


# The Effect of Counseling, Training, and Intrinsic Motivation on Employee Productivity through Resilience in Startup Companies

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<p><b>Revised:</b> 2025-03-14</p> <p><b>Published:</b> 2025-04-05</p> <p><b>Keywords:</b> Employee Productivity, Resilience, Counseling, Training, Intrinsic Motivation</p> <p><b>Copyright holder:</b> © Author/s (2025)</p> <p><b>This article is under:</b></p>  <p><b>How to cite:</b> Marlita, D., Liana, E., Suhendra, A., Perwitasari, E. P., Handayani, S., &amp; Sismiati, S. (2025). The Effect of Counseling, Training, and Intrinsic Motivation on Employee Productivity through Resilience in Startup Companies. <i>Bulletin of Counseling and Psychotherapy</i>, 7(1). <a href="https://doi.org/10.51214/002025071330000">https://doi.org/10.51214/002025071330000</a></p> <p><b>Published by:</b> Kuras Institute</p> <p><b>E-ISSN:</b> 2656-1050</p>	<p><b>ABSTRACT:</b> The novelty of this study lies in its holistic approach. It integrates counseling, training, and intrinsic motivation as key factors influencing employee resilience, which ultimately impacts productivity in startup environments. Unlike previous studies that typically examine one or two factors in isolation, this research offers a comprehensive perspective by demonstrating how the combination of these three elements strengthens employee resilience in facing the dynamic challenges of startup settings, thereby leading to increased productivity. The aim of this study is to examine the factors influencing productivity using a descriptive quantitative approach. Primary data were collected through a questionnaire utilizing a Likert scale ranging from 1 to 5 (strongly disagree to strongly agree), completed by employees at startup companies. The study involved 160 respondents and was analyzed using Smart Partial Least Squares. The results indicate that counseling, training, and intrinsic motivation do not have a positive or significant effect on resilience. However, resilience has a positive and significant effect on employee productivity. Additionally, intrinsic motivation does not have a positive or significant indirect effect on employee productivity through resilience.</p>
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## INTRODUCTION

In recent years, startup have become key drivers of innovation and global economic growth. However, despite their great potential, startup often face challenges that impact employee productivity and resilience. As fast-growing organizations, startup typically operate in an environment of uncertainty, rapid market dynamics, and limited resources. Therefore, ensuring that employees possess the necessary skills and mental resilience to adapt to rapid changes and meet high job demands is crucial (Susanto et al., 2024).

Along with the global growth of startup companies, the expansion of startup in ASEAN countries has also been significant in 2023. The total number of startup companies in ASEAN reached 4,891 in 2023. Indonesia had the highest number of startup in the region, with 2,508 companies, surpassing Singapore, which had 1,148 startup.

Advising, when conducted with a compassionate approach and effective communication, can help employees overcome personal or professional challenges that affect their performance. Pertinent and well-structured preparing makes strides employees' aptitudes and competencies,

which increments their certainty and diminishes vulnerability. In the meantime, inborn inspiration, which comes from within representatives, such as a sense of achievement and meaning in their work, can increase their engagement at work and encourage them to stay productive. With so many startup companies in Indonesia, every company must be able to ensure its performance well in order to achieve its goals. In achieving company goals, employee productivity is needed to support every company activity. Therefore, it is very important for companies to ensure the productivity of each employee and their resilience (Susilowati et al., 2023).

As a result, startup companies need to take steps to help employees meet these challenges. Some approaches to improving employee productivity and resilience include counseling, training, and intrinsic motivation. Counseling, when conducted with an empathetic approach and effective communication, can help employees overcome personal or professional issues that affect their performance. Relevant and well-structured training enhances employees' skills and competencies, boosting their confidence and reducing uncertainty. Meanwhile, intrinsic motivation, which comes from within employees, such as a sense of accomplishment and meaning in their work, can increase their engagement and encourage them to remain productive (Lu et al., 2023).

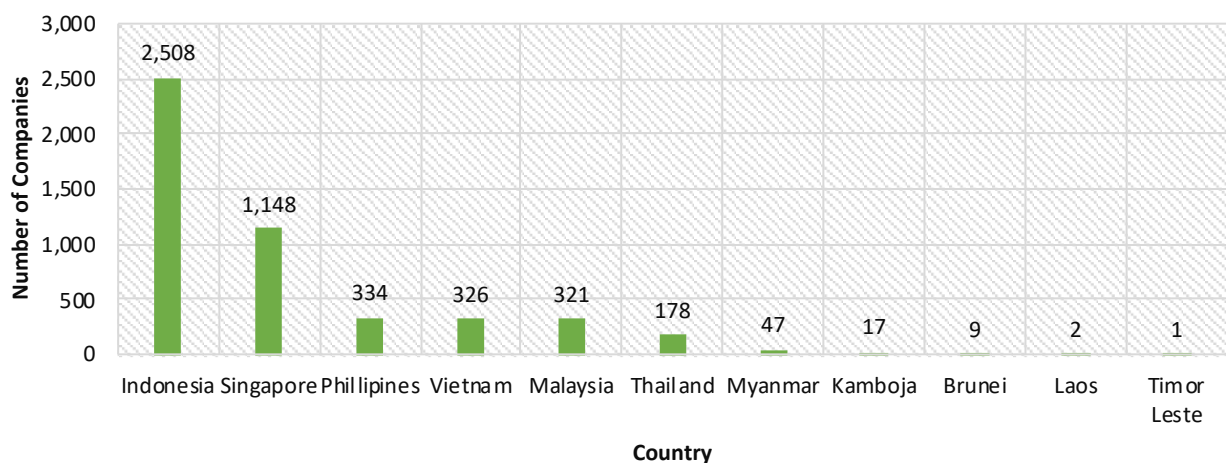


Figure 1. Data on the Number of Startup Companies in ASEAN by 2023 (Indonesiabaik.id, 2023)

## Study Aim and Hypothesis

This study aims to determine the effect of counseling, training, and intrinsic motivation on resilience and employee productivity both partially and simultaneously. This study hypothesizes that counseling, training, and intrinsic motivation have a positive and significant effect on employee resilience and productivity, both partially and simultaneously.

