment is a bottom-up process in which empowerment is achieved when employees perceive a sense of meaning, competence, self-determination, confidence, and impact in their work (Kebriaei et al., 2015). This psychological perspective views empowerment as a reaction to the work context, which in turn influences employee behavior, including organizational commitment, job satisfaction, and effectiveness (Kebriaei et al., 2015). Possible benefits of employee empowerment include stronger motivation, higher job satisfaction, greater effectiveness, lower levels of turnover, organizational citizenship behavior, and organizational commitment (Seibert et al., 2011; Kebriaei et al., 2015).

Based on the literature review, it has been found that various approaches and theories are relevant in understanding the relationship between employee empowerment strategies (EES), cognitive balance (CB), emotional intelligence (EI), and various organizational performance outcomes. Several studies support the Psychological Capital Theory and the Job Demands-Resources (JD-R) Model, which emphasize psychological resilience. However, despite many studies providing valuable insights, there are gaps that have not been fully explained in the literature as outlined in section 2 of this literature review. Therefore, this study seeks to refine the understanding framework by integrating factors such as employee empowerment strategy, cognitive balance, and emotional intelligence, which can better explain their relationship to organizational performance factors (e.g., job satisfaction, team productivity, employee loyalty, and organizational commitment); intervened by the variable psychological resilience.

The conceptual framework proposed in this research is based on the Psychological Capital Theory and the Job Demands-Resources Model as the foundational framework and modifies it by incorporating psychological resilience as a critical determining factor. Figure 1 displays the conceptual framework consisting of several key elements such as: Independent Variables comprising Employee Empowerment Strategy (EES), Cognitive Balance (CB), Emotional Intelligence (EI), believed to influence Job Satisfaction (JS), Team Productivity (PT), Employee Loyalty (EL), and Organizational Commitment (OC). This research also identifies psychological resilience (PR) acting as a mediator between Employee Empowerment Strategy (EES), Cognitive Balance (CB), Emotional Intelligence (EI) and Job Satisfaction (JS), Productivity Team (PT), Employee Loyalty (EL), and Organizational Commitment (OC), thus providing an indirect influence on these relationships. Furthermore, the Dependent Variables that are the primary focus of this research are Job Satisfaction (JS), Productivity Team (PT), Employee Loyalty (EL), and Organizational Commitment (OC) which are the end results of the dynamics of the variables. Overall, the proposed conceptual framework allows for a more comprehensive explanation of the phenomenon studied and is expected to be empirically tested through further studies involving quantitative methods with an SEM-PLS approach.

H_1: Employee Empowerment Strategy (EES) has a direct positive effect on Psychological Resilience (PR)

H_2: Cognitive Balance (CB) has a direct positive effect on Psychological Resilience (PR)

H_3: Emotional Intelligence (EI) has a direct positive effect on Psychological Resilience (PR)

H_4: Psychological Resilience (PR) has a direct positive effect on Job Satisfaction (JS)

H_5: Psychological Resilience (PR) has a direct positive effect on Team Productivity (PT)

H_6: Psychological Resilience (PR) has a direct positive effect on Employee Loyalty (EL)

H_7: Psychological Resilience (PR) has a direct positive effect on Organizational Commitment (OC)

H_8: Employee Empowerment Strategy (EES) has an indirect positive effect on Job Satisfaction (JS) through the mediation of Psychological Resilience (PR)

H_9: Employee Empowerment Strategy (EES) has an indirect positive effect on Team Productivity (PT) through the mediation of Psychological Resilience (PR)

H_{10}: Employee Empowerment Strategy (EES) has an indirect positive effect on Employee Loyalty (EL) through the mediation of Psychological Resilience (PR)

H_{11}: Employee Empowerment Strategy (EES) has an indirect positive effect on Organizational Commitment (OC) through the mediation of Psychological Resilience (PR)

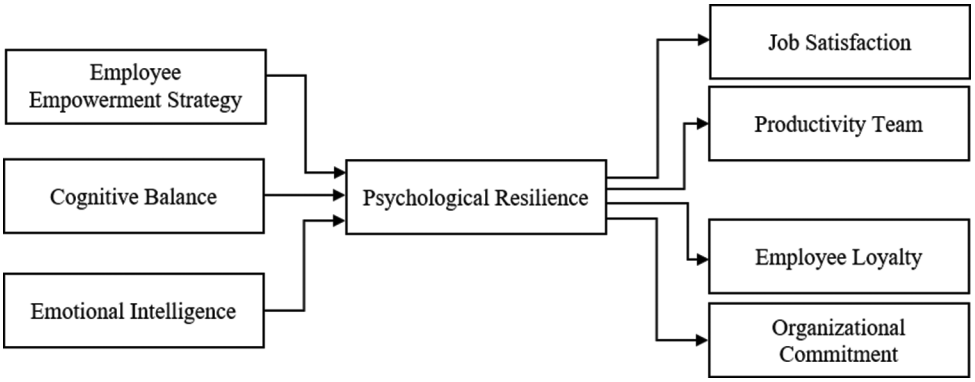
H_{12}: Cognitive Balance (CB) has an indirect positive effect on Job Satisfaction (JS) through the mediation of Psychological Resilience (PR)

H_{13}: Cognitive Balance (CB) has an indirect positive effect on Team Productivity (PT) through the mediation of Psychological Resilience (PR)

H_{14}: Cognitive Balance (CB) has an indirect positive effect on Employee Loyalty (EL) through the mediation of Psychological Resilience (PR)

H_{15}: Cognitive Balance (CB) has an indirect positive effect on Organizational Commitment (OC) through the mediation of Psychological Resilience (PR)

Figure 1: Conceptual framework



H_{16}: Emotional Intelligence (EI) has an indirect positive effect on Job Satisfaction (JS) through the mediation of Psychological Resilience (PR)

H_{17}: Emotional Intelligence (EI) has an indirect positive effect on Team Productivity (PT) through the mediation of Psychological Resilience (PR)

H_{18}: Emotional Intelligence (EI) has an indirect positive effect on Employee Loyalty (EL) through the mediation of Psychological Resilience (PR)

H_{19}: Emotional Intelligence (EI) has an indirect positive effect on Organizational Commitment (OC) through the mediation of Psychological Resilience (PR).

