

THE RELATIONSHIP BETWEEN DIFFICULTY COEFFICIENT AND PSYCHOLOGICAL WELL-BEING AMONG EMPLOYEES OF PT. CHINA STATE CONSTRUCTION OVERSEAS DEVELOPMENT SHANGHAI

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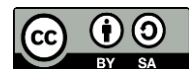
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Abstract

This research aims to determine the relationship between adversity quotient and psychological well-being. This study employs a quantitative approach using correlational methods. The population for this research consists of 82 employees, utilizing a total sampling technique. The research instrument used is the psychological well-being scale developed by Ryff and Keyes. The adversity quotient scale used in this study was created by Matore et al. based on Stoltz's theory. The results of this study indicate that the levels of adversity quotient and psychological well-being among employees of PT. China State Construction Overseas Development Shanghai are in the moderate category. Furthermore, the hypothesis test results show that there is a significant relationship between adversity quotient and psychological well-being with a correlation value (r) of 0.864 and a significance level of 0.000, which is less than 0.05. This means that the higher the adversity quotient of employees, the higher the psychological well-being, the opposite is also true.

Keywords: Adversity Quotient, Employee, Psychological Well-Being



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INTRODUCTION

Essentially, everyone desires a happy life. To achieve this, they need to fulfil basic needs such as food, drink and clothing. Working is one way that humans fulfil these needs (Bakar & Osman, 2021; Munandar, 2022). Every individual, both men and women, certainly desires a prosperous and comfortable life for themselves. This also applies to employees. Well-being is considered to be a state in which a person feels joy and freedom from burdens. For employees, the importance of well-being is not only felt when they are working, but also in their social interactions.

Well-being is a relevant issue to examine at this time, particularly in the field of psychology, given that well-being is an essential element in an individual's life. Well-being is seen as a condition that everyone desires, regardless of age and social background (Park et al., 2023; Ryff, 2015). In addition to salaries, allowances, family benefits, and pensions, companies must also consider other needs such as working hours, workload, company atmosphere, and facilities. To improve the mental and psychological health of employees as well as productivity, these needs must be met in a manner that is in accordance with company rules and capabilities (Ginting et al., 2025). In addition, one perspective emphasises that psychological experiences and levels of satisfaction in both work and personal life are important components of employee well-being, alongside perceptions and feelings regarding job satisfaction and personal life (Zheng *et al.*, 2015).

Every employee working in a company should have their needs met as part of the company's responsibilities, in accordance with the provisions stipulated in Law of the Republic of Indonesia Number 13 of 2003 Article 1 Paragraph (31) concerning employment. The survey results show that 73% of employees are dissatisfied with their jobs. In addition, 54% of employees work in fields that do not match their educational background, which has an impact on productivity and opportunities for promotion. As many as 85% of respondents also admitted that they do not have a good work-life balance. This causes 62% of employees to have difficulty sleeping due to constantly thinking about their work (AON, 2019). According to another study, only 18% of employees in Indonesia are satisfied with their jobs and quality of life in the workplace (Widhianingtanti & Lujtelaar, 2022). Work environment, workload, and achieving a balance between work and personal life are the three main complaints. Therefore, it is important for individuals to have strategies for surviving and thriving in such conditions. One approach to understanding how individuals can survive and thrive in difficult situations is to use the concept of adversity quotient.

Therefore, research on the relationship between adversity quotient and psychological well-being is highly relevant to understanding how employees can face challenges in the workplace at PT. Statet Construction Oversean Development Shanghai. Researchers want to see whether employees at PT have an adversity quotient and whether it is related to their psychological well-being at work or vice versa. Therefore, the author is interested in finding out more about whether there is a relationship between adversity quotient and psychological well-being among employees of PT.

