



Adversity Quotient as a Predictor of Employee Performance at PT X in Surabaya **Vidya Nindhita¹✉, Wasis Purwo Wibowo²**

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Abstract

Employee performance determines how a company will operate. Given the challenges and obstacles faced in the workplace, employee performance will decline if not balanced by appropriate personal competencies and resilience in the face of problems. The ability to cope with difficulties or challenges is essential for individuals to achieve success. Employees with a high Adversity Quotient are expected to be able to face any problems that come their way and continue to turn them into great potential for themselves, and ultimately maintain maximum performance within the company. The purpose of this study is to uncover the role of the Adversity Quotient in employee performance at PT X in Surabaya. This study uses a quantitative research method with a correlational design. The sampling technique used purposive sampling, with the following population criteria: a) employees, both male and female; b) length of service > 1 year. Data analysis employed simple linear regression. The results indicate that AQ has a significant influence on employee performance. One implication of this study is that the company can integrate AQ development into its existing policies.

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INTRODUCTION

Employees are the human resources that hold the key to the Company's ability to achieve its set targets. The role of human resources is one of the key factors in addressing business challenges within the company (Pamulang, 2019). In addition to the company's existing capabilities, the potential of its human resources will determine how the company will operate. However, in reality, human resource management is not solely about potential; it also involves identifying employees' weaknesses so they can be guided in unlocking their full potential. Issues such as high turnover, employee burnout, high absenteeism, and low employee performance are common challenges faced by companies. Employee performance determines how a company operates. Companies that effectively manage their human resources will achieve effective and efficient employee performance (Sihaloho & Siregar, 2019).

Changes in work patterns, digital transformation, and increasing organizational demands mean that employees are required not only to possess technical competencies but also the ability to adapt and persevere in the face of work-related stress. Organizations are required to maintain optimal employee performance despite facing various changes, such as increased work targets, the need to adapt to technological advancements, and increasingly intense business competition (Putri et al., 2026). Under these conditions, performance becomes a key indicator of organizational success because it is directly linked to productivity, service quality, and the achievement of corporate goals. Therefore, research on psychological factors that can support performance such as adversity quotient is becoming increasingly important.

Performance refers to what employees deliver in terms of how much they contribute to the company in the form of production output or services provided (Farisi et al., 2020). Performance is generally closely linked to compensation. With compensation, it is expected that employee performance will improve as employee satisfaction with the company increases (Sugiarti, 2020). However, previous research has indicated that performance is not measured solely by compensation. In addition to compensation, leadership also plays a significant role in employee performance (Rivaldo et al., 2020). Performance can be assessed based on numerous factors, ranging from workplace environment characteristics, job characteristics, physical and psychological stress, to work procedures. Improving the quality of human resources is ultimately expected to enhance employee performance (Farisi et al., 2020). Regarding performance, the challenges and obstacles faced in the workplace can lead to a decline in employee performance if not balanced by appropriate personal competencies and resilience in dealing with problems. The ability to cope with difficulties or challenges is essential for individuals to achieve success (Anggara et al., 2021).

Employee performance is the result of the interaction of various factors, both organizational and individual. According to the Ability-Motivation-Opportunity (AMO) model, performance is influenced by ability, motivation, and the opportunities provided by the organization. Furthermore, from the perspective of industrial and organizational psychology, individual factors such as the ability to manage stress, resilience in the face of difficulties, and the ability to adapt to change also contribute to performance. In a dynamic work environment, an employee's success is determined not only by technical competence but also by the psychological capacity to persevere and perform at an optimal level when facing obstacles or work-related stress.

From the perspective of Hobfoll's Conservation of Resources Theory, individuals with adequate psychological resources are better able to cope with job demands without experiencing a significant decline in performance (Nisa, 2026). One psychological resource believed to play a role in maintaining employee performance is the adversity quotient that is, an individual's ability to face, manage, and overcome difficulties so as to remain capable of achieving expected goals. Thus, the adversity quotient is believed to be one of the individual factors contributing to employee performance.

Adversity Quotient is defined as an individual's ability to transform obstacles and challenges into valuable opportunities. This ability is essential for employees in navigating the dynamics and challenges associated with their work at a company, and its effectiveness is maximized with guidance from leadership (Atrizka & Pratama, 2022). Stoltz (2005) notes that an individual's success or failure is determined by their problem-solving ability, also known as the Adversity Quotient (AQ). Employees with a high AQ are expected to be able to tackle any problems that come their way and continuously transform them into significant potential for themselves, ultimately maintaining peak performance within the company (Anggara et al., 2021). Research by Putu et al. (2021) supports the assertion that good employee performance is influenced by the adversity quotient as well as work motivation. Given the various challenges companies face regarding employee performance which are closely linked to the role of the adversity quotient this study aims to explore in greater depth the role of the adversity quotient in the work performance of employees at PT X in Surabaya.

