

Career Resilience in Urban Employees: The Roles of Emotional Intelligence and Work-Family Culture

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Abstract. Although research on career resilience has been widely studied, most existing research examines individual and organizational contextual factors separately. This study aims to determine the influence of emotional intelligence and work-family culture on career resilience among workers in Jakarta. This study is needed because almost all research on emotional intelligence and career resilience has been conducted in Western countries with socio-cultural contexts fundamentally different from Indonesia. This study employed a quantitative, non-experimental approach involving 132 workers in Jakarta. The research instruments consisted of the Career Resilience Scale, Emotional Intelligence Scale, and Work-Family Culture Questionnaire. Data were analyzed using multiple linear regression. The results showed that emotional intelligence and work-family culture jointly had a significant effect on career resilience. Partially, emotional intelligence had a positive and significant effect on career resilience, whereas work-family culture did not have a significant effect. These findings indicate that emotional intelligence is a dominant factor in enhancing employees' career resilience, while work-family culture does not have a direct effect on career resilience.

Keywords: Career Resilience, Emotional Intelligence, Work-Family Culture, Jakarta, Workers

Abstrak. Meskipun penelitian tentang ketahanan karier telah banyak dipelajari, sebagian besar penelitian yang ada meneliti faktor konteks individu dan organisasi secara terpisah. Studi ini bertujuan untuk menentukan pengaruh kecerdasan emosional dan budaya kerja-keluarga terhadap ketahanan karier di kalangan pekerja di Jakarta. Studi ini dibutuhkan karena hampir semua penelitian tentang kecerdasan emosional dan ketahanan karier telah dilakukan di negara-negara Barat dengan konteks sosial-budaya yang pada dasarnya berbeda dari Indonesia. Studi ini menggunakan pendekatan kuantitatif non-eksperimental yang dilakukan pada 132 pekerja di Jakarta. Instrumen penelitian terdiri dari Skala Ketahanan Karier, Skala Kecerdasan Emosional, dan Kuesioner Budaya Kerja-Keluarga. Analisis data dilakukan menggunakan regresi linier berganda. Hasil menunjukkan bahwa kecerdasan emosional dan budaya kerja-keluarga secara simultan memiliki pengaruh signifikan terhadap ketahanan karier. Secara parsial, kecerdasan emosional memiliki pengaruh positif dan signifikan terhadap ketahanan karier, sedangkan budaya kerja-keluarga tidak memiliki pengaruh yang signifikan. Temuan ini menunjukkan bahwa kecerdasan emosional merupakan faktor dominan dalam meningkatkan ketahanan karier karyawan, sementara budaya kerja-keluarga tidak memiliki dampak langsung terhadap ketahanan karier.

Kata kunci: Ketahanan Karier, Kecerdasan Emosional, Budaya Kerja-Keluarga, Jakarta, Pekerja

The world of work has experienced unprecedented disruption in the last decade. The combination of technological disruption, global economic uncertainty, changes in industrial structures, and post-COVID-19 pandemic pressures have created extraordinary challenges for workers, particularly in maintaining and developing their careers. These conditions have also accelerated the transformation of how companies operate, creating new career options and replacing some existing career paths (Woo & Endacott, 2025). Amidst these conditions, the concept of career resilience, namely, an individual's ability to adapt, recover, and continue to thrive in the face of obstacles, change, and career uncertainty, has become increasingly relevant and urgent to research.

Jakarta, as Indonesia's main business and economic center and the city with the largest workforce placement, accounting for 63.69% of the total workforce in Indonesia (Badan Pusat Statistik, 2025), is both the most dynamic and vulnerable arena to these various employment shocks. Data from the Indonesian Ministry of Manpower shows that from January to December 2024, 77,965 workers were laid off nationally, with Jakarta being one of the provinces with the highest proportion of layoffs, accounting for approximately 21.91% of the total reported laid-off workforce (Kementerian Ketenagakerjaan RI, 2024). This trend continued into the following year, with data from January to April 2025 showing a higher figure than the same period the previous year (Jobstreet Indonesia, 2025).