## METHODS

### Design and Participants

This research uses a descriptive study design by conducting surveys with employees in startup companies. The respondents in this study are employees working in startup companies. The sampling technique used is *simple random sampling*. The sample size in this study consists of 160 respondents.

### Instruments

The data collection technique was conducted using a questionnaire instrument. Before use, a reliability test was performed on all scales to be used. The reliability test followed the standards determined by (Sugiyono, 2024), which state that if the Cronbach's alpha correlation results are closer to 1, the data can be interpreted as reliable.

### ***Employee Productivity***

Employee productivity is the ability of an individual to produce a high quality and quantity of work results in accordance with the organization's goals within a given period. Productivity reflects not only the amount of work produced but also the efficiency and effectiveness with which employees perform their tasks (Susanto et al., 2024). Indicators or dimensions contained in employee productivity include: 1) Work Quantity: the amount of tasks or work completed in a given period of time; 2) Work Quality: the level of thoroughness, accuracy, and satisfaction with the work; 3) Time Efficiency: effective use of time in completing tasks; 4) Resource Effectiveness: the ability to optimally use resources such as labour, tools, and materials; 5) Consistency: the ability to maintain a stable level of performance; and 6) Initiative and Creativity: the ability to generate new ideas to improve work processes (Widodo, 2023b). Employee productivity variables have been studied by previous research conducted by Susanto, Sawitri, et al. (2023), F. Saputra et al. (2024), and R. Saputra et al. (2023).

### ***Resilience***

Resilience is a person's ability to survive, adapt, and bounce back from difficult situations, pressures, or challenges in work and daily life. Resilient employees tend to cope with rapid change, overcome conflict, and stay focused on achieving organizational goals despite obstacles (Marsono et al., 2018). Resilience consists of several key dimensions that reflect an individual's capacity to cope with challenges in the workplace. These dimensions include adaptability, which refers to the ability to adjust to changes in the environment or work situations; emotion management, the ability to regulate emotions in the face of pressure or conflict; and problem solving, which involves agility in identifying and implementing effective solutions. Additionally, optimism represents a positive mindset that helps individuals recognize opportunities even in difficult situations; commitment reflects full engagement and persistence in achieving goals despite obstacles; and social support refers to the capacity to build and maintain relationships that strengthen mental resilience. These dimensions, as identified by Corsini and Nugraha (2021), provide a comprehensive framework for understanding resilience in the workplace. The concept of resilience has also been examined in previous studies, such as those by Susanto et al. (2023), Ramezani and Camarinha-Matos (2020), and Susanto et al. (2023), highlighting its relevance and importance in organizational and employee development research.

### ***Counseling***

Counseling is a process of interaction between a counselor and an individual, designed to help the individual understand, cope with, and resolve personal or professional problems. In the work context, counseling helps employees deal with stress, conflict, or other issues that affect their performance (Budiharjo & Nur, 2024). Indicators or dimensions contained in counseling include: 1) Counselor Empathy: the ability of the counselor to understand the feelings and conditions of the individual; 2) Two-way Communication: effective interaction between counselor and counselee; 3) Problem Identification: the ability to recognize the root of the problem faced by the individual; 4) Solution Provision: practical guidance to help individuals solve problems; 5) Confidentiality: maintaining the privacy of information shared by the counselee; and 6) Follow-up: monitoring and evaluation of the success of the solutions implemented (Rahman et al., 2023). Counseling variables have been examined by previous research conducted by Riyanti (2024) and Hidayati (2023).

### ***Training***

Training is a learning process designed to improve employees' skills, knowledge, and abilities to perform their jobs. Training programs typically focus on technical, managerial, or interpersonal aspects that meet job requirements. Effective training helps employees understand their

responsibilities, learn new technologies, and enhance their skills (Saribanon et al., 2023). Indicators or dimensions contained in training include: 1) Relevance of Materials: the suitability of the training content to the needs of the job; 2) Participant Involvement: active participation during the training process; 3) Competency Improvement: training results that improve skills and knowledge; 4) Competent Facilitators: the role of the trainer in delivering the material effectively; 5) Training Methods: the learning approach used, such as practicum, discussion, or simulation; and 6) Outcome Evaluation: assessment of the impact of the training on participants' performance (Widodo, 2023a). The training variable has been examined by previous research conducted by Jumawan et al. (2023), Saribanon et al. (2023), and Susanto et al. (2023).

### ***Intrinsic Motivation***

Intrinsic motivation is an internal drive that keeps individuals motivated to do something because they feel satisfied or interested, rather than due to external pressure or material rewards. Intrinsically motivated employees tend to be highly engaged in their work, enjoy the learning process, and strive to achieve the best results because they find the work meaningful (Ena & Djami, 2021). Indicators or dimensions contained in intrinsic motivation include: 1) Personal Interest: engagement in tasks that interest the individual; 2) Sense of Achievement: the satisfaction felt after completing a task well; 3) Meaning of Work: perception that work has value and important contributions; 4) Independence: the drive to complete work independently without external pressure; 5) Active Engagement: full dedication in every work activity; and 6) Pleasure in the Process: happiness derived from doing the work itself, not the end result (Febrianti & Ririn Handayani, 2022). Intrinsic motivation variables have been studied by previous research conducted by Hamdani et al. (2020), Anwar (2019), and Potu et al. (2021).

### **Data Analysis**

Hypothesis testing was carried out using quantitative methods, specifically Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS version 4.1.0.0. Before hypothesis testing, validity and reliability tests were conducted as prerequisites. The scale used was also tested for validity and reliability before implementation. Data was processed using SmartPLS software version 4.1.0.0 for Windows.

## **RESULTS AND DISCUSSION**

### **Results**

#### ***Convergent Validity***

If the correlation coefficient  $> 1$  or  $= 1$ , then the validity measure is considered high. In table 1, below are the results of the outer model *convergent validity* test (Sugiyono, 2022).