3. RESEARCH DESIGN

3.1. Research Design and Sample

This study employs a quantitative research design to investigate the synergistic impact of employee empowerment strategies, cognitive balance, and emotional intelligence on job satisfaction and organizational results through psychological resilience. The design is structured to facilitate the understanding of the relationships among the independent variables (employee empowerment strategies, cognitive balance, emotional intelligence), the intervening variable (psychological resilience), and the dependent variables (job satisfaction, team productivity, employee loyalty, and organizational commitment). The quantitative approach is particularly suited for this research as it allows for the collection of measurable data that can be statistically analyzed, thereby providing empirical insights into the hypothesized relationships. The target population in this study consisted of employees working in various private sector organizations. To achieve good representation and accurate results, a sample of 250 private sector employees was selected using stratified random sampling technique. This technique was chosen so that the sample includes variations in terms of organizational level, industry sector, and demographic background, so that the research results can reflect the diversity that exists in the wider population. Participation eligibility criteria included: (1) being employed in a private sector organization for a minimum of 12 months, (2) being at least 25 years old, and (3) voluntarily consenting to participate in the study.

3.2. Data Instrument and Measurement of Variables

The data for this study were collected through a structured questionnaire designed to measure multiple variables related to organizational and employee dynamics. Each variable in this study represents a distinct aspect of employee experience, organizational alignment, or personal attributes, measured using a series of specific items grouped under each variable. These items have been carefully selected to capture relevant dimensions of the variables, ensuring comprehensive and reliable measurement. All items are evaluated using a 7-point Likert scale, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). This scale allows for a nuanced assessment of respondents' attitudes, perceptions, and levels of agreement with each statement, providing detailed insights into the degree of each variable's presence within the organization. The Likert scale's high granularity helps capture subtle differences in responses, enhancing the overall accuracy and depth of the data analysis. Table 1 lists each variable along with the specific items used for measurement. These variables are grouped into categories that represent key areas of employee and organizational performance, each variable encompasses a series of sub-dimensions, represented by items that measure distinct facets of the main construct.

The explanation of Table 1 in addition to explaining the definition of variable measurement also explains and shows the results of measuring the key variables in the study, each of which is represented by a number of indicators that have been researched through the results of distributing questionnaires where in general the Outer loading value which shows a value >0.60 states that at the level of measurement the indicator construct is declared feasible to form latent variables. The first variable is Employee Empowerment Strategy (EES), which reflects employee empowerment strategies through six main indicators, such as Decision-Making Autonomy (0.785), Access to Resources (0.789), Training and Development (0.802), Recognition and Feedback (0.784), Communication and Transparency (0.832), and Overall Empowerment Experience (0.849). These variables show the importance of autonomy, access, training, communication, and empowerment experience in shaping effective strategies.

The second variable is Cognitive Balance (CB), which includes cognitive balance through five indicators, namely Alignment of Personal and Organizational Values (0.857), Alignment of Responsibilities and Capabilities (0.750), Consistency in Decision-Making (0.803), Emotional and Mental Balance at Work (0.881), and Respect for Personal Beliefs and Opinions (0.743). This illustrates the extent to which values, responsibility, decisions,

Table 1: Measurement of variable

Variables	Item	Outer loading	Operations and definitions	Major references
Employee Empowerment Strategy (EES)	Decision-Making Autonomy	0.785	The degree of freedom and trust that employees feel to make decisions relevant to their job responsibilities, which includes acceptance and appreciation of ideas or initiatives taken independently.	(Theurer et al., 2018)
	Access to Resources	0.789	Refers to the extent to which employees feel they have access to the resources, information and support needed to carry out their tasks effectively and efficiently.	(Eisenberger et al., 1986)
	Training and Development	0.802	The extent to which the organization provides opportunities for employee skills and career development, as well as encouragement and support in undertaking relevant training programs.	(Kraimer et al., 2011)
	Recognition and Feedback	0.784	The degree to which an employee's contributions and achievements are valued, as well as the quality of feedback received for improvement and development in their role.	(Steelman and Wolfeld, 2018)
	Communication and Transparency	0.832	How effective the organization is at keeping employees informed about goals, changes, and policies, as well as creating an atmosphere of open and transparent communication.	(Raza et al., 2023; Yue et al., 2019)
	Overall Empowerment Experience	0.849	Employees' overall perception of the level of empowerment and support they feel in contributing to the team and organization, and its impact on job satisfaction and motivation.	(Butts et al., 2009)
Cognitive Balance (CB)	Alignment of Personal and Organizational Values	0.857	The level of conformity between the values held by an individual and the values, goals and policies upheld by the organization.	(Edwards and Cable, 2009)
	Alignment of Responsibilities and Capabilities	0.750	The level of match between responsibilities in a work role and individual abilities and skills. This includes the belief that the tasks given are in accordance with personal strengths and abilities, as well as self-confidence in carrying out daily tasks.	(Gist and Mitchell, 1992)
	Consistency in Decision-Making	0.803	The degree of consistency between the decisions employees make at work and their personal principles, values, and goals. This includes perceived support in making decisions that are in line with personal beliefs as well as minimal internal conflict in the decision-making process.	(Peterson et al., 2016)
	Emotional and Mental Balance at Work	0.881	The extent to which employees feel able to manage mental and emotional burdens when facing difficult situations at work, as well as the extent to which the organization supports their emotional and mental well-being.	(Cartwright and Cooper, 1997)
	Respect for Personal Beliefs and Opinions	0.743	The degree to which employees feel that their personal beliefs and views are valued in the work environment.	(Arieli et al., 2020)
Emotional Intelligence (EI)	Self-Awareness	0.783	An individual's ability to recognize and understand the emotions they feel when they occur, as well as how these emotions influence thinking, behavior and interactions with other people.	(Hall and Matthews, 2008; Salovey and Mayer, 1990)
	Self-Regulation	0.901	An individual's ability to manage emotions effectively, even in difficult situations, and maintain composure and emotional stability under stress.	(Troy et al., 2013)
	Motivation	0.909	The level of an individual's drive and commitment to achieving goals, despite facing obstacles or failure.	(Duckworth et al., 2011)
	Empathy	0.879	the ability to understand and feel other people's emotions, as well as sensitivity to the needs and feelings of those around them.	(Singer, 2006)
	Social Skills	0.860	Ability to build relationships, build connections with others, and maintain positive relationships.	(Ragins and Dutton, 2017)
Psychological Resilience (PR)	Emotional Regulation	0.863	An individual's ability to control and manage emotions effectively, especially in stressful or challenging situations.	(Troy et al., 2013)
	Optimism and Positive Outlook	0.909	An individual's level of belief that challenges can be overcome, as well as a tendency to focus on the positive aspects of difficult situations and maintain an optimistic view of the future.	(Wanberg and Banas, 2000)
	Adaptability and Flexibility	0.885	Ability to adapt approach to new or unexpected challenges and ability to adapt to change without feeling overly stressed or anxious.	(Martin et al., 2012)
	Self-Confidence and Personal Strength	0.833	An individual's self-confidence in their ability to deal with difficult situations, as well as pride in their ability to overcome adversity and relying on internal strength to get through difficult times.	(Cassidy, 2019)
	Support-Seeking and Social Connections	0.608	The extent to which an individual feels comfortable asking for support when needed, has a strong support system, and is open to discussing challenges and accepting help from others.	(Pierce et al., 1996)