This situation is further exacerbated by the findings of the 2026 Workplace Happiness Index Report from Jobstreet by SEEK, which revealed that only 44% of Indonesian workers were satisfied with their workplace stress levels, while 43% of respondents reported experiencing burnout due to increasing work demands (Koran Jakarta, 2026). Furthermore, data from the Indonesian Ministry of Health indicates that approximately 83% of workers in Indonesia experience symptoms of burnout in 2023 (Rumah Sakit Pertamina Pusat, 2025), that is to say a figure reflecting a significant well-being crisis in the Indonesian workplace. This situation demands serious attention to factors that can strengthen workers' career resilience.

Career resilience is defined as a dynamic development process that includes an individual's ability to survive, adapt, and even grow or develop a career, despite being faced with challenges, disruptions, and changes that occur continuously over time (Mishra & McDonald, 2017). Career motivation theory (London, 1983) states that career resilience is a key component of career motivation, which plays a central role in predicting career-related decisions and behaviors.

Bernuzzi et al. (2022) also emphasized that career resilience is a protective factor against work stress and burnout, and contributes to an individual's psychological well-being. In the context of an increasingly uncertain labor market, workers with high career resilience are not only able to withstand shocks but also utilize change as an opportunity for growth. Recent research shows that career resilience is closely related to an individual's ability to navigate career uncertainty and dynamic labor market pressures (Pasha, 2019).

In today's global economy, coping with the stress associated with career uncertainty and ongoing change requires frequent emotional and cognitive adjustments (Coetzee & Harry, 2014). This highlights the importance of an individual's ability to manage negative emotions appropriately, thus influencing the development of career resilience. According to Salovey & Mayer (1990), emotional intelligence is considered a set of information-processing skills that individuals use to construct reality from emotional stimuli with the goal of managing life adaptively. Emotional intelligence is also viewed as the characteristic ability to perceive and express emotions accurately, the ability to understand emotions and emotional knowledge, the ability to use feelings to facilitate thinking, intellectual growth, and problem-solving, and the ability to regulate emotions in oneself and others (Salovey & Mayer, 1990). Research (Goleman, 1995) establishes a fundamental understanding of the impact of emotional intelligence on career outcomes, emphasizing that those with high emotional intelligence are more skilled at managing interpersonal relationships and coping with stress. This is also in line with previous research, workers with high emotional intelligence tend to be able to regulate their emotions when facing conflict, make rational decisions, and maintain positive social relationships (Coetzee & Harry, 2014).

Empirical evidence supports a strong relationship between emotional intelligence and career resilience. Study in Nigerian workers has shown that emotional intelligence, job satisfaction, and mentoring support are important predictors of career resilience in public sector workers (Odedokun, 2022). Furthermore, this research also indicates that emotional intelligence is the most powerful variable influencing career resilience, followed by job satisfaction and mentor support. Not only in the organizational context, other studies also show a significant relationship between positive emotions and resilience in students who are overcoming difficulties in their academic life (Muslimin, 2021). These findings show that individu with high emotional intelligence are better

able to adapt to change, build good working relationships, and make sound decisions in difficult situations.

Other research also shows that emotional intelligence is an important adaptive mechanism that helps individuals interact with their environment, including the workplace (Svyantek & Rahim, 2002). Sharma and Tiwari (2023) found that all dimensions of emotional intelligence directly influence career success and employee resilience. Meanwhile, a systematic review by Sharma and Tiwari (2024) covering 36 studies from 1995 to 2022 concluded that emotional intelligence is a critical antecedent to various career outcomes, including subjective and objective career success.