Table 1. Convergent Validity Analysis

	Counseling	Training	Intrinsic Motivation	Resilience	Employee Productivity
X1.01	0,737				
X1.02	0,802				
X1.03	0,849				
X1.04	0,763				
X1.05	0,834				
X1.06	0,796				
X2.01		0,782			
X2.03		0,089			
X2.04		0,773			
X2.05		0,823			

X2.06	0,793		
X3.02		0,797	
X3.03		0,844	
X3.06		0,792	
Y1.01			0,760
Y1.02			0,765
Y1.03			0,756
Y1.04			0,736
Y1.05			0,810
Y2.01			0,866
Y2.02			0,750
Y2.03			0,746
Y2.04			0,785
Y2.05			0,800

Based on the output in table 1 above, all variables used in this study can be declared valid because each indicator in each variable obtained a *loading factor* value > 0.60. This indicates that the indicators of each variable are eligible for research.

#### **Average Variance Extracted (AVE)**

The latent variable can explain on average more than half of the variance of its indicators.

Table 2. AVE Analysis

<b>Variable</b>	<b>AVE</b>
Counseling	0.637
Training	0.505
Intrinsic Motivation	0.658
Resilience	0.586
Employee Productivity	0.625

Based on table 2 above, the AVE value of the Counseling variable is 0.637, the Training variable is 0.505, the Intrinsic Motivation variable is 0.658, the Resilience variable is 0.586 and Employee Productivity is 0.625. This shows that all variables in this study obtained a value of more than (>) 0.5, meaning that each variable has good discriminant validity.

#### **Composite Reliability**

This reliability test is intended to measure how relevant and consistent a respondent is in answering or filling out a questionnaire, related to the questionnaire given.

Table 3. Composite Reliability Analysis

<b>Variable</b>	<b>Composite Reliability</b>
Counseling	0.913
Training	0.811
Intrinsic Motivation	0.852
Resilience	0.876
Employee Productivity	0.892

Based on the test results in table 3 above, the *composite reliability* value of the Counseling variable is 0.913, the *composite* reliability value of Training is 0.811, the *composite reliability* value

of Intrinsic Motivation is 0.852, the composite *reliability* value of Resilience is 0.876 and the *composite reliability* value of Employee Productivity is 0.892. Which shows the value of all these variables is greater (>) than 0.7, meaning that all variables are declared reliable.

### Cronbach's Alpha

Reliability test with *composite reliability* can be strengthened with *Cronbach's alpha*. The criteria for evaluating variables if the *Cronbach's alpha* value for each variable is > 0.7, then it can be declared reliable, (Dewi, 2024).

Table 4. *Cronbach's Alpha* Analysis

Variable	<i>Cronbach's Alpha</i>
Counseling	0.885
Training	0.794
Intrinsic Motivation	0.740
Resilience	0.825
Employee Productivity	0.849

Based on the test results in table 4 above, the *Cronbach's alpha* value of the Counseling variable is 0.885, the *Cronbach's alpha* value of Training is 0.794, the *Cronbach's alpha* value of Intrinsic Motivation is 0.740, the *Cronbach's alpha* value of Resilience is 0.825 and the *Cronbach's alpha* value of Employee Productivity is 0.849. This shows that all variables are greater than 0.7, so all variables are declared reliable.

### Analytical Model Structural (Inner Model)

This structural model test aims to see the relationship or influence between constructs, significant values and R Square:

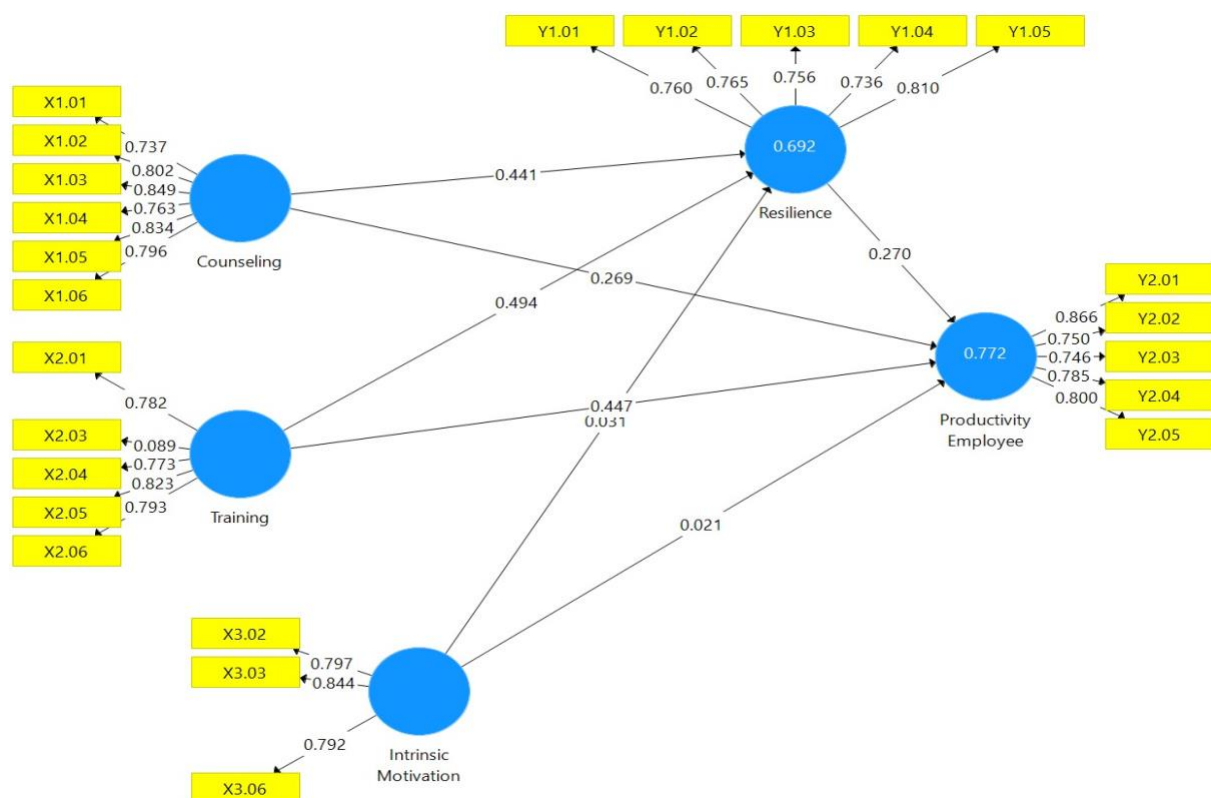


Figure 2. Output Inner Model

### **Hypothesis Testing Results (Significance Test)**

Hypothesis testing using output path coefficients and indirect effects:

