Employee Resilience in A Private Educational Institution: Basis for An Enhanced And Sustainable Employee Wellness Plan

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A B S T R A C T

Academic institutions are said to be complex organizations that face various challenges and pressures which can result in higher stress levels among their human capital. The Pandemic that happened and the shifting back to the new normal poses' different pressures and as an institution that promotes learning it is important to recognize these challenges and provide support and resources to promote sustained health and employee wellness. The main objective of this research was to identify the employees' resilience as measured in physical, occupational, and social well-being. Correlational analysis was used to establish relationships between responses to personal well-being and demographics of age, gender, and tenure. Findings revealed that participants' well-being and participants' responses exhibited significant, strong correlations in terms of designation, age, gender, and tenure in school. From these, recommendations for enhanced employee health and wellness were suggested and are aligned in the following areas: (i) performance ; (ii) attitude; and (iii) mental health.

Keywords: Resilience, Physical Well-Being, Occupational Well-Being, Social Well-Being, Employee Wellness, Good Health.

INTRODUCTION

Academic institutions frequently operate under changing policies and regulations which can create uncertainty and anxiety among employees. This was even heightened during the COVID-19 pandemic where employees' physical, occupational, and social well¬-being was put to the ultimate test. Consequent "lockdown" policies were particularly harmful to our employees' individual well-being (Schiller, T 6nsing, Kleinert, et al., 2021), and new normal policies increased our employees' stress and anxiety levels by forcing them to immediately transition to a virtual work environment, rapidly acquire new internet

skills, and purchase "work-from-home" paraphernalia (Shoaib, et al., 2022). Furthermore, transitioning to and operating in, a virtual workspace may negatively impact our employees' personal and work-performance outcomes if not managed effectively (Rees, et. al, 2015). Universities must undergo significant changes in how to manage and deliver teaching and support for students. These modifications were made amidst the context of mounting work-related stress and deteriorating mental health in the academe even prior to the pandemic. (Wray, 2021). employees were gradually adjusting to the virtual re-organization of our country's education system, ever-changing COVID-19 directives and the newly mandated return to onsite operations posed yet another set of challenges for our beleaguered employees, and they would now have to draw upon their resilience to overcome these challenges.

This study assessed employee resilience in the academic institution based on the areas of physical well-being, occupational well-being, and social well-being. Relationships on the top three (3) revealed items in three areas were also evaluated to be used as the basis for appropriate intervention for a sustainable employee wellness program. The development of resilience-enhancing human resource practices can lead to significant improvements in both employee well-being and organizational performance even during periods of relative stability. (Kumar, 2022)

Resiliency

Derived from the Latin verb resilient, i.e., to rebound or leap back, "resilience" was defined as "the personal qualities that enable one to thrive in the face of adversity" (Vella and Pai, 2019). Diane Coutu (in Ovans, 2015) identified the personal qualities of resilience as (1) a staunch acceptance of reality; (2) a deeply rooted belief supported by strongly held values; and (3) an uncanny ability to improvise.

Beltman (2021) has identified four different ways to conceptualize resilience. The person focused here resilience is an innate characteristic that allows individuals to overcome difficulties and hardships (Doney, 2013). The second approach is process-focused or person-context perspective where resilience is viewed as a result of the interaction between the person and their environment. It includes a process that involves actively using effective strategies to maintain well-being and commitment in the face of adversity. The third approach is context-focused on resilience argues that beyond individual capabilities to adapt to a stressful situation or environment and maintain their abilities within a challenging sociocultural context (Johnson et al, 2014). The final approach, which is system-focused, regards resilience as a process that involves multiple systems both internal and external to the individual. These systems dynamically interact with each other to promote resilience.

Employees who possess resilience tend to believe that they can control their future. Their resilience is demonstrated by their ability to adapt, learn and establish connections in their respective work environment (Kuntz, 2016, Kumar 2022). Resilient employees make use of work-related resources to advance the goals of both their employer and their personal development. Furthermore, it suggests that organizational leaders also play a role in cultivating employee resilience through various social processes.