However, what is concerning are the findings of a recent longitudinal study analyzing data from 28,000 individuals in 166 countries from 2019–2024. The study, published in *Frontiers in Psychology* by Freedman et al. (2025), found a global decline in Emotional Quotient (EQ) scores of 5.79%, with statistically significant declines across all eight emotional intelligence competencies. This phenomenon is known as the "Emotional Recession", a crisis in emotional capacity that directly impacts resilience, work engagement, and organizational retention. The greatest decline occurred in competencies related to intrinsic motivation, optimism, and goal orientation, which are components that are vital to career resilience. This global decline in emotional intelligence capacity underscores the importance of understanding the role of emotional intelligence in the context of career resilience, including in Indonesia.

Studies on the influence of emotional intelligence on resilience among working professionals have also shown similar results. Kaul (2024) used the Schutte Self-Reported Emotional Intelligence Test (SSEIT) and the Brief Resilience Scale on 70 professionals and found significant differences in resilience between individuals with different levels of emotional intelligence. Furthermore, Robinson et al. (2025) in their recent study found that work-related emotional intelligence is significantly related to an individual's ability to manage conflict between work and family domains, which in turn impacts reduced burnout and counterproductive behavior in the workplace.

In addition to individual factors such as emotional intelligence, contextual factors in the form of organizational culture, especially those that value the individual's role in both work and family, are also believed to play an important role in supporting workers' career resilience. Thompson et al. (2002) defines work family culture as a shared assumptions, beliefs, and values regarding the

extent to which an organization supports and values the integration of employees' work and family lives. The three main dimensions of work family culture include: (1) managerial support for work-family balance, (2) career consequences associated with using work-family benefits, and (3) organizational time expectations that may interfere with family responsibilities (Thompson et al., 2002).

An organizational culture that supports a work-family culture creates a psychologically healthy environment, reduces stress levels, and allows workers to have the energy and commitment to continue developing their careers (Allen, 2001). Conversely, when an organizational culture does not support this balance, for example, through high overtime expectations or a lack of flexibility, workers are more likely to experience work-family conflict, which can reduce job satisfaction and career resilience (Grzywacz & Marks, 2000). Furthermore, a work culture that supports this balance can help workers feel more motivated and better able to cope with work pressures without sacrificing their personal lives. When this occurs, they are motivated to achieve challenging goals, strive for success, and are personally committed to achieving company goals. They are therefore more likely to feel enthusiastic and passionate about their work, leading to improved performance (Bernuzzi et al., 2022).

In the Indonesian context, work-family culture is highly relevant given the strong collectivist orientation and family values in the national work culture. The 2023 Health on Demand Survey from Mercer Marsh Benefits showed that the low daily stress levels of Indonesian workers (26%), below the Asian average (44%), were partly due to the continued strength of family ties and social support both in the workplace and outside of work (Media Indonesia, 2023). This finding indicates that the cultural factor of work-family support is a crucial resource that organizations need to strategically manage.

Recent research further emphasizes the importance of work-family culture for employee performance and well-being. A study by Awanis et al. (2022) found that managerial support and organizational time demands within a work-family culture have a significant positive impact on employee performance. The EY Work Reimagined Survey 2023 findings indicate that 46% of Indonesian employees, higher than the Southeast Asian average (39%), plan to leave their jobs in the next 12 months, citing wellbeing programs and career development as the primary reasons (EY Indonesia, 2023). These data indicate that organizational culture, particularly one that supports

work-family integration, is a key factor in maintaining and strengthening workers' career resilience.

Although research on emotional intelligence, work-family culture, and career resilience has grown rapidly globally, several significant and urgent research gaps remain. First, the majority of existing research examines the effect of emotional intelligence on resilience separately from organizational contextual factors such as work-family culture. However, in the real world of work, an individual's emotional capacity does not operate in a vacuum, it constantly interacts with the culture and support of the organization in which they work. Joint studies integrating emotional intelligence and work-family culture variables as joint predictors of career resilience are still very limited in the existing literature, particularly in the context of developing countries.