Table 5. *Hypothesis Test Results*

	O	M	STDEV	T Statistics	P
Counseling ->Resilience	0,441	0,445	0,040	11,045	0,000
Training -> Resilience	0,494	0,492	0,049	10,098	0,000
Intrinsic_Motivation -> Resilience	0,031	0,029	0,043	0,710	0,478
Counseling -> Productivity_Employee	0,269	0,269	0,047	5,715	0,000
Training -> Productivity_Employee	0,447	0,455	0,078	5,731	0,000
Intrinsic_Motivation -> Productivity_Employee	0,021	0,019	0,058	0,364	0,716
Resilience -> Productivity_Employee	0,270	0,261	0,077	3,516	0,000
Counseling -> Resilience -> Productivity_Employee	0,119	0,117	0,038	3,163	0,002
Training -> Resilience -> Productivity_Employee	0,133	0,128	0,037	3,625	0,000
Intrinsic_Motivation -> Resilience -> Productivity_Employee	0,008	0,008	0,012	0,670	0,503

The purpose of this bootstrapping test is to determine the amount of influence and significance on the research data. The following are the results of the bootstrapping test:

#### **The Effect of Counseling on Resilience in Startup Companies**

The results of testing the first hypothesis show the effect of Counseling on Resilience, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.441 with a statistical T value of 11.045 and a P value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning a positive and significant effect. So, Counseling has a positive and significant effect on Resilience in Startup Companies (**H1 Accepted**).

#### **The Effect of Training on Resilience in Startup Companies**

The results of testing the second hypothesis show the effect of training on Resilience, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.494 with a statistical T value of 10.098 and a P value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning a positive and significant effect. So, Training has a positive and significant effect on Resilience in Startup Companies (**H2 Accepted**).

#### **The Effect of Intrinsic Motivation on Resilience in Startup Companies**

The results of testing the third hypothesis show the effect of intrinsic motivation on resilience, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.031 with a statistical T value of 0.710 and a P value of 0.478. This value is smaller (<) than the t table value (1.974) and the P Values value is greater (>) 0.05, meaning that it has no positive and insignificant effect. So, Intrinsic Motivation has no positive and insignificant effect on Resilience in Startup Companies (**H3 Rejected**).

#### **The Effect of Counseling on Employee Productivity in Startup Companies**

The results of testing the fourth hypothesis show the effect of counseling on employee productivity, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.269 with a statistical T value of 5.715 and a P value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning a positive and significant effect. So, Counseling has a positive and significant effect on Employee Productivity in Startup Companies (**H4 Accepted**).

### **The Effect of Training on Employee Productivity in Startup Companies**

The results of testing the fifth hypothesis show the effect of self-efficacy on employee performance, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.447 with a statistical T value of 5.731 and a P value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning a positive and significant effect. So, Training has a positive and significant effect on Employee Productivity in Startup Companies **(H5 Accepted)**.

### **The Effect of Intrinsic Motivation on Employee Productivity in Startup Companies**

The results of testing the sixth hypothesis show the effect of discipline on employee performance, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.021 with a statistical T value of 0.364 and a P value of 0.716. This value is smaller (<) than the t table value (1.974) and the P Values value is greater (>) 0.05, meaning that it has no positive and insignificant effect. So, Intrinsic Motivation has no positive and insignificant effect on Employee Productivity in Startup Companies **(H6 Rejected)**.

### **The Effect of Resilience on Employee Productivity in Startup Companies**

The results of the seventh hypothesis testing show the effect of Resilience on Employee Productivity, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.270 with a statistical T value of 3.516 and a P value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning that it has a positive and significant effect. So, Resilience has a positive and significant effect on Employee Productivity in Startup Companies **(H7 Accepted)**.

### **Effect of Counseling on Employee Productivity through Resilience in Startup Companies**

The results of testing the eighth hypothesis show the effect of Counseling on Employee Productivity through Resilience, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.119 with a statistical T value of 3.163 and a P value of 0.002. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning a positive and significant effect. So, Counseling has a positive and significant effect on Employee Productivity through Resilience in Startup Companies **(H8 Accepted)**.

### **The Effect of Training on Employee Productivity through Resilience in Startup Companies**

The results of testing the ninth hypothesis show the effect of Training on Employee Productivity through Resilience, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.133 with a statistical T value of 3.625 and a P value of 0.000. This value is greater (>) than the t table value (1.974) and the P Values value is smaller (<) 0.05, meaning a positive and significant effect. So, Training has a positive and significant effect on Employee Productivity through Resilience in Startup Companies **(H9 Accepted)**.

### **The Effect of Intrinsic Motivation on Employee Productivity through Resilience in Startup Companies**

The results of testing the tenth hypothesis show the effect of Intrinsic Motivation on Employee Productivity through Resilience, as seen in table 5. The results of the hypothesis test analysis obtained a value (O) in which the path coefficient is 0.008 with a statistical T value of 0.670 and a P value of 0.503. This value is smaller (<) than the t table value (1.974) and the P Values value is greater (>) 0.05, meaning that it has no positive and insignificant effect. So Intrinsic Motivation has no positive and insignificant effect on Employee Productivity through Resilience in Startup Companies **(H10 Rejected)**.