LITERATURE REVIEW

According to Ryff (2018) argues that psychological well-being is a condition in which individuals can accept themselves as they are, build warm relationships with others, have independence in facing social pressures, control their external environment, have clear life goals, and can realise their potential in a sustainable manner. There are six aspects of psychological well-being according to Ryff (2018) among others: (1) Self-Acceptance, which refers to self-actualisation, optimal functioning of individuals, and personal maturity; (2) Positive Relationships with Others, which refers to the ability to love and build warm and trusting interpersonal relationships, which are key to mental health; (3) Personal Growth, this aspect refers to the continuous process of self-development so that individuals can achieve full

psychological functioning; (4) Purpose in life, this aspect means having a direction that gives value and meaning to life; (5) Mastery of the environment, this aspect describes a person's ability to create opportunities that support the development of their potential and fulfil their needs; (6) Independence, this aspect discusses an individual's ability to manage themselves.

According to Puriani et al (2021), put forward Adversity Quotient as an individual's capacity to turn difficult situations into opportunities to achieve desired goals. There are four aspects of adversity quotient, according to Stoltz in (Mahmudah & Fatimah, 2022) Among others: (1) Control, this aspect explains a person's capacity to control and handle difficult and challenging situations in the future, and believe in their own ability to overcome obstacles and challenges; (2) Origin & Ownership, this aspect refers to the source of the problems they are facing and the extent to which a person acknowledges the consequences of these problems; (3) Reach, this aspect measures the extent to which a problem affects other areas of life; (4) Endurance, this aspect assesses the extent to which individuals perceive the duration of a problem and how they respond and strive to overcome it in the face of these challenges.

RESEARCH METHOD

The type of research used was correlational research with a quantitative approach. The population in this study consisted of 82 employees of PT. China State Construction Overseas Development Shanghai. The sampling technique used in this study was total sampling. The measurement tool used in this study was an adapted adversity quotient scale from (Maramis & Waas (2023) based on the theory Stoltz in Purnama et al (2022), that has been used in Indonesian by Sholihah & Eryandra (2024) (2024), consisting of 15 statement items. The psychological well-being scale was adapted from the theory of Cortés-Rodríguez et al (2023) in Indonesian by Rachmayani & Ramdhani (2014), consisting of 48 statement items. The data collection technique used in this study was a psychological scale by distributing questionnaires to respondents. The scale had 4 alternative answers in two forms of items, namely favourable and unfavourable. The data obtained was then analysed using the Pearson correlation analysis technique using SPSS 20 for Windows to test the assumptions.

RESULTS

This study categorises the measurement results into three categories, namely low, moderate, and high. The data obtained from the scale scores, which are in the form of quantitative numbers, are then compared with a norm to interpret their meaning. Based on this method, the categorisation for the adversity quotient and psychological well-being variables in this study is determined as follows:

Table 1. Categorisation of Psychological Well-Being

Categorisation	Criteria	Subject	Percentage
Low	$X < 96$	28	34,1 %
Currently	$96 \leq X < 144$	49	59,8 %
Height	$144 \leq X$	5	6,1 %

Total	82	100 %
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Based on the table above, it can be seen that out of a total of 82 employees at PT. China State Construction Overseas Development Shanghai, the adversity quotient level is divided into three categories. The low category with a score range of < 30 is filled by 24 respondents, or 29.3% of the total. Then, the medium category with a score range of 30–44 is the group with the largest number of respondents, namely 49 people with a percentage of 59.8%. Meanwhile, the high category with a score range of ≥ 45 was only achieved by 9 respondents, or equivalent to 11% of the total employees studied. Based on these results, it can be concluded that the adversity quotient level of PT. China State Construction Overseas Development Shanghai employees is generally in the moderate category. This shows that the majority of employees have sufficient ability to deal with difficulties or challenges at work, although there are still a small number who are in the low category and need further attention to develop mental resilience at work.