Second, almost all research on emotional intelligence and career resilience has been conducted in Western countries or India, with socio-cultural contexts fundamentally different from Indonesia. Cross-cultural research has found that emotional intelligence traits exhibit significant variation across cultures (Yang et al., 2025). Jakarta, with its unique characteristics as a metropolitan area with high work pressure, high mobility, and strong collectivist-religious cultural values, is a context that has not received adequate attention in the career resilience literature.

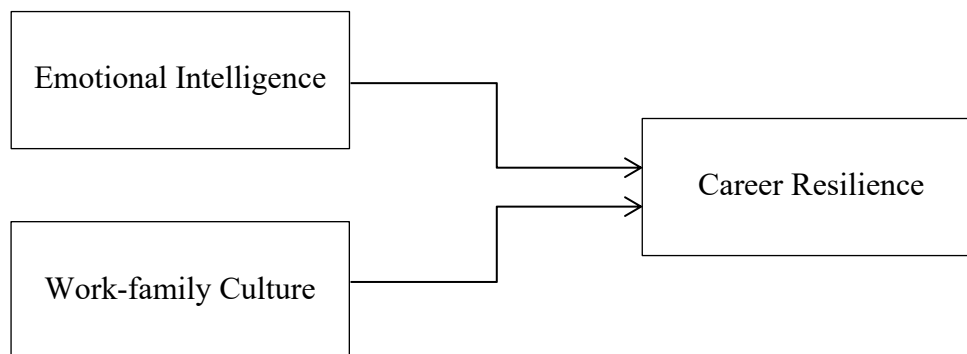
Third, the current situation, marked by a wave of mass layoffs (77,965 workers in 2024, with Jakarta as the epicenter), the high prevalence of burnout, and global economic-geopolitical uncertainty, creates a real urgency to understand the mechanisms that can strengthen workers' career resilience. However, research specifically investigating the combination of emotional intelligence and work-family culture factors in predicting career resilience in these conditions, particularly among workers in Jakarta, is not yet available.

Based on the above description, there is a strong scientific and practical urgency to conduct research that comprehensively examines the influence of emotional intelligence and work-family culture on career resilience among workers in Jakarta. This research is expected to fill the gap in the existing literature, provide empirical evidence from the Southeast Asian context, and generate practical recommendations for individuals and organizations in building sustainable career resilience amidst the ever-changing dynamics of the workplace. Therefore, the hypothesis in this study divided into three point, H_1 : Emotional intelligence and work-family culture simultaneously have a significant effect on career resilience among workers in Jakarta, H_2 : Emotional intelligence

has significant effect on career resilience among workers in Jakarta, and H₃ : Work-family culture has significant effect on career resilience among workers in Jakarta. Moreover, further explanation regarding the relationships between the research variables is presented in Figure 1.

Figure 1

Conceptual framework of the study



Method

Variable Identification

This study examines the predictive relationship of independent variables, namely Emotional Intelligence and Work-Family Culture, with the dependent variable, namely Career Resilience, on workers in Jakarta.

Research Instruments

Data collection in this study used a self-report questionnaire distributed via a Google Form link. Three questionnaires were used in this study, namely the Career Resilience Scale which is the result of a modification of a scale that was previously developed by Afiati (Afiati et al., 2022) based on London's (1983) theory which consist of 45 items; the Emotional Intelligence Scale involving 30 items, a modification of the Trait Emotional Intelligence Questionnaire–Short Form (TEIQue-SF) version 1.50, based on Petrides' theory (Petrides, 2009); and the Work-Family Culture Questionnaire that consist of 13 items, a modification of the Work-Family Culture Scale based on Thompson's theory (Thompson et al., 2002). The instruments also included information related to participant identity, such as age, gender, highest level of education, marriage age, number of children, job level, length of service, and work location.