METHOD

The purpose of this study is to explain the role of the adversity quotient in employee performance. This study employs a quantitative approach with a causal analysis design using simple linear regression. The study consists of two variables: the adversity quotient and job performance. The sampling method used is a non-probability sampling technique, specifically purposive sampling. Purposive sampling is defined as a method of determining a sample based on specific considerations, such that each member of the population has an equal chance of being selected (Sugiyono, 2013). The sample used in this study consisted of 150 employees. The sample was based on a 5% margin of error, meaning the researcher accepted a 5% probability of sampling error, so the research results are expected to represent 95% of the population. The sampling criteria for this study were: a) employees, either male or female; b) length of service > 1 year. The data collection method utilized an adaptation of the Adversity Quotient scale, specifically the Adversity Response Profile (ARP) by Stoltz (2005). Based on the results of the reliability test conducted using SPSS, the Adversity Quotient scale comprising 20 items had a Cronbach's Alpha of 0.938.

Employee performance data was collected using an employee performance evaluation form. The Adversity Quotient scale uses a Likert scale consisting of five response options: strongly disagree (STS), disagree (TS), neutral (N), agree (S), and strongly agree (SS). Performance scores are derived directly from the company's evaluations; thus, higher scores indicate better performance, while lower scores indicate poorer performance. The score range is based on a scale from 1 to 5. The data analysis used in this study employs simple linear regression.

RESULT AND DISCUSSION

Based on the data analysis conducted using SPSS 25 for IBM, the following results were obtained:

Table 1. Descriptive statistics (N = 36)

Variable	Mean	Std. Deviation	N
Perfromance	77.9867	4.10922	150
Adversity quotient	91.9467	23.43284	150

Based on the data analysis conducted, the average work performance score was 77.98 with a standard deviation of 4.1; thus, when related to the average performance of 77.98 per person, employee performance falls within a range of 77.98 ± 4.1 , with an average adversity quotient of 91.94.

Table 2. Correlation of Test Results

		Performance	AQ
Pearson Correlation	Performance	1.000	.652
	AQ	.652	1.000
Sig. (2-tailed)	Performance	.	.000
	AQ	.000	.
N	Performance	150	150
	AQ	150	150

The table above shows that the relationship between adversity quotient and employee performance is highly significant and positive, with an r value of 0.652; thus, the higher an employee's adversity quotient, the better their performance. The reverse is also true.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.652 ^a	.425	.421	3.12585	.425	109.496	1	148	.000

a. Predictor Constant: AQ

b. Dependent Variable: Performance

Based on the R-squared result, it was also shown that the adversity quotient accounts for 42.5% of the variation in employee performance. This indicates that variations in employee performance can be explained by an individual's adversity quotient level, while the remaining 57.5% is influenced by other factors outside the scope of this study. The Adjusted R-Square value of 0.421 indicates that, even after adjusting for the number of predictors and the study sample, the adversity quotient still explains 42.1% of the variation in employee performance. Furthermore, the F-Change significance value of 0.000 (<0.05) indicates that the regression model used is significant, meaning that the adversity quotient has the statistical ability to predict employee performance.

Table 4. Coefficient

Model	B	Unstandardized Coefficients	Std. Error	Beta	t	Sig.	95.0% Confidence Interval for B	
							Lower Bound	Upper Bound
1	(Constant)	67.472	1.037		65.082	.000	65.424	69.521
	AQ	.114	.011	.652	10.464	.000	.093	.136

a. Dependent Variable: Performance

The table above shows that the regression equation for predicting employee performance influenced by the adversity quotient is $Y = 67.472 + 0.114 X$. This means that if an employee has no adversity quotient ($X = 0$), their estimated performance is 67.472; thus, the value of 0.114 represents the increase in performance for each unit increase in an employee's adversity quotient. The absence of an adversity quotient in relation to performance improvement will ultimately also affect an employee's career prospects within the company (Kurniawan et al., 2020). It is noted that the adversity quotient plays an important indirect role in employees' careers through their performance. This is also

consistent with previous research by Wolor et al. (2020), which states that the adversity quotient influences employee performance and, in turn, has a positive impact on the company. Companies can effectively utilize AQ in their recruitment processes to identify candidates who possess high resilience and are capable of turning risks or obstacles into opportunities. An individual with a high AQ will strive to overcome the difficulties they face and find the most effective ways to resolve existing problems. Consequently, it is hoped that AQ will indirectly boost employee motivation to improve their performance (Safi'i et al., 2021).