Figure 2. Kategorisasi *Psychological Well-Being*

Categorisation	Criteria	Subject	Percentage
Low	$X < 96$	28	34,1 %
Currently	$96 \leq X < 144$	49	59,8 %
Height	$144 \leq X$	5	6,1 %
Total		82	100 %

Based on the frequency distribution table above, the researcher categorised the respondents' Psychological Well-Being variable scores into three levels, namely low, medium, and high, to facilitate data interpretation and provide a clear picture of the psychological well-being of employees in the work environment. The results of the analysis show that in the low category with a score range of less than 96 (< 96), there were 28 respondents or 34.1% of the total respondents, indicating that more than one-third of employees still have a low level of Psychological Well-Being and may still experience difficulties in accepting themselves, establishing positive relationships with others, or managing their surroundings. Meanwhile, in the moderate category with a score range of 96 to 144 ($96-144$), there were 49 respondents or 59.8% of the total respondents, which was the highest number compared to other categories and indicated that nearly 60% of employees had a fairly good level of psychological well-being, with adequate ability to perform positive psychological functions, although there was still room for further development. Furthermore, in the high category with a score range of 144 and above (≥ 144), there were 5 respondents or 6.1% of the total respondents. Although this percentage is the smallest, its existence shows that there are some employees who have achieved an optimal level of psychological well-being, such as having clear life goals, being able to develop their potential continuously, and having independence in their actions.

Based on a complete description of the analysis results, it can be concluded that, overall, the level of psychological well-being among employees of PT. China State Construction Overseas Development Shanghai is in the moderate category, based on the fact that the majority of respondents (59.8%) are in the moderate category. These findings paint a fairly positive picture, as they show that most employees already have an adequate foundation of psychological well-being. However, on the other hand, 34.1% of employees are still in the low category, which should be a particular concern for company management. Therefore, it is recommended that the company maintain the condition of employees who are already in the medium and high categories, while striving to improve the psychological well-being of

employees who are still in the low category through support programmes such as counselling, self-development training, or the creation of a more supportive work environment.

Figure 3. Results of the Normality Test for the Adversity Quotient Scale and Psychological Well-Being One Sample Kolmogorov-Smirnov

Variable	K-SZ value	Sig.	Description
<i>Adversity Quotient</i>	1,322	.061	Normal
<i>Psychological Well-Being</i>	1,230	.097	Normal

The table above shows that the p-value for the Adversity Quotient scale is 0.061 and that for the Psychological Well-being scale is 0.097. It can therefore be seen that the p-values for both the Adversity Quotient and the Psychological Well-being scales are greater than 0.05. This means that the data are normally distributed; consequently, it can be concluded that the distribution of scores for both variables is normal.

Figure 4. Statistical Description of the Linearity Test Results

Variable	F	Sig.	Description
<i>Adversity Quotient</i>	240,166	0,000	Linear
<i>Psychological Well-Being</i>			

Based on the table above, the data analysis yielded an F-value of 240.380 and a P-value of 0.000. As the significance level is less than 0.05 ($0.00 < 0.05$), it can be concluded that the Adversity Quotient scale and psychological well-being have a linear relationship. Therefore, based on the results of this data test, the assumption of linearity is met.

Figure 5. Results of the Hypothesis Test on the Adversity Quotient and Psychological Well-being

Variable	N	Pearson Correlation	Description
<i>Adversity quotient</i>	82	0.864	Signifikan
<i>Psychological well-being</i>	82	0.864	Signifikan

Referring to the table above, the results of the data analysis using Pearson’s correlation via SPSS version 20 indicate that there is a correlation between the adversity quotient and psychological well-being variables of 0.864, with a significance level of 0.000, meaning the significance value is less than 0.05 ($0.000 < 0.05$). This value falls within the range of 0.80 to

1.00, which, according to Siregar (2013), indicates that the relationship between the two variables is classified as very strong. It can be concluded that the hypothesis in this study is accepted, namely that there is a significant positive relationship between the adversity quotient variable and psychological well-being among employees of PT. China State Construction Development Overseas Shanghai. This positive relationship means that the higher the adversity quotient among employees, the higher their psychological well-being.