Employee Wellness

Working organizations recognize the benefits of a healthy workforce and implement wellness programs and initiatives to promote physical, mental, and emotional well-being among their employees. Such programs aim to improve employee health, reduce healthcare costs, increase productivity a foster a positive work environment. (Marshall 2020) Cavioni et al. as cited in Lester, 2020 affirmed that a school could

serve health promoting environment using a multidimensional systemic approach where employees are given opportunities to sustain and enhance their well-being through supportive and collaborative relationships, meaningful engagement, and access to resources and services that help them take care of their health. Similarly, the implementation of a wellness program was found to have a significant impact on employees' job satisfaction, stress levels, and absenteeism. It was observed that wellness programs have a positive effect not only on the well-being of the employees but also on the organization's well-being (Marshall, 2020). Moreso, for organizations to remain competitive, leaders must offer such programs to retain their existing workforce and attract top talent.

With the current focus on employee well-being and its impact on individual and organizational performance, businesses need to prioritize the health and wellness of their workforce. This comprehensive approach to sustained well-being involves the active participation of both employees and leadership. Further, a caring school community can enhance whole-school well-being including its personnel, directly impacting students' academic, social, and emotional well-being. (Lester, 2020)

METHODS

Descriptive-correlational was used as the research design to determine the relationship among employee resilience. A quantitative design was utilized as it generated data from a structured research instrument and facilitated through a survey. The forty-seven (47) items were adapted from the original resilience survey instrument of Perono-Ilagan(2020) and focused on the employees' physical (9 items), occupational (20 items), and social well-being (18 items). Responses follow a six-point Likert scale of 6 (agree strongly)to 1 (Strongly Disagree) The data is then subjected to statistical analysis that identifies correlations, patterns, and trends in

employee resilience. Data was collected from one hundred and six (106) employees in a private education institution. Demographic information (in percentage form) was used to establish the respondents' profiles in terms of designation, age, gender, and tenure). Resilience data was derived from participants' responses (in mean and rank form) and was used to observe the respondents' resiliency in physical, occupational, and social well-being, and the top three items were identified for inclusion in the correlational analysis.

The included survey items' correlation coefficients (r) were computed using the data analysis function on MS Excel. The computed r's were then used to quantify the relationships among the participants' answers regarding designation, age, gender, and tenure. The R-values that corresponded to the same survey item were averaged. Discrepancies in the correlation coefficients of identical items were ascribed to inconsistencies in the participants' answers. Spurious correlations were dropped. Correlations with $-0.3000 < r < 0.3000$ were classified as weak. Those with $-0.7000 < r < -0.3000$ or $0.3000 < r < 0.7000$ were considered moderate. Those with $r < -0.7000$ or $r > 0.7000$ were deemed strong and were included in subsequent hypothesis testing. Strong correlations were included because these represented more definite relationships than moderate or weak ones.

The included strong correlations' r-values were used to calculate observed t-statistics. The observed t-statistics were then used to compute the p-value for each included strong correlation using the TDIST command on Excel, i.e., =TD IST *(observed t-statistic, degrees of freedom, number of tails)* where: degrees of freedom = (n - 1) = 105, and number of tails = 2 because correlations can be positive or negative. Correlations with p-values less than 0.0500 were deemed significant, and those with higher p-values were judged not significant and discarded. Both positive and negative strong, significant correlations and

profile and resilience data were later used to formulate recommendations for appropriate interventions for employee wellness.

RESULTS AND DISCUSSION

The respondents comprise 106 employees of a private academic institution, more than half (55.66%) represent the academic teaching, support staff comprises 27.36%, and school administrators (16.98%) or those who fulfill management roles in the organization. Most of the respondents were female at 73.58%. Most respondents have been in the school for 1-5 years (25.47%). Others have stayed for 6-10 years (17.92%), less than a year (15.09%), 11-15 years (15.09%), 16-20 years (10.38%), 26 years and above (10.38%), and 21-25 years (5.66%).

Table 1 shows physical well-being responses indicating that employees: (i) were very satisfied with the support they received from their families; (ii) ate healthy food; (iii) exercised regularly; (iv) felt anxious because of all their responsibilities at home and at work; and (iv) felt a lot of stress from work. But despite their anxiety and stress, they were stil1 able to refrain from drinking and smoking. These findings were consistent with del Rosario, et al. (2018), who noted that support and satisfaction promoted resilience and self-efficacy. Likewise, Leung, et al. (2019) contended that instrumental and emotional family support provided by family members created a gain spiral that fueled a sense

of role accomplishment, increasing feelings of satisfaction and reducing strains.