(Contd...)

Table 1: ***(Continued)***

Variables	Item	Outer loading	Operations and definitions	Major references
Job Satisfaction (JS)	Satisfaction with Job Role and Responsibilities	0.852	The level of individual satisfaction with the duties and responsibilities in their role, as well as the perception that the role provides meaningful work and makes optimal use of skills.	(Steger et al., 2019)
	Opportunities for Growth and Development	0.838	Employee perceptions regarding the opportunities provided by the organization for career growth and development of personal and professional skills.	(Kraimer et al., 2011)
	Compensation and Benefits	0.848	The level of employee satisfaction with financial compensation and other benefits provided by the organization, as well as the perception that the compensation is fair and in accordance with industry standards.	(Paré and Tremblay, 2007)
	Workplace Relationships and Environment	0.851	The level of quality of an employee's relationships with coworkers, supervisors, and the overall work environment, which supports productivity and provides a sense of community within a team or department.	(Hayton et al., 2012)
	Work-Life Balance	0.652	Individual perceptions regarding the balance between work and personal life, as well as organizational support in respecting personal time and commitments outside of work.	(O'Driscoll et al., 2013)
Productivity Team (PT)	Goal Alignment and Clarity	0.894	The level of clarity and shared understanding within the team regarding the goals and objectives that must be achieved.	(Steger et al., 2013)
	Collaboration and Cooperation	0.898	The level of cooperation and support between team members in achieving common goals.	(Vangen and Huxham, 2012)
	Communication and Information Sharing	0.869	The level of effectiveness of communication within the team, including openness, suitability of communication channels, and timeliness in sharing information to keep all team members informed.	(Mesmer-Magnus et al., 2011)
	Task Management and Accountability	0.869	The team's ability to prioritize tasks, manage workload, and ensure that each team member is responsible for completing tasks within the specified time.	(Marks and Panzer, 2004)
	Problem Solving and Adaptability	0.855	The team's ability to identify and resolve problems effectively, adapt quickly to changes or unexpected challenges, and leverage past experiences to improve future performance.	(LePine, 2005)
	Overall Performance and Satisfaction	0.890	Perceptions about the overall performance and level of satisfaction of team members regarding the productivity and quality of the team's work in achieving organizational standards.	(Amason and Schweiger, 1997)
Employee Loyalty (EL)	Pride and Identification	0.799	The level of individual pride and attachment to the values, mission and quality of work produced by the organization.	(Johnson and Jackson, 2009)
	Trust and Confidence	0.809	The level of individual trust in organizational leadership in making good and ethical decisions, as well as confidence in the direction of the organization and support for employee welfare.	(Joseph and Winston, 2005)
	Advocacy and Positive Engagement	0.761	The degree to which an individual is willing to recommend and promote an organization to others, as well as active participation in the organization's initiatives and activities.	(Vivek et al., 2012)
	Retention Intention	0.855	An individual's intention to remain employed in the organization in the long term, without actively seeking employment opportunities elsewhere, as well as the desire to build a career within the organization.	(Chew and Chan, 2008)
Organizational Commitment (OC)	Affective Commitment	0.860	An individual's level of emotional attachment and identification with an organization, reflecting feelings of ownership and pride in being part of the organization.	(Kniffin et al., 2021)
	Continuance Commitment	0.938	An individual's level of commitment to an organization based on perceptions of the costs or difficulties that may arise if they leave the organization.	(Mitchell et al., 2001)
	Normative Commitment	0.934	The level of individual commitment to an organization based on a sense of moral obligation or responsibility to continue working there.	(Rego et al., 2011)
	Overall Commitment and Satisfaction	0.913	The overall level of an individual's commitment and satisfaction with the organization, which includes motivation to contribute to the organization's success, satisfaction with the decision to work in the organization, and views regarding the future of a career in the organization.	(Meyer et al., 2012)

emotional balance, and respect contribute to cognitive balance. Furthermore, Emotional Intelligence (EI) measures emotional capability through five main indicators, namely Self-Awareness (0.783), Self-Regulation (0.901), Motivation (0.909), Empathy (0.879), and Social Skills (0.860). These results reflect how emotional intelligence supports self-management, motivation, and social relationships in the work environment.