## **Discussion**

### ***The Effect of Counseling on Resilience in Startup Companies***

Counseling is a strategic interaction designed to provide emotional support and practical solutions to individuals facing challenges. An important element of counseling is the counselor's empathy, the ability to understand and resonate with the client's condition, creating a sense of acceptance and being heard. This empathy helps individuals feel more comfortable sharing their problems, which is the first step in building resilience. When a person feels understood, they are more likely to accept change and adapt to new situations, laying the foundation for resilience.

In addition to empathy, two-way communication is critical to the counseling process. Open dialogue allows the counselor and counselee to understand each other's perspectives and clarify obstacles. Effective communication also encourages individuals to manage their emotions better by providing a safe space to express their feelings without fear of judgment. In the context of resilience, emotional management is a core skill needed to handle pressure and respond calmly to challenging situations, enabling individuals to act more rationally when facing problems.

The next stage is problem identification, where the counselor helps the individual identify the root cause of the problem in depth. This process is crucial for focusing on appropriate actions. By understanding the source of the problem, individuals can develop problem-solving skills, the ability to analyze and find relevant solutions. A person's resilience increases when they feel in control of the situation and can take concrete steps to overcome challenges.

Once the problem is identified, the counselor provides practical solutions tailored to the individual's needs. These recommendations not only help resolve the issue but also foster optimism, the belief that there is a way out of every difficult situation. Optimism plays a crucial role in building mental resilience by providing hope and motivation to move forward despite obstacles.

In the counseling process, confidentiality is the foundation of trust between the counselor and counselee. Individuals who feel that their information is secure are more likely to open, which in turn strengthens their commitment to the recovery process. This commitment is a crucial element of resilience, as it reflects one's determination to persevere and thrive despite the pressure.

Finally, the counselor conducts follow-up to ensure that the solutions provided have been well implemented and are having a positive impact. This monitoring also helps individuals build social support, which is a key dimension of resilience. With ongoing support from the counselor and the community, individuals feel stronger and more confident in facing challenges.

The link between the dimensions of counseling and resilience suggests that an effective counseling process not only helps individuals cope with problems but also strengthens their ability to bounce back and persevere in difficult situations. Through empathy, effective communication, practical solutions, and ongoing support, counseling becomes a vital tool for enhancing an individual's mental resilience. This makes counseling a highly relevant strategy for building resilience holistically, in line with research from Wirastania and Farid (2021), Mahmudah and Wibowo (2022), and Aji and Kristinawati (2022).

### ***The Effect of Training on Resilience in Startup Companies***

Training is a structured learning process designed to improve individual capabilities through relevant knowledge and skills. One of the key elements of training is the relevance of the material, how well it meets the needs of the participants. When training materials are relevant, participants are more motivated to learn and apply them in their daily lives. This supports the development of adaptability, as participants can easily integrate new skills to navigate changes and challenges they encounter.

In addition to material relevance, participant engagement is a key factor in training success. Active participation through discussions, simulations, or group work allows participants to experience interactive and applicable learning. This process not only enhances their understanding

but also strengthens their emotional management skills, as they learn to cope with the pressure of training situations that require focus and quick responses. With controlled emotions, participants can respond more positively and productively to challenges.

Increased competence is a direct result of well-designed training. Greater competence gives participants the confidence to tackle problems independently. This is particularly important for developing problem-solving skills, as participants learn to systematically analyze issues and design effective solutions. When individuals feel competent in solving problems, they are more likely to be resilient in handling unexpected situations.

The success of training also depends heavily on competent facilitators. Facilitators with in-depth knowledge and strong communication skills can create an inspiring learning environment. Positive interactions with facilitators help participants develop optimism, the belief that any challenge can be overcome with the right effort. This optimism serves as an essential foundation for building mental resilience and approaching difficult situations more constructively.

The training methods used, such as simulation-based learning or case studies, also play a crucial role in fostering resilience. Innovative and interactive methods allow participants to experience real-life situations that simulate stress and challenges. This hones their commitment to staying focused and completing tasks, one of the key dimensions of resilience. Commitment practiced through training helps participants face challenges with greater dedication.

Finally, effective training always concludes with an evaluation to assess the extent to which the learning objectives have been achieved. This evaluation not only provides feedback to participants but also strengthens social support among participants and facilitators. Such social support creates a network that helps individuals feel encouraged when facing difficult situations. Through ongoing evaluation and follow-up, training not only enhances individual competencies but also reinforces mental resilience.

Overall, training designed with relevant materials, participant engagement, competent facilitators, and outcome evaluation in mind has been shown to support the development of resilience. Each element of the training makes a specific contribution to strengthening an individual's ability to adapt, manage emotions, solve problems, remain optimistic, stay engaged, and rely on social support. This makes training a strategic investment in developing resilient individuals across various situations, in line with research from Fadhil (2022), Aji and Kristinawati (2022), and Putra and Nuradina (2023).

### ***The Effect of Intrinsic Motivation on Resilience in Startup Companies***

Intrinsic motivation is the internal drive that compels an individual to engage in an activity without external pressure or rewards. Elements such as personal interest play a crucial role in motivating individuals to participate in activities with enthusiasm. However, in the context of resilience, intrinsic motivation may not have a significant impact. Individuals with high personal interest may enjoy their activities, but this does not necessarily enhance their ability to adapt to difficult or stressful situations.

Additionally, a sense of accomplishment, experienced when individuals successfully complete a task, is another element of intrinsic motivation. While achieving a goal provides personal satisfaction, it does not necessarily contribute to emotional regulation in stressful situations. When individuals face circumstances requiring emotional stability, intrinsic motivation alone may not be sufficient to help them manage their emotions effectively, particularly in situations beyond their control.

Intrinsic motivation also includes a sense of work meaning, where individuals feel that their tasks or jobs are important. However, while meaningful work can enhance engagement, it does not always correlate with problem-solving, which is a key element of resilience. When faced with

complex situations, a sense of job meaning alone is not enough to ensure that individuals can analyze problems and find effective solutions.