DISCUSSION

The research findings indicate that there is a fairly strong correlation between adversity quotient and psychological well-being among employees at PT. The higher an individual's adversity quotient, the better their ability to resolve problems and cope with challenges in the workplace and their working environment. This is supported by previous research, which yielded similar results with a moderate correlation, as demonstrated by Fitriana et al. (2023) who, in their research, found a significant positive correlation between the adversity quotient and psychological well-being ($r = 0.623$, $p < 0.01$), meaning that the higher the adversity quotient, the better the employees' psychological well-being. The adversity quotient refers to an individual's ability to persevere in the face of various problems and their resilience in managing life's challenges (Stoltz, Paul G. Hermaya, 2000). Employees with a high adversity quotient tend to display a more positive and optimistic attitude when facing work-related pressure or problems in their daily lives.

In the adversity quotient classification, this category is known as the 'campers' type. Individuals of the 'campers' type tend not to shirk responsibility, demonstrate effort, and complete the necessary tasks; however, they tend to be easily satisfied with their current achievements and fail to consider opportunities for further development or overlook the possibility of what might still lie ahead (Cesarini et al., 2020). The adversity quotient influences how one deals with a problem. Those with a high adversity quotient will have good self-control, whilst those with a low adversity quotient are unable to fulfil their responsibilities and cannot control themselves effectively (Apriyani & Uyun, 2023). Whereas according to Dewantari & Soetjningsih (2022) reveals that a person with a high adversity quotient tends to view difficulties not as obstacles, but as challenges that open up opportunities for learning and growth. In difficult situations, such individuals do not give up easily, but instead strive to find solutions and keep fighting. This attitude reflects optimism, a strong fighting spirit, and resilience in the face of life's ups and downs (Walfitri et al., 2023).

Furthermore, the results of the categorisation of the psychological well-being variable in this study fell into the moderate category. Psychological well-being is an important aspect of the workplace that relates to the extent to which individuals feel satisfied, fulfilled and are functioning optimally in their lives, including within the work environment. According to Ryff (Ryff, 2015), Psychological well-being encompasses a number of key aspects of a person's life. These include the ability to accept oneself as one is, to form healthy relationships with others, to think and act independently, to adapt to and manage one's surroundings, to have a clear sense of purpose and meaning in life, and to continue to grow as a person over time. Employees who tend to have a high level of psychological well-being typically demonstrate a positive attitude, are able to build healthy relationships with colleagues, act independently, and are able to adapt to the various demands and dynamics of the workplace.

Subsequently, the results of the correlation analysis conducted to calculate and measure the relationship between the adversity quotient and psychological well-being among 82 employees of PT revealed a p-value of <0.00 . This indicates a clear and significant relationship between the adversity quotient and psychological well-being. This indicates that the higher an individual's adversity quotient, the higher their psychological well-being. The correlation coefficient (r) of 0.864 indicates a positive relationship between the adversity quotient and

psychological well-being among employees at PT. Based on the degree of correlation, the adversity quotient and psychological well-being are classified as having a high correlation.

According to Ravelia (2016), her research suggests that one of the factors influencing psychological well-being is the adversity quotient. The adversity quotient refers to an individual's ability to transform obstacles or difficulties into opportunities to achieve desired goals. When a person is able to face and manage the various challenges they encounter, this can have a positive impact on improving psychological well-being, in terms of psychological, social and physical aspects. In working life, employees will face various complex challenges and problems. When employees are able to face and persevere in resolving the problems that arise, this can promote the achievement of psychological well-being. This enables employees to remain productive and carry out their work tasks effectively. It is this ability to persevere and manage challenges that is known as the adversity quotient.