The fourth variable is Psychological Resilience (PR), which represents psychological resilience through five indicators, namely Emotional Regulation (0.863), Optimism and Positive Outlook (0.909), Adaptability and Flexibility (0.885), Self-Confidence and Personal Strength (0.833), and Support-Seeking and Social Connections (0.608). These results indicate the main elements needed to build psychological resilience. Furthermore, the Job

Satisfaction (JS) variable evaluates job satisfaction based on five indicators, namely Satisfaction with Job Role and Responsibilities (0.852), Opportunities for Growth and Development (0.838), Compensation and Benefits (0.848), Workplace Relationships and Environment (0.851), and Work-Life Balance (0.652). This illustrates the main elements that influence employees' level of satisfaction with their jobs.

The sixth variable, Team Productivity (PT), measures team productivity through six indicators, namely Goal Alignment and Clarity (0.894), Collaboration and Cooperation (0.898), Communication and Information Sharing (0.869), Task Management and Accountability (0.869), Problem Solving and Adaptability (0.855), and Overall Performance and Satisfaction (0.890). This highlights the importance of goal alignment, collaboration, communication, task management, and problem solving in driving team productivity. The next variable is Employee Loyalty (EL), which evaluates employee loyalty through four indicators, namely Pride and Identification (0.799), Trust and Confidence (0.809), Advocacy and Positive Engagement (0.761), and Retention Intention (0.855). Finally, Organizational Commitment (OC) reflects organizational commitment through four indicators, namely Affective Commitment (0.860), Continuance Commitment (0.938), Normative Commitment (0.934), and Overall Commitment and Satisfaction (0.913). This variable shows the emotional, rational, and normative bonds that form individual commitment to the organization.

3.3. Data Analysis

In this study, we employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) method using SmartPLS software. The first step involves the evaluation of the measurement model, which includes the validity and reliability of each construct. At this stage, convergent validity is tested by examining factor loadings (>0.7), Average Variance Extracted (AVE) (>0.5), and Composite Reliability (CR) (>0.7) for each construct. Discriminant validity is assessed using the stricter Fornell-Larcker criterion or the Heterotrait-Monotrait Ratio (HTMT) criterion, where the HTMT value must be less than 0.9. Once the measurement model is declared valid and reliable, the analysis proceeds to the structural model testing phase. This stage involves testing the relationships between variables by examining the path coefficients, the significance level of these relationships, and the R-squared (R^2) value to determine how much variance of the dependent variables can be explained by the independent and intervening variables. Bootstrapping tests are conducted to obtain t-statistics and p-values for each path coefficient. In the context of the intervening variable, Psychological Resilience is tested to determine whether it has a mediating effect between the independent variables (Employee Empowerment Strategy, Cognitive Balance, Emotional Intelligence) and the dependent variables (Job Satisfaction, Team Productivity, Employee Loyalty, Organizational Commitment). This testing involves calculating direct and indirect effects, with the indirect effects calculated as the product of the path coefficients through the mediating variable. The final stage in data analysis is data interpretation, discussion, and conclusion, which includes conclusions as well as theoretical and managerial implications.

4. RESULTS AND DISCUSSION

4.1. Respondent Data

Table 2 shows that of the 250 respondents, most were male with 136 people or 54.4%, while females totaled 114 or 45.6%, indicating a relatively balanced gender distribution. In terms of age, those above 50 years old dominated with 102 respondents (40.8%), which is much higher than other age groups. The lowest age group is 35-40 years old with only 20 respondents (8%). For length of service, more than half of the respondents (51.2%) had over 15 years of work experience, indicating the prevalence of a more experienced workforce in this sample. On the other hand, 45 respondents (18%) were in the 1-5 year working range, indicating the presence of a newer segment of workers. Lastly, in terms of education level, most respondents had a master's degree (91 people or 36.4%), followed by bachelor's degree (87 people or 34.8%) and high school (72 people or 28.8%), indicating a tendency for respondents to be educated at a higher level.

4.2. Statistical Analysis

4.2.1. Discriminant validity

Table 3 shows the results of the analysis that all AVE square root values are higher than the correlation values between other constructs. For example, for the CB (Competence Behavior) construct, the AVE square root value is 0.809, which is greater than its correlation with other constructs, such as EI (Employee Innovation) of 0.891 or EES (Employee Engagement Score) of

Table 2: Respondent data

Category	Frequency	%
Gender		
Male	136	54.4
Female	114	45.6
Age (Years old)		
25-30	30	12.0
30-35	35	14.0
35-40	20	8.0
40-45	29	11.6
45-50	34	13.6
Above 50	102	40.8
Years of service (Years)		
1-5 years	45	18.0
5-10 years	38	15.2
10-15 years	39	15.6
Above 15 years	128	51.2
Education level		
S1	87	34.8
S2	91	36.4
SMU	72	28.8

Table 3: Discriminant validity

Variables code	CB	EI	EES	EL	JS	OC	PT	PR
CB	0.809							
EI	0.891	0.867						
EES	0.880	0.902	0.807					
EL	0.793	0.766	0.757	0.807				
JS	0.650	0.644	0.637	0.792	0.812			
OC	0.710	0.698	0.673	0.890	0.791	0.912		
PT	0.910	0.979	0.909	0.776	0.621	0.699	0.879	
PR	0.907	0.886	0.896	0.844	0.762	0.780	0.890	0.827

0.880. The same can be observed for all other constructs such as EI (0.867), EES (0.807), EL (0.807), JS (0.812), OC (0.912), PT (0.879), and PR (0.827). The values shown in Table 3 indicate that each construct in the model has good discriminant validity, because each construct is able to explain its own indicator variance better than the correlation between other constructs.