Table 2 indicated that employees in the academy were positively inclined toward their work, and expressed that, they did their work well. (5.51); they still did their best at work even when things became difficult (5.47); they enjoyed doing new things related to their work(5.09); and (iv) they liked challenging themselves to deliver more than what was expected of them at work. However, respondents reflected that they were still worried at work lately (5.25). Celikkalp, Irmak, and Ekuklu (2021), reported this same contradiction, i.e., employees were worried at work despite their confidence that they could do their jobs well, but this was expected since high anxiety levels were more prevalent in extraordinary times. Such employees' anxiety could be attributed largely due to the prevalent health risk, with changing academic requirements and the abrupt shifting of work, "return-to-the-workplace" mandates also weighed heavily on their minds, i.e., Sandhu (2021) revealed that out of 4,553 employees in five different countries, all of them felt anxious about returning to in-person work. Given employees' previously mentioned anxiety and worries, it may be necessary to adopt an organizational approach toward resolving their concerns, e.g., providing them with coping skills, implementing workplace flexibility, offering more time with family, etc. (Ojo, Fawehinmi, & Yusliza, 2021).

Table 1. Respondents' Physical Well-Being

Physical Well-Being Survey Items	Ave	Rank	Verbal Interpretation
I am satisfied with the support I get from my family.	5.42	1.00	Agree Strongly
I always eat healthy food to take better care of myself.	4.83	2.00	Agree Somewhat
I exercise regularly to better take care of myself.	4.39	3.00	Agree Somewhat
I feel anxious because of all my responsibilities at home and at work.	4.20	4.00	Agree a Little
I feel a lot of stress because of my work.	4.13	5.00	Agree a Little
I feel that my body is degenerating from my stress from work.	3.98	6.00	Agree a Little
I always get enough sleep every day to take better care of myself.	3.62	7.00	Agree a Little
I drink alcohol regularly to relieve my stress from work.	1.64	8.00	Strongly Disagree
I smoke every day to relieve my stress from work.	1.38	9.00	Strongly Disagree

Table 2. Occupational Well-Being

Occupational Well-Being Survey Items	Ave	Rank	Verbal Interpretation
I can do my work well.	5.51	1.00	Agree Strongly
I still do my best at work even when things become difficult.	5.47	2.00	Agree Strongly
I have been worried at work lately.	5.25	3.00	Agree Strongly
I enjoy doing new things related to my work.	5.09	4.00	Agree Somewhat
I like challenging myself to deliver more than what is expected of me at work.	4.98	5.00	Agree Somewhat
I can address almost any problem related to my work.	4.75	6.00	Agree Somewhat
I have been optimistic at work lately.	4.71	7.00	Agree Somewhat
I have been enthusiastic at work lately.	4.50	8.00	Agree Somewhat
I have been cheerful at work lately.	4.35	9.00	Agree Somewhat
I have been calm at work lately.	4.23	10.50	Agree a Little
I have been contented at work lately.	4.23	10.50	Agree a Little
I feel that I am better than most people in handling difficulties related to my work.	4.05	12.00	Agree a Little
I have been feeling tense at work lately.	3.57	13.00	Agree a Little
I have been gloomy at work lately.	3.49	14.00	A Little Disagree
I have been relaxed at work lately.	3.43	15.00	A Little Disagree
I sometimes think I am not very competent at my work.	3.29	16.00	A Little Disagree
I have been uneasy at work lately.	3.28	17.00	A Little Disagree
I avoid doing difficult work whenever possible.	3.00	18.00	A Little Disagree
I have been depressed at work lately.	2.94	19.00	A Little Disagree
I have been miserable at work lately.	2.80	20.00	A Little Disagree

Table 3. Social Well-Being

Social Well-Being Survey Items	Ave	Rank	Verbal Interpretation
Life for me has been a process of continuous learning, change, and growth.	5.69	1.00	Agree Strongly
I judge myself based on what I value, not by what is valued by other people.	5.25	2.00	Agree Strongly
I consider it important to have new experiences that challenge how I think about myself and the world.	5.14	3.00	Agree Somewhat
Looking back, I can say that I am happy with how my life turned out to be.	4.92	4.00	Agree Somewhat
In general, I feel I am in charge of the situations I encounter.	4.88	5.00	Agree Somewhat
I like most aspects of my personality.	4.83	6.00	Agree Somewhat
I am not like other people who just wander aimlessly through life.	4.80	7.00	Agree Somewhat
I am quite good at managing all of my daily responsibilities.	4.69	8.00	Agree Somewhat
People see me as a person who is very willing to spend his/her time with others.	4.65	9.00	Agree Somewhat
I am confident in voicing out my opinions, even if they are contrary to the general consensus.	4.60	10.00	Agree Somewhat
I live life one day at a time and do not spend too much time worrying about my future.	4.35	11.00	Agree Somewhat
I only have a few warm and trusting relationships with other people.	4.17	12.00	Agree a Little
I am easily influenced by other people who have strong opinions.	3.99	13.00	Agree a Little
The demands of everyday life often make me feel down.	3.79	14.00	Agree a Little
There are aspects of my life achievements that I feel disappointed with.	3.53	15.00	Agree a Little
There are times I think I have already done everything I need to do in my life.	3.41	16.00	A Little Disagree
I no longer try to make big improvements or changes in my life.	2.84	17.50	A Little Disagree
It has been difficult and frustrating for me to maintain close relationships.	2.84	17.50	A Little Disagree

