



Building Resilient Workforces in Better Normal: Applying Employee Resilience and Promote Psychological Wellbeing in the Academe

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Abstract

Building Resilient in today's milieu is a significant factor to cope with adversities in life. With the uncertainties employees are facing in the academe it is essential to look into mental health and wellness and uphold high level resilience to maintain integrity in the workplace. The main thrust of the study was to determine the level of employees' resilience with 5 common themes adopted by (Harris 2020) including: self-control, adaptability, optimism, self-sufficiency and persistence. To measure the level of resilience, a validated and pilot-tested researcher-made questionnaire will be used. To measure the level of depression a personality traits standardized questionnaire developed by Costa & McCrae (1992), the NEO Personality Inventory-Revised (NEO-PI-R). The data were analyzed and interpreted using inferential statistical tools such as chi-square and t-Test for independent samples were used to determine significant relationship and difference between variables of the study through Statistical Package for the Social Science (SPSS). On employees' resilience level, it reveals that respondents had the highest composite mean in self-sufficiency and got the lowest level of resilience in terms of optimism. The level of depression is high. Further, building resilient workforces has become a strategic imperative for organizations seeking to thrive in an increasingly volatile and uncertain world. By recognizing the importance of employee resilience culture that not only empowers individuals to navigate challenges along with the psychological problem as to mental health concerns but also bolsters the overall resilience and success of the organization.

Keywords: resilient, self-control, adaptability, optimism, self-sufficiency and persistence, depression, psychological well being

Rationale

In view of today's fast-paced and ever - changing setting, organizations face various challenges that can hinder their overall success. From economic turmoil to technological disruptions and unexpected crises like the unusual Covid-19 pandemic, the ability to navigate these obstacles with courage and flexibility has become essential. Within this milieu, employee resilience occurs as a crucial factor that not only empowers individuals to cope with adversity but also contributes significantly to the resilience of the entire organization.

Resilience is a concept from the positive psychology literature; it emphasizes organizations' and individuals' strengths and virtues to cope in unusual situations (Ojo

et. al.,2021). As cited by (Alavi,2020), resilience can be defined as the process of effectively negotiating, adapting or managing substantial sources of stress (Hobfoll et. al.,2003) and that resilience is the capacity to spring back, rebound and successfully adapt in the face of adversity (Henderson and Milstein,1996).

It is evident that this "better normal" has created a climate of uncertainty among people and that employees in Higher Education are not an exception. It is essential to look into the psychological problem of the employees especially in the educational sector who are in one way or another in direct contact with the learners. Study shows that the emergence of the novel coronavirus, or Covid-19, has had a major impact on higher education, a total of $N = 129$ employees answered questions on self-perceptions of their physical and mental health, and results illustrated a wide range of responses. While some employees reported, a third struggled with physical activity, eating, sleep habits and weight management, and more than half had greater stress, anxiety, depression and mood difficulties Peacock, J. (2021).

In fact, it was reported that mental health is an issue among workers amid pandemic. Statistics show that the Philippines has the highest number of depressed people in Southeast Asia (Metro Manila CNN Philippines, 2021). There are potential risk factors associated with mental health and well-being that affect the level of resilience (Coulombe et. al,2020). HEIs need to apply a resilient model that will enhance capacity to adapt to threats by the pandemic (Nandy et al., 2020)

In order to have a purposeful and successful job performance and uphold work productivity there is a need for employees to understand how their resilience is being affected. According to Fouche and Vander, work engagement and job crafting fully mediated the relationship between meaningful work and educator's resilience and their study concluded that meaningful work by revealing a mediating mechanism through which educator's experience of meaningful work affects their resilience.

In spite of the fact that the university is committed to provide the students with quality education, employees must be equipped with the skills and techniques to elevate resilience and mitigate depression in order to carry out the university's mission. In pursuit to its mandate, the researcher is determined to come up with a study entitled " Building Resilient Workforces in Better Normal: Applying Employee Resilience and Promote Psychological Wellbeing in the Academe".

Objectives

This study aims to assess the level of employees' resilience and its relationship to employees' level of depression in Bohol Island State University.