4.2.2. Construct reliability and validity

Table 4 presents the results of construct reliability and validity testing for each variable in the study. This test involves several main indicators, namely Cronbach's Alpha, rho_A, Composite Reliability, and Average Variance Extracted (AVE), each of which is used to assess internal consistency and construct validity. The Cronbach's Alpha value indicates the internal reliability of each construct. All variables have values above the 0.7 threshold, which indicates that each construct has good internal consistency. The highest values are in the Organizational Commitment (0.932) and Productivity Team (0.941) variables, which indicate very strong internal reliability, while the lowest value, although still adequate, is in the Employee Loyalty variable (0.821).

The rho_A parameter reinforces the reliability results with a value very close to Cronbach's Alpha, indicating consistency between the two measures. The highest value is also found in Team Productivity (0.942), while the lowest value is in Employee Loyalty (0.827). Composite Reliability shows a value above 0.8, explaining that the level of reliability is very good. The highest value is 0.953 on Team Productivity, followed by Organizational Commitment (0.952), indicating that these two constructs have very strong reliability. The lowest value remains at a very adequate level, at 0.881 on Employee Loyalty.

Average Variance Extracted (AVE) indicates the convergent validity of each construct, with the value describing the proportion of indicator variance that can be explained by the construct. All variables have AVE values above 0.5, which is the minimum limit for convergent validity. The highest value is in Organizational Commitment (0.831), indicating that this construct has a very good ability to explain the variance of its indicators. Meanwhile, the lowest value is in Employee Loyalty (0.650), which still meets the criteria for convergent validity.

4.2.3. R-square and F-square

Table 5 which describes the R-Square shows that the research model has good predictive ability for all dependent variables, with Psychological Resilience and Team Productivity as the variables with the highest level of prediction.

Table 6 shows the F-Square results used to evaluate the relative influence of the independent variables on the dependent variable in the research model. The F-Square value indicates the effect size of each variable in explaining the other variables; where a value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect. The Psychological Resilience (PR) variable receives significant influence from several independent variables. The largest influence comes from Productivity Team (PT), with an F-Square value of 3.824, which indicates a very large effect. This indicates that Productivity Team has a very strong contribution in explaining the variance in Psychological Resilience. In addition, Organizational Commitment (OC) also had a large effect on Psychological Resilience, with an F-Square value of 1.559. This suggests that the level of organizational commitment plays an important role in building psychological resilience.

The Job Satisfaction (JS) variable has an F-Square value of 1.385 on Psychological Resilience, which also shows a large effect. This indicates that job satisfaction has a significant contribution to employees' psychological resilience. Furthermore, the Employee Loyalty (EL) variable makes a very large contribution to Psychological Resilience with an F-Square value of 2.480. This shows that employee loyalty is closely related to their ability to face challenges psychologically. On the influence of other independent variables, Cognitive Balance (CB) has an F-Square of 0.268 on Psychological Resilience, which indicates a moderate effect. Meanwhile, Emotional Intelligence (EI) and Employee Empowerment Strategy (EES) had a small effect, with F-Square values of 0.038 and 0.140, respectively. Thus, these results shown in Table 6 broadly state that the variables Productivity Team, Employee Loyalty, Job Satisfaction, and Organizational Commitment have a large influence on the formation of Psychological Resilience, while other variables make a smaller or moderate contribution. Therefore, it can be assumed that the importance of a supportive work environment,

Table 4: Construct reliability and validity

Variables	Cronbach's Alpha	rho_A	Composite reliability	AVE
Cognitive Balance	0.867	0.876	0.904	0.654
Emotional Intelligence	0.917	0.917	0.938	0.752
Employee Empowerment Strategy	0.893	0.893	0.918	0.652
Employee Loyalty	0.821	0.827	0.881	0.650
Job Satisfaction	0.869	0.868	0.905	0.659
Organizational Commitment	0.932	0.934	0.952	0.831
Productivity Team	0.941	0.942	0.953	0.773
Psychological Resilience	0.878	0.888	0.914	0.684

Table 5: R-square

Variables	R square	R square adjusted
Employee Loyalty	0.713	0.711
Job Satisfaction	0.581	0.579
Organizational Commitment	0.609	0.608
Productivity Team	0.793	0.792
Psychological Resilience	0.871	0.869

Table 6: F-square

Variables code	CB	EI	EES	EL	JS	OC	PT	PR
CB								0.268
EI								0.038
EES								0.140
EL								
JS								
OC								
PT								
PR				2.480	1.385	1.559	3.824	

job satisfaction, and loyalty in building employees' psychological resilience.

4.2.4. Direct effect and indirect effect

Table 7 presents the direct effect results where significant values are indicated by $P < 0.05$, which means that the relationship is statistically reliable with an error margin of <0.05%. The explanation in this table also illustrates two relationship lines such as:

4.2.4.1. Direct relationship to psychological resilience variable

The Cognitive Balance variable has a significant direct effect on Psychological Resilience (PR) with a coefficient of 0.445 ($P \leq 0.01$), indicating a fairly strong influence. Similarly, Employee Empowerment Strategy (EES) showed a significant effect on Psychological Resilience (PR) with a coefficient of 0.337 ($P \leq 0.01$), indicating the importance of empowerment in building Psychological Resilience (PR). Emotional Intelligence (EI) also contributed significantly, although with a smaller effect (0.186; $P = 0.032 < 0.05$), indicating that emotional intelligence has a relevant but not dominant role in shaping psychological resilience.

4.2.4.2. Relationship of psychological resilience to other dependent variables

Psychological Resilience (PR) has a very strong direct effect on all other dependent variables in this study. The strongest relationship is seen on Team Productivity (PT), with a coefficient of 0.891 ($P \leq 0.01$) and very high T-statistics (63.757), indicating that Psychological Resilience (PR) plays a crucial role in increasing team productivity. The effect on Employee Loyalty (EL) is also very strong with a coefficient of 0.846 ($P \leq 0.01$) and T-statistics of 38.045, indicating that psychological resilience has a major contribution in increasing employee loyalty. The relationship with Organizational Commitment (OC) has a coefficient of 0.780 ($P \leq 0.01$), confirming the importance of psychological resilience in promoting commitment to the organization. The effect on Job Satisfaction is also significant and strong with a coefficient of 0.763 ($P \leq 0.01$), indicating that psychological resilience contributes greatly to job satisfaction.