Table 3 presented the employee responses to social well-being. Findings revealed that respondents held a positive perception of their lives and of themselves e.g., (i) life for them has been a process of continuous learning, change, and growth (5.69); (ii) they judged themselves based on what they valued, not by what was valued by other people (5.25); (iii) they considered it important to have new experiences that challenged how they thought about themselves and the world (5.14); (iv) they were happy with how their lives turned out to be (4.92); and (v) they generally felt they were in charge of the situations they encountered (4.88). Consequently, participants indicated they were "a little disagree" that: they thought they had already done everything they needed to do in their lives (mean = 3.41; rank = 16.00), they no longer tried to make big improvements or changes in their lives (mean = 2.84; rank = 17.50), and it has been difficult and frustrating for them to maintain close relationships (mean = 2.84; rank = 17.50). This reflected the general satisfaction of employees leads to positive well-being. As detailed in the results of del Rosario, et al. (2018),

where employees who scored high in resilience and self-efficacy also reported being satisfied with life in general. Similarly, Wang (2021) highlighted that the development of resilience is linked to positive outcomes such as job satisfaction, responsiveness, a sense of agency, interpersonal relationships, competency, positive interpersonal emotions, empathy, and the cultivation of emotionally intelligent teachers.

The succeeding table presents the correlations of the top three responses in each area with regard to the demographic profile of respondents on age (A), gender (G), designation (D), and tenure (T).

Table 4 revealed that the statement "I am satisfied with the support I get from my family" was strongly and significantly correlated ($r > 0.7000$, $p < 0.0500$) with social and occupational well-being responses. Participants' responses were strongly and significantly correlated in terms of designation (DQ22, DQ25, DQ29, DQ30, and DQ47); age (AQ25, AQ29, AQ30, and AQ47); gender (GQ22, GQ25, GQ29, GQ30, and GQ33); and tenure at UST AC (TQ33). Findings reflected

Table 4. Correlations for Q20 (Physical Well-Being)

– I am satisfied with the support I get from my family –				
r	p-value	Well-Being	Profile Code	Correlated Survey Item
0.780944	0.000000	Social	GQ33	"In general, I feel I am in charge of the situations I encounter."
			TQ33	
0.760338	0.000000	Occupational	AQ25	"I have been optimistic at work lately."
			DQ25	
			GQ25	
0.734605	0.000000	Occupational	AQ30	"I still do my best at work even when things become difficult."
			DQ30	
			GQ30	
0.726912	0.000000	Social	DQ22	"Life for me has been a process of continuous learning, change, and growth."
			GQ22	
0.726051	0.000000	Social	AQ47	"Looking back, I can say that I am happy with how my life turned out to be."
			DQ47	
0.725864	0.000000	Social	AQ29	"I like most aspects of my personality."
			DQ29	
			GQ29	

that those employees who were satisfied with the support that they received from their families: (i) felt that they were in charge of the situations they encountered; (ii) have been optimistic at work lately; (iii) still did their best at work even when things become difficult; (iv) felt that their life has been a process of continuous learning, change, and growth; (v) could say that they were happy with how their life turned out to be; and (vi) liked most aspects of their personality. The findings were consistent with those in Hone (2019) and suggested that employees may benefit from programs that promote familial and/or peer support. Symister and Friend (as cited by Thomas, et al., 2017) also found that those receiving support from their family members felt a greater sense of self-worth, and this enhanced self-esteem encouraged optimism, positive affect, and better mental health. In the same light in the workplace, Lester et al (2022) affirmed that employees who receive ongoing, supportive, and high-quality assistance from colleagues and leaders can impact their ability to handle both expected and unexpected situations.