Employee performance is a crucial component of a company's efforts to achieve its goals (Afandi & Bahri, 2020). To achieve the company's broader goals, employees' individual goals must first be met. Similarly, regarding performance, it is said that employee performance within a company enhances the smoothness of work processes, and this smoothness, in turn, makes it easier to achieve the company's goals (Ekhsan, 2019). Low employee performance can also indicate that employees lack a high adversity quotient. Adversity quotient is defined as the ability to build character that reflects one's personality and boosts self-confidence, as well as the ability to face situations involving risk and overcome unpleasant circumstances (Saidah & Muhid, 2021). Employee resilience is a key component of adversity quotient (AQ) in maintaining employee performance. Putri, Zulharman, & Firdaus (2016) note in their research that adversity quotient (AQ) refers to an individual's ability to persevere in the face of difficulties, overcome those difficulties, and exceed expectations regarding their performance and potential. Other factors influencing AQ, aside from performance, include compensation, leadership, and supervision (Zainudin et al., 2021). AQ plays a key role in employees' decision-making abilities, particularly in their work (Hulaikah et al., 2020).

The findings of this study can also be explained through the Conservation of Resources (COR) Theory proposed by Hobfoll (Nisa, 2026). This theory explains that individuals strive to acquire, maintain, and protect their resources in order to cope with various environmental demands. In the context of this study, adversity quotient can be viewed as a psychological resource (personal resource) that helps employees cope with stress, obstacles, and changes in the work environment. Employees with a high adversity quotient tend to be able to manage their emotions, maintain motivation, and seek solutions when facing difficulties, ensuring that their psychological resources are not easily depleted and their work performance remains consistent. Conversely, employees with a low adversity quotient are more prone to a decline in motivation, giving up in the face of challenges, and experiencing a drop in performance when facing work-related stress. Therefore, the results of this study indicate that developing the adversity quotient is not only important for individuals but can also serve as an organizational strategy to enhance employee performance through resilience training programs, psychological capacity-building initiatives, and employee coaching to help them navigate workplace challenges.

The results of this study also indicate that the adversity quotient is one of the psychological factors that deserves attention in human resource management. Amid an increasingly dynamic work environment, employees are required to adapt to various challenges, such as changes in work targets, technological advancements, and the ever-evolving demands of the organization. Individuals with a high adversity quotient tend to view obstacles as surmountable challenges, making them better able to maintain motivation, complete tasks effectively, and continue to demonstrate optimal performance. This finding aligns with the Job Demands–Resources (JD-R) Model, which states that personal resources play a role in helping individuals cope with job demands and enhance engagement and work performance (Bakker & Demerouti, 2007). Furthermore, Stoltz (2005) explains that individuals with a high adversity quotient tend to persevere, seek solutions, and use difficulties as opportunities for growth, making them better able to achieve optimal work outcomes compared to individuals with a low adversity quotient.

A limitation of this study is that it was conducted at a single point in time; therefore, it only reflects the respondents' condition at the time of data collection. Additionally, this study focused on AQ rather than other variables. Furthermore, the study was conducted at only one company, so

differences in corporate culture may also affect the generalizability of the findings. One implication of this study is that companies can integrate AQ development into their existing policies. For employees, this study offers a new approach to facing challenges one that relies not only on technical skills but also on the ability to manage challenges.

CONCLUSION

Based on the results of this study, it can be concluded that the adversity quotient can significantly predict employee performance, with the adversity quotient explaining 42.5% of the variation in performance. Therefore, the researcher's hypothesis—that the adversity quotient plays a role in employee performance is supported. These results indicate that employees' ability to face, manage, and recover from various workplace challenges contributes to better performance. Thus, the adversity quotient can be considered an important psychological aspect in human resource development whether through the selection process, training, or employee development programs to support performance improvement in the workplace.

Based on the research conducted, there are still many shortcomings in this study. Recommendations for future research include exploring other important factors that influence employee performance. Research recommendations are provided to organizations, and future research should expand upon and deepen this study so that it can serve as a reference and contribute to the fields of industry and organizational studies. Future research could also address the limitations of this study by extending it to various companies with similar characteristics, rather than being limited to a single company.

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