In line with these results, it can then be concluded that Cognitive Balance, Employee Empowerment Strategy (ES), and Emotional Intelligence (EI) contribute significantly in shaping Psychological Resilience (PR). Psychological Resilience (PR) itself has a very large influence on other dependent variables, especially on Team Productivity (PT) and Employee Loyalty (EL). This confirms the central role of Psychological Resilience (PR) in the model, both as a variable that is influenced and that influences various aspects of the organization.

Table 8 illustrates the indirect effects of the independent variables on the dependent variable with Psychological Resilience as the mediator. The results show that all relationships have strong statistical significance values with $P < 0.05$, confirming the important role of psychological resilience in mediating the relationships.

Cognitive Balance (CB) provides significant indirect effects on all dependent variables through Psychological Resilience (PR). This effect was greatest on Team Productivity (PT), with an effect value of 0.396 and T-Statistics of 6.914, indicating that cognitive balance strongly contributes to team productivity through increased psychological resilience. A similar relationship is also seen in Employee Loyalty (OL) with an effect value of 0.377 and

Table 7: Direct effect

Direct effect	Sample mean	Standard deviation	T Statistics	P-values
Cognitive Balance → Psychological Resilience	0.445	0.064	6.924	0.000
Emotional Intelligence → Psychological Resilience	0.186	0.086	2.148	0.032
Employee Empowerment Strategy → Psychological Resilience	0.337	0.084	4.041	0.000
Psychological Resilience → Employee Loyalty	0.846	0.022	38.045	0.000
Psychological Resilience → Job Satisfaction	0.763	0.032	24.080	0.000
Psychological Resilience → Organizational Commitment	0.780	0.038	20.445	0.000
Psychological Resilience → Productivity Team	0.891	0.014	63.757	0.000

Table 8: Indirect effect

Hypothesis	Sample mean	Standard deviation	T statistics	P-values
Cognitive Balance → Psychological Resilience → Employee Loyalty	0.377	0.057	6.554	0.000
Emotional Intelligence → Psychological Resilience → Employee Loyalty	0.157	0.072	2.163	0.031
Employee Empowerment Strategy → Psychological Resilience → Employee Loyalty	0.285	0.072	3.952	0.000
Cognitive Balance → Psychological Resilience → Job Satisfaction	0.339	0.051	6.626	0.000
Emotional Intelligence → Psychological Resilience → Job Satisfaction	0.142	0.066	2.133	0.033
Employee Empowerment Strategy → Psychological Resilience → Job Satisfaction	0.257	0.066	3.931	0.000
Cognitive Balance → Psychological Resilience → Organizational Commitment	0.347	0.054	6.450	0.000
Emotional Intelligence → Psychological Resilience → Organizational Commitment	0.144	0.066	2.175	0.030
Employee Empowerment Strategy → Psychological Resilience → Organizational Commitment	0.263	0.069	3.800	0.000
Cognitive Balance → Psychological Resilience → Productivity Team	0.396	0.057	6.914	0.000
Emotional Intelligence → Psychological Resilience → Productivity Team	0.166	0.077	2.119	0.035
Employee Empowerment Strategy → Psychological Resilience → Productivity Team	0.300	0.074	4.073	0.000

Job Satisfaction (JS) of 0.339, emphasizing the importance of balance between individual values and responsibilities to create loyalty and job satisfaction. On Organizational Commitment (OC), Cognitive Balance (CB) provides an effect of 0.347, indicating that consistency of personal and organizational values has a key role in strengthening commitment to the organization.

Employee Empowerment Strategy (EES) also shows a significant contribution through Psychological Resilience (PR). The indirect effect on Team Productivity (PT) of 0.300 highlights that empowerment through autonomy, resource access, and employee development helps increase psychological resilience which in turn supports team productivity. On Employee Loyalty (EL), the indirect effect of 0.285 shows that employee empowerment supports emotional attachment to the organization. The relationship with Job Satisfaction (JS) and Organizational Commitment (OC) has an effect of 0.257 and 0.263 respectively, indicating that empowerment promotes psychological resilience which leads to increased job satisfaction and commitment to the organization.

Emotional Intelligence provides smaller but still significant indirect effects on all dependent variables through Psychological Resilience (PR). The largest effect was seen on Team Productivity (PT) with a value of 0.166, indicating that emotional abilities, such as self-management and empathy, play an important role in creating psychological resilience that supports team productivity. The relationships with Employee Loyalty (EL) and Job Satisfaction (JS) were 0.157 and 0.142 respectively, signifying that emotional intelligence supports psychological resilience that contributes to loyalty and job satisfaction. For Organizational Commitment (OC), the effect value of 0.144 indicates that emotional intelligence helps increase psychological resilience which leads to commitment to the organization.

In line with this, the demonstration of this indirect relationship confirms that Psychological Resilience (PR) is the main mediator in the relationship between independent variables such as Cognitive Balance (CB), Employee Empowerment Strategy (EES), and Emotional Intelligence (EI) with dependent variables. Cognitive Balance consistently shows the largest indirect effect, followed by Employee Empowerment Strategy (EES), while Emotional Intelligence (EI) has a smaller but still significant contribution. Therefore, the results we have presented in Table 8 underscore the importance of cognitive balance and employee empowerment strategies in building psychological resilience to support loyalty, job satisfaction, organizational commitment, and team productivity.