Research subject

Participants in this study were 132 full-time, married workers in the Jakarta area that collected using convenience sampling as a sampling technique. The sample size determination in this study was based on statistical power analysis using G*Power software version 3.1 (Faul et al., 2009). This analysis was chosen because G*Power specifically provides an a priori power analysis module for multiple linear regression designs. Based on Cohen's (1988) guidelines regarding the analysis of effect size categorization in regression ($f^2 = 0.02$ for small effects, 0.15 for medium effects, and 0.35 for large effects), this study used a medium effect size prediction ($f^2 = 0.15$), a significance level of $\alpha = 0.05$, and a statistical power of 0.8, with two predictors in accordance with the research design. Calculations using G*Power produce a minimum sample size of 68 respondents to achieve this statistical power.

Research methods

This research employed a non-experimental quantitative approach. This study employed a cross-sectional, non-experimental quantitative design using multiple linear regression. This study uses inferential statistical analysis to answer the research problem formulation and test the research hypotheses.

Analysis Techniques

The data analysis technique used was multiple regression to examine the role of the two independent variables in influencing the dependent variable. The things that need to be reported from this statistical analysis are the Rsquare (R^2) value, then the simultaneous influence of the independent variable on the dependent variable (F test) and finally the partial influence of the independent variable on the dependent variable (t test).

Result

Multiple Regression Result

The results of the multiple regression analysis as seen in Table 2 show an R value of 0.714, indicating a strong relationship between emotional intelligence and work-family culture on career resilience. The R Square value of 0.510 indicates that these two independent variables together are able to explain 51.0% of the variation in career resilience. Thus, H_1 is accepted, emotional

intelligence and work-family culture simultaneously have a significant effect on career resilience among workers in Jakarta.

Table 2
Result of Multiple Regression Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.503	12.640

F Test Result

Based on the ANOVA test results (Table 3), an F value of 67.233 was obtained with a significance level of <0.001 . A significance value of less than 0.05 indicates that emotional intelligence and work-family culture simultaneously have a significant effect on career resilience. The high F-ratio (67.233) indicates that the explained variation in the regression model significantly exceeds the unexplained variation (residual error).

Because the significance value is $p < .001 < \alpha = .05$, H_1 is accepted. These results confirm that the multiple regression model developed in this study is suitable for explaining and predicting career resilience, and confirm that the two independent variables, namely emotional intelligence and work-family culture collectively constitute a valid predictor of career resilience among workers in Jakarta.

Table 3
Result of F Test
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21483.927	2	10741.964	67.233	<.001
	Residual	20610.702	129	159.773		
	Total	42094.629	131			

T Test Result

a. The Effect of Emotional Intelligence on Career Resilience

The emotional intelligence variable shows an unstandardized regression coefficient of $B = .863$ with a standard error of .081 and a standardized beta coefficient of $\beta = .693$. The t-value obtained is $t = 10.648$ with a significance level of $p < .001$, which is well below $\alpha = .05$. Thus, H_2

is accepted, emotional intelligence has a partial positive and significant effect on career resilience among workers in Jakarta.

The B value of .863 means that every one-unit increase in the emotional intelligence score will be followed by an increase in the career resilience score of .863 points, assuming the work-family culture variable remains constant. The standardized beta value of $\beta = .693$ places emotional intelligence as the dominant predictor in this model, meaning emotional intelligence makes the largest relative contribution in explaining variation in career resilience compared to the work-family culture variable. The very large t-value of 10.648 also indicates a very stable coefficient estimate that is far from zero, confirming the strength and reliability of emotional intelligence's prediction of career resilience. This means that the greater an individual's ability to recognize, manage, and use emotions adaptively, the greater their career resilience in dealing with change, pressure, and work challenges.

b. The Effect of Work-Family Culture on Career Resilience

The work-family culture variable shows an unstandardized regression coefficient of $B = .239$ with a standard error of .268 and a standardized beta coefficient of $\beta = .058$. The t-value obtained is $t = .891$ with a significance of $p = .374$, which is above $\alpha = .05$. Thus, H_3 is rejected, work-family culture has no partial significant effect on career resilience among workers in Jakarta.