Methodology

This study uses a quantitative method and utilized the descriptive research design. To measure the level of resilience, a validated and pilot-tested researcher-made questionnaire will be adopted by (Harris 2020) including: self-control, adaptability, optimism, self-sufficiency and persistence. To measure the level of depression, personality traits a standardized questionnaire developed by Costa & McCrae (1992), the NEO Personality Inventory-Revised (NEO-PI-R). The data were analyzed and interpreted using inferential statistical tools such as chi-square and t-Test for independent samples were used to determine significant relationship and difference between variables of the study through Statistical Package for the Social Science (SPSS).

Results and Discussion
Profile of the respondents

Table 1

Profile of Respondents
n = 282

Profile	Frequency	Percentage (%)	Rank
Type of Personnel			
Teaching	187	66.31	1
Non-Teaching	95	33.69	2
Total	282	100	
Age (in years)			
20 – 25	108	38.30	1
26 – 35	106	37.59	2
36 – 45	49	17.38	3
46 – 50	15	5.32	4
51 – 60	4	1.42	5
Total	282	100	
Sex			
Male	114	40.43	2
Female	168	59.57	1
Total	282	100	
Educational Attainment			
Bachelor	156	55.32	1
Masteral	72	25.53	2
Doctoral	54	19.15	3
Total	282	100	
Employment Status			
JO or COS	58	20.57	2
Part Time	49	17.38	3
Temporary	28	9.93	4
Regular	147	52.13	1
Total	282	100	
Length of Service			
Less than 5	134	47.52	1
5 – 10	100	35.46	2
11 – 15	37	13.12	3
16 – 20	10	3.55	4
21 – 30	0	0	6
More than 30	1	0.35	5
Total	282	100	

Table 1 shows that in terms of age, majority (75.89) of the respondents are between ages 20 to 40 years. There are more female respondents, as to educational attainment majority are bachelor and master's degree holders. There are more regular respondents with more or less 1 to 10 years of experience.

Respondents' Resilience Level

Table 2
Respondents' Resilience
n = 282

Item Statement	Weighted Mean	Descriptive Response	Interpretation
Self-Control	1.03	Low	The respondents dwell on problems & cannot cope easily
Adaptability	1.99	Average	The respondents can withstand adversities in life
Optimism	1.02	Low	The respondents dwell on problems & cannot cope easily
Self- Sufficiency	2.36	High	The respondents have strong ability to withstand adversity and bounce back from difficult life events
Persistence	1.03	Low	The respondents dwell on problems & cannot cope easily

Table 2 shows employees resilience in terms of self-control, adaptability, optimism, self-sufficiency and persistence. It reveals that self-sufficiency got a composite mean of 2.36 which denote high, meaning to say that the respondents have strong ability to withstand adversities in life while optimism got 1.02 which denote low that means respondents dwell on problems and cannot cope easily. This entails that employees are hopeless in life. This indicates that they are stressed in this current situation. Conservation of Resource Theory (COR) cited by Ojo et al., (2021) support this finding, stated that the potential effect of COVID-19 pandemic on work engagement has resulted in public panic, thereby heightening individual' stress levels.

Employees' resilience in terms of self-sufficiency reveals high. This means that despite the uncertainty brought by the pandemic that caused so much stress still the employees still manage to care for oneself. Yusliza et al.,(2021) support this finding, as he emphasizes the individuals' strengths and virtues to cope in unusual situations. This encapsulates that employees have the ability to cope with stressful events in order to protect oneself and continue to work on their own pace.

Respondents' Depression Level

Table 3
Respondents' Depression Level
n = 282

Item Statement	Weighted Mean	Descriptive Response	Interpretation
Depression	3.46	High	The respondents have high level of neuroticism in terms of depression

Table 3 shows employees level of depression with a composite mean of 3.46 which denotes high. In NEO-PI-R, depression is one of the sub domain under neuroticism, this represents the tendency of individuals towards experiencing negative emotions (Khosravi,2020). Such crisis related information like health, crisis preoccupation, lockdowns, financial instability will contribute much to employees' stressors as they continue to battle in this "better normal" time.