4.3. Discussion

Based on the data obtained from testing the relationship between variables, a significant relationship was found both through direct, and indirect relationships, These findings provide deep insights into how these elements interact with each other to influence individual and team performance within the organization. Starting with the employee empowerment strategy (EES), this variable is the foundation for organizational success because it empowers employees to contribute to their full potential. When employees feel they have autonomy in decision-making, they tend to feel valued and more confident in carrying out their tasks. This autonomy can become evident when it is reinforced by access to adequate resources, which allows for a positive impact on employees to get their work done efficiently (Afifa et al., 2025; Nasar et al., 2024; Suryowibowo and Syakarofath, 2024). Furthermore, training and development provide a foundation for skill enhancement, which not only boosts employees' confidence but also prepares them to take on greater responsibilities. Recognition and feedback play an important role in maintaining morale, while transparent communication creates a work environment that supports collaboration. The combination of these elements creates an overall empowerment experience that increases job satisfaction (JS) and encourages deeper emotional engagement with the organization (Ainiya and Kusmaningtyas, 2025; Deepak, 2024; Hajra and Jayalakshmi, 2023).

Cognitive balance (CB) is an important complement to employee empowerment. This is because when employees' values are aligned with those of the organization, they are more likely to feel emotionally connected to the organization, which strengthens their affective commitment (OC). The alignment between work responsibilities and individual capabilities ensures that employees feel capable of performing their duties without undue pressure, thus promoting team productivity. Consistency in decision-making in line with personal principles provides a sense of integrity, while emotional and mental balance ensures that employees can deal with work pressures without losing focus or motivation. In this regard, respect for employees' personal beliefs creates a sense of inclusion, which is important for driving employee loyalty (EL) in a more tangible direction. Meanwhile, emotional intelligence (EI) provides an important framework to support empowerment and cognitive balance. Individual self-awareness is an important asset for employees to be better able to understand how personal emotions affect the way they think and act, which in turn increases the effectiveness of attitudes in decision-making (Putri and Mujanah, 2023; Westover, 2024; 2025). Furthermore, self-regulation provides individuals with a higher probability of being prepared when facing difficult situations without losing emotional balance (Mühlberger et al., 2024; Oliinyk and Moeini, 2024; Yakushina et al., 2024), which also supports psychological resilience. Internal motivation encourages employees to persevere in achieving organizational goals, while empathy strengthens interpersonal relationships that support team productivity (PT). Good social skills enable employees to build supportive networks and facilitate collaboration, improving the effectiveness of team communication (Aulia et al., 2024; Aziz et al., 2024; Sanmas et al., 2024). Direct and indirect effects are presented in Figure 2.

Psychological resilience is our main pillar and vocal point in this study, a series of test results in our study suggest that psychological resilience can be a complex mediator that connects various sets of very strong relationships. Supporting factors of psychological resilience are emotional regulation, personal flexibility and adaptability allow employees to adjust to change without feeling overwhelmed, while self-confidence provides the impetus to proactively overcome obstacles. In addition, the courage to seek support and build social connections creates a support system that strengthens their loyalty as employees which has a

domino effect on job satisfaction. As the dependent variable, Job satisfaction (JS) is an important indicator of employee well-being and organizational success. When employees are satisfied with their roles and responsibilities, they are more likely to be actively engaged in their work. Being provided with opportunities to grow and develop, both professionally and personally, strengthens their emotional connection to the organization that houses them. Going deeper into it, work-life balance also plays a big role in ensuring that employees do not feel overwhelmed by work, which in turn increases team productivity (PT). Job satisfaction factors should also come to the fore in ensuring the creation of positive relationships and a strong sense of belonging between organizational elements, such harmonious relationships create an environment that supports collaboration, complemented by fair compensation that provides a sense of appreciation for the contributions made by employees.

Team productivity (PT) is a direct result of the combination of the factors outlined earlier. When team goals are clear and aligned with organizational goals, team members can work collectively towards the same outcome. Strong collaboration enables effective task sharing, while good communication ensures that all team members have the information they need to succeed. The team's ability to manage tasks and solve problems effectively demonstrates a high level of responsibility and adaptability. In such an environment, employees tend to feel satisfied with the team's overall performance, which strengthens their commitment to the organization (Napitupulu et al., 2024; Restrepo-Tamayo et al., 2025; Saranya et al., 2024).

Employee loyalty (EL) is a crucial element that reflects the success of an organization's overall strategy. When employees feel proud of their organization, they tend to become active advocates, promoting its values to others. Trust in the leadership and direction of the organization provides emotional stability, strengthening their desire to continue contributing. Furthermore, when employees perceive that the organization supports their well-being, they are more likely to invest in a long-term relationship with it. Finally, organizational commitment (OC) serves as a key indicator of the sustainability of the relationship between employees and the organization. Affective commitment signifies a deep emotional attachment, while continuance commitment reflects the recognition of benefits derived from remaining with the organization. Normative commitment embodies the sense of moral responsibility that employees feel to continue supporting the organization's goals. The overall level of satisfaction with the organization establishes the foundation for ongoing motivation and confidence in its future.