Another aspect of intrinsic motivation is autonomy, which reflects an individual's ability to work without supervision or external pressure. While independence is important for improving work efficiency, it does not necessarily influence an individual's optimism in facing challenges. Optimism is often shaped more by experience, social support, or practiced coping strategies rather than by intrinsic motivation to act independently.

Active engagement, or full participation in activities or work, is also a component of intrinsic motivation. However, such engagement does not necessarily guarantee long-term commitment to a particular task or responsibility. The commitment required for resilience often depends on external reinforcement, such as recognition from others or ongoing social support, factors that go beyond intrinsic motivation.

Finally, an important element of intrinsic motivation is the enjoyment of work or activities. While enjoyment can enhance mood, it does not directly influence social support, which is one of the most crucial dimensions of resilience. Social support typically arises from meaningful interpersonal interactions, which are more strongly shaped by communication and emotional connections than by intrinsic motivation alone.

Overall, while intrinsic motivation includes aspects that are essential for enhancing performance and personal satisfaction, its impact on resilience is not always positive or significant. Resilience, the ability to cope with pressure and challenges, is more strongly influenced by external factors such as the social environment, specialized training, or life experiences that shape mental endurance. While intrinsic motivation plays a role, it may function more as a supporting factor rather than a primary determinant in building resilience in line with research from Faried et al. (2024), Putra and Nuradina (2023), and Firdauscha (2024).

### ***The Effect of Counseling on Employee Productivity in Startup Companies***

Counseling is one of the strategic approaches in human resource development that has a significant impact on increasing employee productivity. Counselor empathy is a key dimension that supports the effectiveness of counseling, as the counselor's ability to understand the emotional state of employees creates a sense of security and comfort. When employees feel understood, they are more motivated to increase work quantity or the amount of output produced in a given period. This empathy also creates space for employees to open about the work constraints they face, so that, the solutions offered are more targeted.

Two-way communication in the consulting process is another key to success. An open dialogue allows employees and consultants to exchange information effectively. Through this communication, potential problems that affect the quality of work, such as procedural errors or lack of understanding of certain tasks, can be identified early. As such, counseling serves as a medium for providing clearer guidance, ultimately enhancing work outcomes that align with organizational standards.

The next step is problem identification, where the consultant works with the employee to assess the barriers that are impeding performance. Once the root cause is identified, corrective actions can be designed more efficiently. This has a direct impact on time efficiency, as employees can complete their tasks without wasting energy on undiagnosed barriers. This identification process also provides insight for the organization to improve the overall work system.

Once the problem is identified, the next step is to provide relevant and applicable solutions. These solutions can be practical advice, additional training, or workload adjustments, all designed to improve resource effectiveness. When resources such as time, effort, and tools are used optimally, employee productivity increases significantly. The process also builds trust between the employee and the consultant, resulting in a more harmonious working relationship.

Another important aspect of consulting is maintaining the confidentiality of information shared by employees. Confidence that their personal information is safe encourages employees to share their experiences more openly. This can lead to innovative solutions that improve work consistency, as employees feel supported to carry out their responsibilities without mental or emotional distractions.

Finally, effective counseling includes follow-up to ensure that the solutions provided are implemented properly. Through follow-up, organizations can monitor employee progress and provide additional encouragement as needed. This encourages initiative and creativity, where employees feel more confident to provide new ideas that support the success of the organization. Consulting that focuses on these aspects not only directly improves employee productivity, but also creates a more supportive and productive work environment in line with research from Siregar et al. (2020), Desi (2022), and Wibowo and Mulyanto (2023).

### ***The Effect of Training on Employee Productivity in Startup Companies***

Training is one of the most important strategies for improving employee productivity in the workplace. The relevance of the training material is a key dimension in ensuring that the training is relevant to the employee's job needs. When the material is relevant, employees are more likely to understand how it relates to their tasks, thereby increasing the amount of work produced. Appropriate training helps employees complete more tasks in the same amount of time by equipping them with the knowledge and skills they need to be more efficient.

In addition to the relevance of the material, the involvement of the participants in the training process plays an important role. Interactive training encourages employees to actively participate, share their experiences, and ask questions. This high level of engagement not only enriches the learning experience but also improves the quality of work by enabling participants to apply what they learn directly to their work. Interaction during training also encourages employees to be more motivated and confident in facing work challenges.

Improved competence is a direct result of effective training. Improved competency helps employees work faster and more accurately, contributing to time efficiency in completing tasks. Employees who have a deep understanding of their work tend to be more organized and less likely to waste time. This is critical to creating a productive and efficient work environment.

The presence of competent facilitators is also a key factor in training success. Experienced facilitators are able to explain concepts clearly, provide practical guidance, and answer participants' questions accurately. With competent facilitators, employees can more easily absorb the information provided, which in turn increases the effectiveness of organizational resources. Training led by a reliable facilitator ensures that resources such as time, cost, and manpower are used to their full potential.

In addition, appropriate training methods play a role in making the learning process more engaging and effective. Methods such as simulations, case studies, and hands-on exercises allow employees to understand concepts in depth. These methods also promote consistency in the application of training results, as employees become accustomed to practicing what they learn in training. As a result, employees are better able to maintain high work standards over time.

Finally, evaluating the results of training is an important step in ensuring that training objectives have been met. Through evaluation, organizations can identify areas for improvement and provide feedback to participants. This evaluation not only improves the quality of the next training session, but also encourages employee initiative and creativity. By receiving feedback, employees feel encouraged to try new approaches to their work, which ultimately increases overall productivity. Well-designed and effectively delivered training has a significant positive impact on employee productivity in both the short and long term in line with research from Wahyuningsih (2019), Ningrum et al. (2021), and Khusna et al. (2022).

### ***The Effect of Intrinsic Motivation on Employee Productivity in Startup Companies***

Intrinsic motivation is an internal driver that is often associated with an individual's ability to perform optimally. Elements such as an employee's personal interest in the job, which reflects interest in the task at hand, are often thought to influence productivity. However, when personal interest is not matched by external factors such as organizational support or resource availability, the impact on work quantity becomes insignificant. This can happen because employees may have the desire to work, but may be constrained by other barriers that reduce their work efficiency.