Table 5 presented the statement "I always eat healthy food to take better care of myself" was strongly and significantly correlated ($r > 0.7000$, $p < 0.0500$) with the following: "I have been optimistic at work lately" ($r = 0.827384$, $p = 0.000000$); "Looking back, I can say that I am happy with how my life turned out to be" ($r = 0.806657$, $p = 0.000000$); "I have been enthusiastic at work lately" ($r = 0.792387$, $p = 0.000000$); "I like most aspects of my personality" ($r = 0.788851$, $p = 0.000000$); "I am not like other people who just wander aimlessly through life" ($r = 0.764765$, $p = 0.000000$); "I live life one day at a time and do not spend too much time worrying about my future" ($r = 0.752340$, $p = 0.000000$); "People see me as a person who is very willing to spend his/her time with others" ($r = 0.734174$, $p = 0.000000$); "I have been contented at work lately" ($r = 0.724212$, $p = 0.000000$); and "I am satisfied with the support I get from my family" (r

$= 0.710255$, $p = 0.000000$). No strong, significant negative correlations were found. Participants' responses were strongly and significantly correlated in terms of designation (DQ20, DQ25, DQ31, and DQ40); age (AQ20, AQ25, and AQ29); gender (GQ14, GQ17, GQ43, and GQ47); and tenure at UST AC (T20, T29, and T31).

These findings showed that employees who are mindful of what they eat and who take care of their physical health exhibited a positive outlook, expressed to be happier, and is contented and satisfied. The findings corroborated those of Sarin (2021) and indicated that employees may benefit from programs that promote healthy diets and eating habits. Princing (2019) expressed the importance of eating healthy food. Most comprehensive wellness programs include behavior modification by teaching employees the importance of healthier dietary choices and improving the diet and nutrition of employees, as it can have a significant impact on their overall health. Organizations may reap substantial benefits not only on the improvement of the recent and future health of employees but also reduce the risk of chronic diseases. (Lester, 2020)

Table 6 shows that the statement, "I exercise regularly to better take care of myself" was strongly and significantly correlated ($r > 0.7000$, $p < 0.0500$) with all three areas of well-being. Strong positive correlations were identified with *"I have been calm at work lately" ($r = 0.851725$, $p = 0.000000$); "I feel that my body is degenerating from my stress from work" ($r = 0.834102$, $p = 0.000000$); "I feel anxious because of all my responsibilities at home and at work" ($r = 0.762475$, $p = 0.000000$); "I feel that I am better than most people in handling difficulties related to my work" ($r = 0.754292$, $p = 0.000000$); "I feel a lot of stress because of my work" ($r = 0.729091$; $p = 0.000000$); "I am confident in voicing out my opinions, even if they are contrary to the general consensus" ($r = 0.716031$, $p = 0.000000$); "I am not like other people who just wander aimlessly through life" ($r =*

Table 5. Correlations for Q9 (Physical Well-Being)

– I always eat healthy food to take better care of myself –

r	p-value	Well-Being	Profile Code	Correlated Survey Item
0.827384	0.000000	Occupational	AQ25	"I have been optimistic at work lately."
			DQ25	
0.806657	0.000000	Social	GQ47	"Looking back, I can say that I am happy with how my life turned out to be."
0.792387	0.000000	Occupational	GQ43	"I have been enthusiastic at work lately."
0.788851	0.000000	Social	AQ29	"I like most aspects of my personality."
			TQ29	
0.764765	0.000000	Social	GQ14	"I am not like other people who just wander aimlessly through life."
0.752340	0.000000	Social	DQ31	"I live life one day at a time and do not spend too much time worrying about my future."
			TQ31	
0.734174	0.000000	Social	GQ17	"People see me as a person who is very willing to spend his/her time with others."
0.724212	0.000000	Occupational	DQ40	"I have been contented at work lately."
0.710255	0.000000	Physical	AQ20	"I am satisfied with the support I get from my family."
			DQ20	
			TQ20	

Table 6. Correlations for Q3 (Physical Well-Being)

– I exercise regularly to better take care of myself –

r	p-value	Well-Being	Profile Code	Correlated Survey Item
0.851725	0.000000	Occupational	GQ36	"I have been calm at work lately."
0.834102	0.000000	Physical	GQ44	"I feel that my body is degenerating from my stress from work."
0.762475	0.000000	Physical	DQ32	"I feel anxious because of all my responsibilities at home and at work."
			GQ32	
0.754292	0.000000	Occupational	DQ10	"I feel that I am better than most people in handling difficulties related to my work."
			GQ10	
0.729091	0.000000	Physical	GQ6	"I feel a lot of stress because of my work."
0.716031	0.000000	Social	GQ5	"I am confident in voicing out my opinions, even if they are contrary to the general consensus."
0.709893	0.000000	Social	DQ14	"I am not like other people who just wander aimlessly through life."
			GQ14	
0.703944	0.000000	Occupational	GQ38	"I have been cheerful at work lately."