4.3.1. Managerial implication

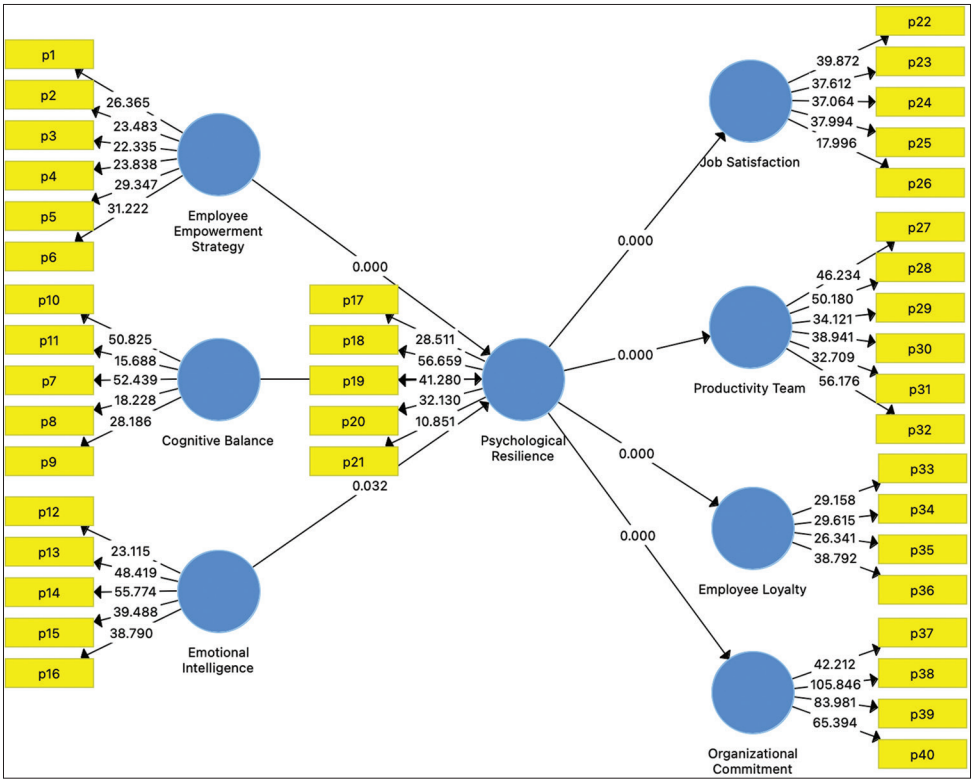
The relationship between employee empowerment strategies, cognitive balance, emotional intelligence, psychological resilience, job satisfaction, team productivity, employee loyalty, and organizational commitment suggests an interdependent ecosystem. When one element is strengthened, its impact can be felt throughout the system, creating a synergy that results in optimal individual and team performance. The discovery of these significant relationships suggests that organizations should consider a holistic approach to managing their human capital, ensuring that every aspect of the employee experience supports their success, ultimately contributing to the sustainability of the organization as a whole.

Theoretical Implication: From the perspective of Psychological Capital Theory and the Job Demands-Resources (JD-R) Model, the findings regarding the significant relationships between variables can profoundly articulate theoretical implications that synergize with one another. The relevance of this study to these two theories offers a robust framework for understanding how individual and organizational factors interact in shaping organizational performance, well-being, and sustainability. The integration of Psychological Capital Theory and the JD-R Model leads to a more comprehensive understanding of how the variables in this study support each other. PsyCap, as a personal resource, enhances an individual's ability to utilize job resources provided by the organization, such as empowerment, training, and emotional support. Conversely, the availability of sufficient job resources strengthens employees' PsyCap by providing experiences that reinforce hope, efficacy, resilience, and optimism. In the context of our study, the relationship between job satisfaction, employee loyalty, and organizational commitment can be interpreted through the interaction between PsyCap and JD-R. When employees feel supported by adequate job resources and possess strong psychological resilience, they tend to be more satisfied with their roles. This satisfaction, in turn, boosts loyalty and commitment to the organization, creating a positive cycle that fosters the sustainability of the employment relationship.

As such, employee empowerment strategies should focus on developing hope, efficacy, resilience, and optimism. This can be done by providing opportunities for decision-making, access to resources, and relevant training. High PsyCap will improve individual performance and strengthen the relationship with the organization. Within the JD-R framework, organizations must ensure a balance between job demands and job resources. Employee empowerment, cognitive balance, and a supportive work environment are key resources to reduce work pressure and increase team productivity.

Both theories point to the importance of synergy between personal resources such as PsyCap and organizational resources. When employees feel supported both emotionally and practically, they can better cope with work challenges, which impacts job satisfaction and loyalty. Furthermore, psychological resilience is a key element in helping employees deal with work pressure. Organizations need to provide training that supports emotional regulation and flexibility to build individuals' resilience, which also strengthens their capacity to utilize work resources effectively. Research results show that team productivity is affected by the balance between job demands and emotional support. In this case, individual PsyCap has a positive impact on team dynamics, while the JD-R Model explains the importance of communication, collaboration, and task management in maintaining productivity.

Figure 2: Direct and indirect effects



Source: Author Data Proceed.

5. CONCLUSION

Our study shows a close and significant relationship between the dimensions of employee empowerment, cognitive balance, emotional intelligence, psychological resilience, job satisfaction, team productivity, employee loyalty, and organizational commitment. These results offer a more complex and holistic framework compared to previous studies, which often addressed these dimensions separately. This integration introduces a new approach to exploring how personal resources (PsyCap) interact with job resources (JD-R) through mutually reinforcing psychological and social mechanisms. The finding that cognitive balance plays an important role in bridging the relationship between employee empowerment and psychological resilience is new and has not been widely discussed in the PsyCap or JD-R literature. Cognitive balance extends the concept of PsyCap by emphasizing the importance of alignment between personal and organizational values in building efficacy, hope, and optimism. It also fills a gap in JD-R by highlighting that cognitive balance is a relevant personal resource for employees in coping with job demands. Our study also introduces a more profound social dimension, particularly through the relationship between empowerment, job satisfaction, and employee loyalty. This contribution suggests that emotional and social elements (such as mutual trust and interpersonal relationships) have a significant role in building sustainable team productivity. This dimension broadens the scope of the JD-R by adding the team perspective, which is often overlooked in the individual-resource-stress framework. On the other hand, our study underscores the importance of job resources (such as training, recognition, and transparent communication) in not only enhancing PsyCap but also strengthening individual resilience to work challenges. This enriches the JD-R literature with empirical evidence supporting that job resources not only act as buffers against work demands but also as drivers for PsyCap strengthening.

In many studies, PsyCap has been focused on four main dimensions (hope, efficacy, resilience, optimism). However, in our study, our findings provide a new perspective that cognitive balance, specifically the congruence between personal and organizational values, can be an important aspect in building and maintaining PsyCap. It certainly creates an opportunity to develop PsyCap theory by including cognitive balance as an additional element that influences employee perceptions and behaviors more thoroughly. Furthermore, JD-R generally focuses on the relationship between individuals and job demands, but our research suggests that social elements such as team collaboration, communication, and interpersonal support also act as significant job resources. Thus, this study provides a new framework for JD-R to consider social dynamics in understanding the relationship between job demands and employee performance.

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