Although the coefficient is positive ($B = .239$), indicating that more supportive work-family culture has the potential to increase career resilience, the magnitude of the standard error (.268), which almost equals, or even exceeds the B coefficient value itself, indicates an unstable and statistically unreliable estimate. The very small standardized beta value ($\beta = .058$) further strengthens the conclusion that work-family culture's unique contribution to explaining variation in career resilience, after controlling for emotional intelligence, is minimal and not statistically significant in this model.

Table 4
The Result of T Test

Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	61.127	11.516		5.308	<.001
	EI	.863	.081	.693	10.648	<.001
	WFC	.239	.268	.058	.891	.374

Discussion

The results of the first hypothesis test indicate that emotional intelligence (EI) and work-family culture (WFC) simultaneously have a significant effect on career resilience among workers in Jakarta ($F = 67.233$, $p < .001$). The coefficient of determination $R^2 = .510$ indicates that these two independent variables together explain 51.0% of the variation in career resilience. This suggests that career resilience is formed through the synergy between personal factors (emotional intelligence) and environmental factors (work-family culture). Work-family culture provides an external context in the form of organizational support and work flexibility, which creates a positive psychological climate. However, the extent to which individuals utilize this support for career growth depends largely on their emotional intelligence. In other words, work-family culture acts as a facilitator, while emotional intelligence is the primary catalyst that transforms external support into the internal strength of career resilience.

This relationship aligns with various research findings that emphasize that resilience arises from the interaction between personal factors such as the ability to manage emotions, particularly positive emotions, optimism, and self-efficacy (Tugade & Fredrickson, 2004; Block & Block, 1982; Gu & Day, 2007) and environmental factors (Fletcher & Sarkar, 2013), such as social support and organizational culture. Without strong emotional skills, environmental support will not be fully effective in building career resilience.

Recent research by Aloulou (2025) who used the COR Theory and the Job Demands-Resources (JD-R) model on 304 healthcare workers in Saudi Arabia also support this findings. The study found that EI (personal resources) and Perceived Organizational Support (POS) were each individually positively correlated with resilience and well-being. Although a substitution effect was found in the interaction (i.e., the high level of one resource reduces the marginal value

of another resource), the results still confirm that the combination of personal and organizational resources simultaneously influences employee resilience (Aloulou, 2025).

Furthermore, Broaden and Build Theory (Fredrickson, 2001) further supports these findings. This theory explains that positive emotions, a product of well-managed emotional intelligence, cumulatively build psychological, cognitive, and social resources, ultimately strengthening resilience. When individuals with high emotional intelligence work in organizations that also have a supportive work-family culture (positive WFC), resource accumulation occurs from both sides simultaneously: from within themselves (EI) and from the organizational environment (WFC). This creates a stronger foundation for career resilience than if only one of these were present.

Other than that, this study found that, partially, emotional intelligence has a significant positive effect on career resilience ($B = .863$, $\beta = .693$, $t = 10.648$, $p < .001$). With a standardized beta value of .693, emotional intelligence proved to be the dominant predictor in this research model, explaining the largest portion of the variance in career resilience. This finding consistently aligns with existing empirical evidence in the literature. Sharma and Tiwari (2023) found in their study that all dimensions of emotional intelligence significantly influenced employee resilience, with the interpersonal dimension, which includes the ability to build positive relationships and empathy, being the strongest predictor among all emotional intelligence dimensions. The study explicitly stated that emotional intelligence fosters resilience through the interaction and mutual reinforcement of emotional competencies (Sharma & Tiwari, 2023).

Similarly, a systematic review by Sharma and Tiwari (2024) that analyzed 36 studies from 1995 to 2022 concluded that emotional intelligence is a critical antecedent for various career outcomes, including resilience, career satisfaction, and subjective and objective career success. This means that the higher a worker's emotional intelligence, the greater their ability to survive, adapt, and grow in the face of career challenges.