In addition, the sense of accomplishment that usually comes from successfully completing a task does not directly increase employee productivity. In some cases, the sense of accomplishment is felt only personally, without any real impact on the quality of work. Without structured feedback or rewards from the organization, the sense of accomplishment tends to become merely an internal satisfaction with little impact on overall work performance. This suggests that intrinsic motivation alone is not enough to drive improvements in work quality without external incentives or support.

Furthermore, employees' perceptions of the meaning of their work may also fail to impact productivity if they are not linked to clear organizational goals. If employees feel that their work is meaningful but does not have a tangible impact on their time efficiency, they may tend to spend more time completing tasks because they are too focused on certain details. In this context, meaning in work can be a motivational factor that has no direct impact on measurable outcomes such as time efficiency.

Independence, often considered a characteristic of intrinsic motivation, also does not necessarily contribute to productivity. Although employees feel freer to make decisions, without clear guidelines or work structures, this independence can lead to inconsistencies in work outcomes. This has implications for low resource effectiveness, as employees may not make optimal use of available time, effort, or tools. In this case, the autonomy given to employees must be balanced with appropriate supervision to achieve more significant results.

Active involvement of employees in their daily tasks will not necessarily increase productivity if it is not supported by a conducive work environment. While such involvement reflects commitment to the job, its impact on the consistency of work output is often minimal if it is not matched by good work management. For example, if the workload is unevenly distributed, engaged employees may feel overwhelmed, which in turn reduces their productivity.

Finally, while enjoyment of the work process is important for employee well-being, it will not have a significant impact on initiative and creativity if the organization does not provide space for the development of new ideas. In situations where the work structure is too rigid, enjoyment of work becomes an additional element without making a real contribution to work outcomes. Thus, while intrinsic motivation has a positive value for employee well-being, its impact on productivity is often insignificant if it is not supported by external factors such as policies, work culture, and adequate facilities in line with research from Potu et al. (2021), Fadhil (2022), and van Woerkom and Kroon (2020).

### ***The Effect of Resilience on Employee Productivity in Startup Companies***

Resilience is an individual's ability to endure and adapt in the face of challenges, playing a crucial role in enhancing employee productivity. One key aspect of resilience, adaptability, enables employees to quickly adjust to changes in the work environment, new tasks, or emerging technologies. This flexibility contributes to increased output, as adaptable employees complete tasks efficiently despite dynamic conditions. As a result, adaptability forms a strong foundation for maintaining work efficiency across various situations.

Additionally, emotional management helps employees cope with work-related stress and pressure, ultimately improving work quality. Employees who regulate their emotions effectively

tend to stay focused, leading to optimized performance. With better emotional control, they also collaborate more effectively with their teams, enhancing overall resource utilization and project completion. This highlights that emotional management not only supports individual productivity but also strengthens team-wide efficiency.

Problem-solving skills are another vital component of resilience. Employees with strong problem-solving abilities can quickly identify the root causes of issues and implement effective solutions, directly impacting time efficiency. By resolving obstacles promptly, they minimize errors and delays, enabling organizations to achieve goals more swiftly and accurately.

Optimism, or maintaining a positive belief in work outcomes, also plays a significant role in boosting productivity. Optimistic employees are more motivated to achieve their goals, ensuring consistency in their performance. Their positive attitude not only drives them to meet deadlines but also inspires their colleagues, fostering a more supportive and productive work environment.

Furthermore, a high level of commitment enhances employees' initiative and creativity. Engaged employees proactively seek ways to improve work processes and maximize available resources, creating positive synergies within teams and across the organization. This commitment serves as a catalyst for continuous workplace innovation and efficiency.

Finally, social support from colleagues, managers, and the overall work environment is a crucial pillar of resilience that impacts productivity. Feeling valued and supported empowers employees to take risks, explore new ideas, and tackle challenging tasks with confidence. As a result, they become more proactive and creative in their work. By fostering these interconnected elements of resilience, organizations can drive both individual and collective productivity, ultimately contributing to long-term success in line with research from Liana et al. (2025), Zen et al. (2023), and Mohamed (2024).

### ***The Effect of Counseling on Employee Productivity through Resilience in Startup Companies***

Counseling is a key strategy for employee development, particularly in enhancing resilience, which ultimately boosts workplace productivity. By fostering counselor empathy, this approach helps employees feel heard and understood when facing workplace challenges. When counselors show empathy, employees are more willing to share their concerns, strengthening their adaptability in handling pressure or changes. This adaptability directly impacts workload management, as employees adjust to new demands while maintaining productivity.

Two-way communication in counseling also plays a vital role in building resilience. Open dialogue allows employees to express concerns while receiving constructive feedback. This helps them regulate emotions, reducing stress and frustration. When emotions are well-managed, employees can focus on tasks with greater efficiency and fewer distractions, leading to improved work quality.

Additionally, problem identification by counselors helps employees recognize the root causes of their challenges. This process sharpens their problem-solving skills, enabling them to find effective and efficient solutions. As a result, time efficiency improves as obstacles are quickly resolved, ensuring uninterrupted workflow and increased productivity.

Providing relevant solutions further enhances employee optimism. When solutions align with employees' needs, they feel supported and confident in tackling challenges. This optimism fosters consistent performance and long-term stability, reinforcing a productive work environment.

Confidentiality in the counseling process also creates a sense of security, encouraging employees to speak openly. This sense of trust strengthens their commitment to work, leading to increased initiative and creativity in improving productivity. Employees who feel valued are more proactive in their roles, actively seeking ways to enhance performance.

Finally, counseling follow-up ensure that solutions are effectively implemented, reinforcing social support. Ongoing support strengthens resilience, creating a positive cycle that enhances

productivity across multiple dimensions, work quantity, quality, efficiency, and creativity. By integrating counseling with resilience-building strategies, organizations can cultivate a workplace that is not only productive but also supports employee well-being in line with research from Rahman et al. (2023), Tsagkanou et al. (2022), and Siregar et al. (2020).