0.709893, p = 0.000000); " I have been cheerful at work lately" (r = 0.703944, p = 0.000000). No strong, significant negative correlations were found. Participants' responses were strongly and significantly correlated in terms of: designation (DQ10, DQ14, and DQ32); and gender (GQ5, GQ6, GQ10, GQ14, GQ32, GQ36, GQ38, and GQ44).

These results suggested that physically employees may also feel a lot of stress about their work which causes their bodies to degenerate. Feelings of anxiety also happen with work and at home. Consequently, employees still managed to stay calm and cheerful while at work. Employees can also openly voice out their opinions and believed

that they are better than other people when handling difficulties related to work. Exercising is one activity that can give positive results to employee wellbeing. These findings were similar to those in Hill (2021), i.e., people have the internal resources and abilities to adapt to stress and adversity and showed that organizations may benefit from regular exercise or sports programs.

Lancaster and Callaghan's study (2022) concluded that exercise strongly correlated with resilience and that in a pandemic such as COVID-19, it had become a mechanism to moderate resilience. Furthermore, according to Ozkara, et al. and Yu,

et al. (as cited by Philippe, Schwab, & Biasutti, 2021), physical activity was effective in building resilience in groups of people exposed to high levels of stressors, such as teachers and nurses. Physical activity and mindfulness also provided numerous benefits for physical and mental health in everyday life (Philippe, Schwab, & Biasutti, 2021).

Based on Table 7, "I can do my work well" was strongly and significantly correlated with areas on physical, social and occupational wellbeing. Participants' responses were strongly and significantly correlated in terms of: designation

Table 7. Correlations for Q1 (Occupational Well-Being)

r	p-value	Well-Being	Profile Code	Correlated Survey Item
			– I can do my work well –	
0.864491	0.000000	Occupational	AQ30	"I still do my best at work even when things become difficult."
			DQ30	
			GQ30	
0.771710	0.000000	Social	TQ2	"I am easily influenced by other people who have strong opinions."
0.771142	0.000000	Social	AQ26	"I judge myself based on what I value, not by what is valued by other people."
			DQ26	
			GQ26	
0.745643	0.000000	Occupational	AQ16	"I enjoy doing new things related to my work."
			DQ16	
			GQ16	
0.745624	0.000000	Physical	TQ3	"I exercise regularly to better take care of myself."
0.740591	0.000000	Social	AQ22	"Life for me has been a process of continuous learning, change, and growth."
			DQ22	
			GQ22	
0.739925	0.000000	Occupational	TQ4	"I sometimes think I am not very competent at my work."
0.738708	0.000000	Occupational	DQ34	"I like challenging myself to deliver more than what is expected of me at work."
			GQ34	
0.737875	0.000000	Social	AQ41	"I consider it important to have new experiences that challenge how I think about myself and the world."
			DQ41	
			GQ41	
0.731940	0.000000	Social	TQ5	"I am confident in voicing out my opinions, even if they are contrary to the general consensus."
0.727351	0.000000	Physical	AQ20	"I am satisfied with the support I get from my family."
			DQ20	
			GQ20	

(DQ16, DQ20, DQ22, DQ26, DQ30, DQ34, and DQ41); age (AQ16, AQ20, AQ22, AQ26, AQ30, and AQ41); gender (GQ16, GQ20, GQ22, GQ26, GQ30, GQ34, and GQ41); and tenure at UST AC (TQ2, TQ3, TQ4, and TQ5).

These results showed that employees who did their work well: (i) still did their best work even when things became difficult; (ii) enjoyed doing new things related to their work; (iii) challenged themselves to deliver more than what was expected of them at work; but (iv) sometimes thought they were not very competent at their work. Although these findings were contradictory, they were typical of a predominantly young (20-30 year old) community that had only been at the workplace for less than five years. They had sufficient knowledge and experience to be competent in their work, but not enough of both to consider themselves experts. Similarly, employees: (i) appears to be confident in expressing their opinions, even if their views were against the general consensus; and (ii) judged themselves based on what they valued, not by what was valued by other people; yet were also (iii) easily influenced by other people who had strong opinions, which was again typical of a young community that, while competent, lacked the authority or rank to stand by their beliefs or principles. Therefore, employee viewed their youth as a continuous process of learning and development. Likewise, they believed that new experiences are important as they challenged