Another finding also explains that individuals with high emotional intelligence are able to recognize and regulate emotions adaptively, maintain psychological balance, and use emotions productively to motivate themselves (Salovey & Mayer, 1990). In a career context, this enables individuals to remain calm when facing pressure and interpret failure as an opportunity for learning. Within the framework of Career Motivation Theory, career resilience requires self-confidence and a willingness to take risks (London, 1983). Both of these aspects are strongly

influenced by the ability to manage emotions, such as controlling anxiety, maintaining optimism, and sustaining motivation. Therefore, emotional intelligence serves as an internal foundation that strengthens career resilience.

From a theoretical perspective, Conservation of Resources Theory explains why emotional intelligence has such a strong influence on career resilience. Hobfoll & Shirom (2019) classify resources into four categories: object resources, condition resources, personal characteristic resources, and energy resources. Emotional intelligence falls under the category of personal characteristic resources that directly help individuals access other resources and survive stressful situations. Individuals with high emotional intelligence have the ability to recognize negative emotions (anxiety, frustration, anger) that arise from career pressures, regulate their emotional responses, and use emotions adaptively to solve problems. This capacity directly strengthens the dimensions of career resilience.

Broaden and Build Theory (Fredrickson, 2001) provides a strong complementary explanation. This theory asserts that individuals with high emotional intelligence are better able to create and maintain positive emotions, which then cumulatively build a repertoire of psychological resources, including psychological flexibility, optimism, and a sense of purpose, which are core to career resilience. A cross-national study by Abdelrahman et al. (2025) provides strong quantitative support for this mechanism, finding that emotional intelligence significantly predicted resilience with a coefficient of $B = 0.57$, $\beta = 0.66$, $p < 0.001$, and explained 54% of the variance in resilience. This is close to the findings in this study.

What adds relevance to these findings is the current worrying global situation. Freedman et al. (2025) in a longitudinal study of 28,000 individuals from 166 countries found a global decline in Emotional Quotient scores of 5.79% during the period 2019–2024, with the largest declines occurring in the competencies Engage Intrinsic Motivation, Exercise Optimism, and Pursue Noble Goals, competencies that directly support career resilience. This phenomenon, referred to as the 'Emotional Recession', has serious implications. If workers' emotional intelligence capacity is declining globally, then workers' career resilience is structurally becoming increasingly vulnerable. In the context of Jakarta, where the pressures of layoffs, burnout, and career uncertainty are very real, the strength of the influence of emotional intelligence on career resilience found in this study ($\beta = .693$) is especially critical, which confirms that investing in developing workers'

emotional intelligence is one of the most strategic interventions that both individuals and organizations can make to build career resilience.

In contrast to emotional intelligence, the partial test results for the third hypothesis indicate that work-family culture does not have a significant partial effect on career resilience ($B = .239$, $\beta = .058$, $t = .891$, $p = .374$). The standard error value, which is almost the same as the coefficient value (Std. Error = .268), indicates an unstable estimate. Thus, H_3 is rejected. However, this finding does not necessarily mean that work-family culture is irrelevant. There are several important theoretical and empirical explanations to understand.

The strongest theoretical explanation for these results stems from the findings of Bobbio et al. (2022) in their validation and relational study of the work-home culture (WHC) model. The study explicitly concluded that the influence of work-family culture on employee well-being is largely indirect, through facets of the work-family interface such as work-family conflict, work-family enrichment, and work-family balance, rather than direct (Bobbio et al., 2022). In other words, work-family culture does not directly drive career resilience, its influence is mediated by these intervening variables. In this study, these mediator variables were not included in the model, so the direct effect of work-family culture on career resilience could not be statistically detected.