### ***The Effect of Training on Employee Productivity through Resilience in Startup Companies***

Effective training can play an important role in improving employee productivity by developing their resilience. One of the key elements of training is the relevance of the material being taught. When training materials are relevant to the day-to-day tasks and challenges of the job, employees find it easier to adapt to the ever-changing work environment. With a better understanding of the job, they are better equipped to deal with challenges, which in turn increases the amount of work they do because they can complete tasks more quickly and appropriately.

In addition, participants' engagement in the training plays an important role in the development of emotion management skills. When participants are actively involved in the discussions or exercises provided during the training, they are more likely to feel empowered and prepared to deal with emotional challenges that arise during work. This process builds emotional resilience, which allows them to remain calm and focused under pressure, thereby improving the quality of their work. Employees who can manage their emotions well will perform better because they will not be affected by stress or negative emotions that can affect performance.

Improving skills through training also has a direct impact on employees' ability to solve problems. Employees with better skills and broader knowledge can find more effective and innovative solutions to the problems they face. With better honed skills, they can handle more complex tasks more efficiently, which in turn improves the time it takes to get work done. The faster they can find solutions, the less time is wasted dealing with problems, contributing to an overall increase in productivity.

In addition, competent facilitators are an important element in ensuring that training is effective. Facilitators with expertise and experience can guide participants to better understand the training material and provide constructive feedback. This can increase participants' optimism because they feel they are being given the right tools to succeed in their jobs. This optimism, in turn, promotes consistency in performance because employees are more confident that they can meet the challenges they face. With consistent quality of work, the organization will find it easier to achieve the goals and objectives that have been set.

Effective training methods, such as the use of experiential learning techniques or simulations, can increase participants' commitment to their jobs. When employees feel that training is of direct benefit to their work, they are more engaged and committed to applying what they have learned. This fosters initiative and creativity as they feel more able to think outside the box and find new solutions to the challenges they face. Thus, training that includes relevant methodologies and quality instruction will affect the overall well-being and productivity of employees.

Finally, evaluating the results of training helps ensure that training objectives are being met. It provides useful feedback for employees to continue their development and strengthens the social support they receive from peers and managers. This social support builds their resilience by making them feel more supported in facing work challenges. When employees feel supported by both training and social support, they are more likely to demonstrate high productivity, which includes quantity, quality, efficiency, and creativity in their work in line with research from Brandion and Lestariningsih (2023), Firnanda and Wijayati (2021), and Antares et al. (2020).

## ***The Effect of Intrinsic Motivation on Employee Productivity through Resilience in Startup Companies***

Intrinsic motivation is a very important factor in encouraging individuals to behave and perform well without external influences such as rewards or punishments. Although intrinsic motivation includes personal interest, sense of accomplishment, meaningfulness of work, independence, active involvement, and enjoyment of the process, its effect on employee productivity is not always significant. In many situations, even if employees are personally satisfied with their work, this does not always have a direct impact on work quantity, work quality, or time efficiency. For example, even if an employee has a high personal interest in the tasks he or she is performing, without a supporting mechanism or structure, the work may not be completed on time or with the expected quality.

While intrinsic motivation can increase personal satisfaction, its impact on resource effectiveness is often not obvious. In many cases, employees who are satisfied with their jobs do not necessarily use company resources more efficiently or work faster. Consistency in work is also not always maintained despite intrinsic motivation, because without external encouragement or adequate control, individuals may not be able to maintain work rhythms or standards over the long term. Therefore, while intrinsic motivation is important, it does not necessarily correlate with consistent and measurable productivity gains.

This also reflects the fact that intrinsic motivation is not always directly related to initiative and creativity in the workplace. While intrinsically motivated employees may feel freer and more creative, without adequate support or channels to explore new ideas, their creativity could be stifled. Resilience, which includes adaptability, emotion management, problem solving, optimism, commitment, and social support, plays a larger role in facilitating increased productivity, but cannot be fully influenced by intrinsic motivation alone. Employees with high mental resilience may be able to adapt to work challenges and cope better with stress, but this is not a direct result of intrinsic motivation.

In this case, resilience affects productivity more effectively because resilient employees are better able to overcome obstacles that arise at work, regardless of their level of intrinsic motivation. However, if employees rely solely on intrinsic motivation, they may be less able to cope with higher work pressures or more complicated challenges. Thus, higher resilience allows employees to continue to do a good job despite problems that affect their motivation. In this case, mental resilience is more influential than intrinsic motivation in ensuring that employees remain productive and efficient.

Finally, while intrinsic motivation can provide a sense of accomplishment and engagement in work, it is not significant enough to improve overall productivity if it is not supported by other factors such as mental resilience and adequate systems. In other words, even if an employee enjoys their work and has personal satisfaction, external factors that are more structural and based on mental resilience are more influential in ensuring consistency, initiative, and creativity in their work in line with research from Fahmi et al. (2022), Kirana et al. (2022), and Prayetno and Ali (2020).

The implication of this research is to provide insight for companies on the factors that influence employee productivity and resilience. By identifying the roles of counseling, training, and intrinsic motivation, organizations can develop strategies to enhance employee resilience and productivity. A limitation of this study is that not all respondents completed the questionnaire as expected, possibly due to their work conditions, which led to a concentration of incomplete data.

## **CONCLUSION**

Based on the formulation of the problem, as well as the results and discussion presented above, the conclusions of the research conducted on startup companies are as follows: Counseling



has a positive and significant effect on resilience, and training also has a positive and significant effect on resilience. In contrast, intrinsic motivation has no positive and is an insignificant effect on resilience. Counseling further shows a positive and significant effect on employee productivity, as does training. However, intrinsic motivation again demonstrates no positive and insignificant effect on employee productivity. Resilience itself has a positive and significant effect on employee productivity. Moreover, counseling and training both have a positive and significant effect on employee productivity through resilience. Meanwhile, intrinsic motivation has no positive and insignificant effect on employee productivity through resilience.

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