their beliefs and allow them to gain a deeper understanding of themselves and the world. Possible sources of employees' youthful self-confidence may be their satisfaction with the support they got from their families and regular exercise. These results supported Fry's (2021) opinion that employees' personal growth, achievements, and contributions to the organization were linked to their ability to collaborate with, communicate among, and lead their peers. Workers in the academe may benefit from programs that (i) enhance their competence at work; (ii) empower them to stand by their convictions; (iii) promote their continuous self-improvement and exposure to new experiences; (iv) promote support from their families; and (v) promote regular exercise or sports.

Table 8 indicates that employees who did their best at work even when things became difficult: (i) liked challenging themselves to deliver more than what was expected of them at work; and (ii) considered it important to have new experiences that challenged how they thought about themselves and the world, which corroborated Hone (2019). This meant employees may benefit from programs that: (i) reward/incentivize exceeding expectations; and (ii) promote new experiences, i.e., employees' work productivity will increase due to the rewards and benefits they will receive and from being satisfied with their work experience (Alexander, 2020; Istanti, et. al, 2020).

Table 8. Correlations for Q30 (Occupational Well-Being)

– I still do my best at work even when things become difficult –				
r	**p-value**	**Well-Being**	**Profile Code**	**Correlated Survey Item**
0.755384	0.000000	Social	AQ41	"I consider it important to have new experiences that challenge how I think about myself and the world."
			DQ41	
			GQ41	
			TQ41	
0.728134	0.000000	Occupational	DQ34	"I like challenging myself to deliver more than what is expected of me at work."
			GQ34	

Table 9 shows the statement, "I have been worried at work lately" was strongly and significantly correlated (r > 0.7000, p < 0.0500) with the following: "I feel that my body is degenerating from my stress from work" (r = 0.774208, p = 0.000000); and "I feel anxious because of all my responsibilities at home and at work" (r = 0.763547, p = 0.000000). No strong, significant negative correlations were found. Participants' responses were strongly and significantly correlated in terms of: designation (DQ32 and DQ44); age (AQ32); gender (GQ32 and GQ44); and tenure (TQ32). These findings demonstrated that employees who have been worried at work lately felt: (i) anxious because of all their responsibilities at home and at work; and (ii) that their bodies were degenerating from their

stress from work. Demographics were also correlated with feelings of anxiousness due to responsibilities and changing demands at work and at home. These implied that employees may benefit from programs that reduce stress, promote self-care, provide employee assistance, offer mental health counseling, and provide paid time off (Center on the Developing Child at Harvard University, 2022; Rees et. al, 2015).

Table 10 illustrates how "Life for me has been a process of continuous learning, change, and growth" was strongly and significantly correlated (r < -0.7000 or r > 0.7000; p < 0.0500) with the following: "I like challenging myself to deliver more than what is expected of me at work" (r = 0.755504, p = 0.000000); "I judge myself based

Table 9. Correlations for Q27 (Occupational Well-Being)

– I have been worried at work lately –				
r	**p-value**	**Well-Being**	**Profile Code**	**Correlated Survey Item**
0.774208	0.000000	Physical	DQ44	"I feel that my body is degenerating from my stress from work."
			GQ44	
0.763547	0.000000	Physical	AQ32	"I feel anxious because of all my responsibilities at home and at work."
			DQ32	
			GQ32	
			TQ32	

Table 10. Correlations for Q22 (Social Well-Being)

– Life for me has been a process of continuous learning, change, and growth –				
r	**p-value**	**Well-Being**	**Profile Code**	**Correlated Survey Item**
0.755504	0.000000	Occupational	DQ34	"I like challenging myself to deliver more than what is expected of me at work."
			GQ34	
0.737137	0.000000	Social	AQ26	"I judge myself based on what I value, not by what is valued by other people."
			DQ26	
			GQ26	
0.734816	0.000000	Occupational	AQ30	"I still do my best at work even when things become difficult."
			DQ30	
			GQ30	
			TQ30	
0.705555	0.000000	Social	DQ41	"I consider it important to have new experiences that challenge how I think about myself and the world."
			GQ41	
-0.702333	0.000000	Physical	GQ46	"I drink alcohol regularly to relieve my stress from work."

on what I value, not by what is valued by other people" (r = 0.737137, p = 0.000000); "I still do my best at work even when things become difficult" (r = 0.734816, p = 0.000000); "I consider it important to have new experiences that challenge how I think about myself and the world" (r = 0.705555, p = 0.000000); and "I drink alcohol regularly to relieve my stress from work" (r = -0.702333, p = 0.000000). Participants' responses were strongly and significantly correlated in terms of: designation (DQ26, DQ30, DQ34, and DQ41); age (AQ26, and AQ30); gender (GQ26, GQ30, GQ34, GQ41, and GQ46); and tenure (TQ30).