This explanation aligns with the findings of studies in the context of Asian workers. In collectivist cultures like Indonesia, employees tend to accept organizational time demands as normal and do not always perceive them as a threat to family balance (The Culture Factor Group, 2024). The global report specifically notes that in collectivist cultures like Indonesia and Singapore, work occupies a more dominant role in individuals' lives, and strong leadership expectations encourage acceptance of work demands that may transcend personal time. This can lead to employees' perceptions of work-family culture not automatically linking to their career resilience, as the work-family boundary is standardized by cultural norms, not organizational policy.

This also aligns with research (Mesmer-Magnus & Viswesvaran, 2006), which found that organizational support for work-family balance only significantly impacts affective well-being but does not directly enhance career resilience. In the context of workers in Jakarta, these results can be explained by several factors: the work culture in large cities like Jakarta tends to have high organizational time demands and strong productivity norms. Therefore, even if an organization has family-friendly policies, workers still feel compelled to prioritize work to secure their careers.

Furthermore, career resilience is a more internal and personal capability, involving psychological factors such as self-efficacy, optimism, and achievement motivation (London, 1983; Luthans et al., 2007). A supportive organizational culture will only be effective when employees are able to internalize the value of this support in the form of self-confidence and commitment to their careers.

The partial insignificance of work-family culture in this study does not imply that work-family culture is an irrelevant variable. Rather, this finding suggests that the effect of work-family culture on career resilience is likely indirect, dependent on mediators such as work-family enrichment and work-family balance (Bobbio et al., 2022), or conditioned by moderators such as supervisor support (Yadav & Sharma, 2023) and national cultural characteristics (The Culture Factor Group, 2024). These results also suggest that formal policies related to work-family balance will not be effective without a profound transformation of values and norms within the organization. This means that structural support will not necessarily foster career resilience without a corresponding change in individual attitudes and values in dealing with work pressures.

Conclusion

Overall, the findings of this study provide a meaningful empirical contribution to understanding the career resilience of workers in Jakarta. First, the combination of emotional intelligence and work-family culture simultaneously explained more than half of the variance in career resilience ($R^2 = .510$), confirming that career resilience is a construct formed by the interaction of personal and contextual resources. Second, emotional intelligence proved to be a dominant and strong partial predictor ($\beta = .693, p < .001$), confirming that individual emotional capacity is the main foundation of career resilience that needs to be systematically strengthened through emotional intelligence development programs in the workplace. Third, work-family culture was not proven to have a direct partial effect on career resilience, suggesting that the influence of work-family organizational culture is indirect and requires testing with a more complex model that accommodates mediator or moderator variables in future research. Structural organizational support does not necessarily make individuals more resilient in facing career challenges, especially if it is not accompanied by internal psychological preparedness. Thus, work-family culture plays a more contextual role in creating a positive work environment, but not as a primary determinant of career resilience.

Suggestion

Based on the research findings, discussion, and conclusions, several recommendations are

proposed for future research and practice. First, future studies should examine the underlying mechanisms linking work-family culture (WFC) and career resilience by testing work-family conflict, work-family balance, and/or work-family enrichment as mediating variables. The non-significant direct effect of WFC on career resilience may indicate that its influence operates indirectly through employees' experiences in managing work and family roles. Mediation or path analysis would therefore provide a more comprehensive understanding of how organizational culture contributes to career resilience.

Second, future research is recommended to adopt organizational-level or multilevel sampling, with participants recruited from multiple employees within the same organizations. This approach would provide a more consistent assessment of work-family culture and allow researchers to distinguish individual-level perceptions from organizational-level influences, thereby reducing potential organizational variation that may confound the relationships among the variables.

Third, the findings can serve as a basis for developing emotional intelligence (EI) interventions aimed at strengthening employees' capacity to manage work-family demands and build career resilience. Organizations may incorporate EI training alongside family-supportive policies and flexible work arrangements, with intervention components informed by the specific mediating mechanisms identified in future research. Such interventions could help employees regulate emotions, manage role demands, and reframe work-family challenges as opportunities for learning and personal growth.

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