CONCLUSION

The most significant finding of this study is the very strong relationship between adversity quotient and psychological well-being among PT employees, with a correlation coefficient of 0.864 classified as a strong correlation far exceeding the findings of previous research, which indicated only a moderate correlation ($r = 0.623$). This is both surprising and deeply revealing: it turns out that employees' ability to cope with various problems and setbacks plays a far more significant role in their psychological well-being than previously thought. What is particularly interesting to consider is that although the majority of employees fall into the 'camper' category of the adversity quotient classification that is, individuals who tend to be easily satisfied with their current achievements and do not seek to develop their potential further they are nonetheless able to achieve a moderate level of psychological well-being and build a very strong resilience in the face of adversity. This suggests that even employees of the 'camper' type actually possess sufficient foundational resilience to achieve psychological well-being, but still require appropriate intervention to encourage them to step out of their comfort zone and move towards the 'climber' type, so that they can realise their potential more fully. This finding serves as an important reminder to companies that efforts to improve employees' psychological well-being are not sufficient if they merely focus on creating a comfortable working environment; rather, they must begin by strengthening employees' internal capacity to view difficulties as opportunities for learning and growth, because when employees are able to view challenges not as obstacles but as opportunities for personal development, optimal psychological well-being will naturally follow.

This study has several strengths that make a significant contribution to academic development, particularly in the fields of industrial and organisational psychology and human resource development. Firstly, in terms of theoretical contribution, this study reinforces and extends the application of Stoltz's adversity quotient theory and Ryff's concept of psychological well-being within the organisational context in Indonesia, by demonstrating a very strong positive correlation ($r = 0.864$) between these two variables amongst company employees a relationship previously studied primarily within an educational context. Secondly, this study makes a new conceptual contribution by identifying that employees with an 'adversity quotient' type of 'campers' can still achieve moderate psychological well-being, which suggests that although such employees tend to be easily satisfied with their current achievements, they are still capable of demonstrating responsibility and performing their core tasks effectively. Thirdly, the methodological strength of this study lies in the use of correlation analysis, which successfully revealed a high level of association ($r = 0.864$) between the adversity quotient and psychological well-being. This surpasses the findings of previous research, which only demonstrated a moderate correlation, thereby providing stronger empirical evidence of the importance of resilience in the face of adversity in determining employees' psychological well-being. Fourthly, this study raises new questions that need to be

addressed in future research, such as whether this strong relationship holds across different industrial sectors, which organisational factors might moderate this relationship, and how interventions to enhance the adversity quotient can be designed to specifically improve certain dimensions of employees' psychological well-being. Thus, this study not only enriches the body of knowledge on the determinants of psychological well-being in the workplace, but also paves the way for the development of more targeted organisational intervention programmes aimed at enhancing employees' resilience in the face of workplace challenges.

This study has several limitations that need to be acknowledged and taken into account in future research, so that a more comprehensive and in-depth understanding of the relationship between adversity quotient and psychological well-being among employees can be gained. Firstly, methodological limitations associated with the correlational research design, which is only capable of describing the relationship between two variables at a specific point in time (cross-sectional), and therefore cannot explain the causal relationship or the direction of influence between variables, therefore, future longitudinal studies are needed to examine whether the adversity quotient consistently influences psychological well-being over a longer period of time, particularly given the ever-changing nature of workplace challenges. Secondly, the study's conceptual limitations and narrow research focus, which only examined direct relationships without considering the possible presence of mediating or moderating variables such as social support, job satisfaction or work-related stress that could influence these relationships, It is therefore recommended that future research examine the role of these variables in order to understand more complex psychological mechanisms. Thirdly, the study is limited in scope as it focuses solely on employees at a single company; therefore, any generalisation of the findings to a wider population must be approached with caution, given that differences in organisational culture, industry type and employee demographics may influence how the adversity quotient develops and relates to psychological well-being. Fourthly, the limitations in measuring variables using self-report questionnaires, which are prone to subjective bias such as social desirability bias or inaccuracies in self-assessment therefore, future research may consider employing a wider range of measurement methods, such as in-depth interviews, observation of work behaviour, or assessments by supervisors and colleagues, to obtain more objective and comprehensive data. Taking these limitations into account and addressing them through the suggested avenues for further research, it is hoped that future research will make a more significant contribution to the advancement of knowledge, particularly in understanding the role of adversity quotient in employees' psychological well-being within the context of an increasingly dynamic and challenging workplace.

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