According to the Event System Theory (Morgeson et al., 2015), crisis such "lockdown" and the pandemic more related crisis as to economic disruptions are generally can be considered extreme events that were highly novel, disruptive, and critical and, therefore, likely impacted people's perceived stressfulness. Individuals who score high on neuroticism specifically on depression are more likely than the average person to experience anger and guilt. They respond poorly to environmental stress and are likely to interpret ordinary situations as threatening (Widiger, 2009).

Correlation of Profile, Resilience, and Depression

Table 4
Correlation of Profile, Resilience, and Depression
n=282

Profile	Chi-Square Value	Degrees of Freedom	p-value @ alpha = 0.05	Decision	Interpretation
Depression					
Age	9.102	16	0.921	Accept H ₀ Insignificant	Not Related
Sex	4.118	4	0.311	Accept H ₀ Insignificant	Not Related
Educational Attainment	2.617	8	0.901	Accept H ₀ Insignificant	Not Related
Employment Status	24.012	12	0.018	Accept H ₀ Insignificant	Not Related
Length of Service	16.719	20	0.675	Accept H ₀ Insignificant	Not Related
Resilience					
Age	7.714	8	0.462	Accept H ₀ Insignificant	Not Related
Sex	3.785	2	0.151	Accept H ₀ Insignificant	Not Related
Educational Attainment	1.553	4	0.817	Accept H ₀ Insignificant	Not Related
Employment Status	10.656	6	0.100	Accept H ₀ Significant	Not Related
Length of Service	7.728	8	0.460	Accept H ₀ Insignificant	Not Related

Since all their p-values are greater than alpha level at 0.05, hence the null hypothesis is accepted.

Hence, all profiles are not related to depression such as age ($\chi^2=9.102$, $df= 16$, $p\text{-value}= 0.921$), sex ($\chi^2= 4.118$, $df= 4$, $p\text{-value}=0.311$), educational attainment ($\chi^2= 2.617$, $df= 8$, $p\text{-value}= 0.901$), employment status ($\chi^2= 24.012$, $df= 12$, $p\text{-value}= 0.018$), length of service ($\chi^2=16.719$, $df=20$, $p\text{-value}=0.675$) As to resilience such as age ($\chi^2=7.714$, $df= 8$, $p\text{-value}= 0.462$), sex ($\chi^2= 3.785$, $df= 2$, $p\text{-value}=0.151$), educational attainment ($\chi^2= 1.553$, $df= 4$, $p\text{-value}= 0.817$), employment status ($\chi^2= 10.656$, $df= 6$, $p\text{-value}= 0.100$), length of service ($\chi^2=7.728$, $df=8$, $p\text{-value}=0.460$). All their p-values are greater than alpha level at 0.05 thus accepting the null hypotheses.

Correlation between Two Variables

Table 5
Correlation between Two Variables
n = 282

Variables	Chi-Square Value	Degrees of Freedom	p-value @ alpha = 0.05	Decision	Interpretation
Depression vs. Resilience	4.435	8	0.816	Accept H_0 Insignificant	Not Related

Table 5 displays the correlation between employees' Depression and Resilience level. It reveals that the computed p-value (0.001) is less than the alpha value (0.05). Thus, the null hypothesis is rejected. This means that employees' neuroticism and resilience level reflects a correlation between the two variables. This entails that when employees' depression reaches its elevated level, hence their resilience level is low. Moreover, it is associated with the Big Five Model by Farrukh et al.,(2017) which stated that personality emerged as one of the most extensively established frameworks used to describe the most striking aspects of an individual's personality. Marlow, (2016) supports this finding, as he stated that persons with high levels of neuroticism feel threatened and respond negatively to environmental stress. In addition, a low in conscientiousness individual is less likely to engage in counterproductive work behaviors.

Conclusion

In conclusion, building resilient workforces has become a strategic imperative for organizations seeking to thrive in an increasingly volatile and uncertain world. By recognizing the importance of employee resilience culture that not only empowers individuals to navigate challenges along with the psychological problem as to mental health concerns but also bolsters the overall resilience and success of the organization. In the subsequent sections of this exploration, we will delve deeper into specific methods and practices that organizations can adopt to cultivate

resilience among their workforce and create a resilient foundation for long-term growth and prosperity.

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