These results indicated employees who saw life as a process of continuous learning, change, and growth: (i) considered it important to have new experiences that challenged how they thought about themselves and the world; (ii) liked challenging themselves to deliver more than what is expected of them at work; (iii) still did their best at work even when things became difficult; (iv) judged themselves based on what they valued, not by what was valued by other people; and (v) refrained from drinking alcohol to relieve their stress from work. These suggest that UST AC employees may benefit from programs that promote continuous self-improvement, especially

since doing so also promotes sobriety, as well as programs that promote mental health, reduce stigma and discrimination, teach stress management skills, provide counseling, coaching, and peer support (Hechanova-Alampay, cited in Rufino, 2021).

In Table 11, "I judge myself based on what I value, not by what is valued by other people" was strongly and significantly correlated (r < -0.7000 or r > 0.7000, p < 0.0500) with the following: "I consider it important to have new experiences that challenge how I think about myself and the world" (r = 0.800292, p = 0.000000); "I still do my best at work even when things become difficult" (r = 0.789935, p = 0.000000); "I like challenging myself to deliver more than what is expected of me at work" (r = 0.755181, p = 0.000000); and "I drink alcohol regularly to relieve my stress from work" (r = -0.740966, p = 0.000000). Participants' responses were strongly and significantly correlated in terms of: designation (DQ30, DQ34, and DQ41); age (AQ30 and AQ41); gender (GQ30, GQ34, GQ41, and GQ46); and tenure at UST AC (TQ30, TQ34, and TQ41).

These results indicated that employees judged themselves based on what they valued, not by

Table 11. Correlations for Q26 (Social Well-Being)

– I judge myself based on what I value, not by what is valued by other people –				
r	p-value	Well-Being	Profile Code	Correlated Survey Item
0.800292	0.000000	Social	AQ41	"I consider it important to have new experiences that challenge how I think about myself and the world."
			DQ41	
			GQ41	
			TQ41	
0.789935	0.000000	Occupational	AQ30	"I still do my best at work even when things become difficult."
			DQ30	
			GQ30	
			TQ30	
0.755181	0.000000	Occupational	DQ34	"I like challenging myself to deliver more than what is expected of me at work."
			GQ34	
			YRQ34	
-0.740966	0.000000	Physical	GQ46	"I drink alcohol regularly to relieve my stress from work."

what was valued by other people: (i) considered it important to have new experiences that challenged how they thought about themselves and the world; (ii) liked challenging themselves to deliver more than what was expected of them at work; (iii) still did their best at work even when things became difficult, and (iv) refrained from drinking alcohol to relieve their stress from work. These corroborated Jenkins' (in Sarin 2021) assertion that self-awareness and self-compassion were key elements of employee performance and suggested that employees may benefit from programs that promote: (i) self-evaluation based on one's own values; and (ii) exposure to new experiences.

Table 12 shows that "I consider it important to have new experiences that challenge how I think about myself and the world" was moderately correlated with "Looking back, I can say that I am happy with how my life turned out to be" (r = 0.552388); and "I have been enthusiastic at work lately" (r = 0.493935). Also, the correlation coefficients of all the survey items associated with "I consider it important to have new experiences that challenge how I think about myself and the world" ranged from -0.676269 to 0.552388, indicating only weak or moderate correlations existed. In light of this, the survey item "I consider it important to have new experiences that challenge how I think about myself and the world" was dropped.

In fact, McNulty (2021) noted that since the pandemic, employers have a greater duty to take care of their employees' health and well-being-a trend that is expected to continue long after the effects of the global pandemic subside. This shift presents companies with an opportunity to normalize taking care of employee's mental health and prioritizing well-being at work and beyond.

CONCLUSION AND RECOMMENDATIONS

From the profile and well-being data, employees in a private educational institution generally have a positive approach to occupational and social well-being, showing their general satisfaction and resilience even when faced with difficult situations. Academic institutions may focus on physical and mental well-being to (i) address employees' anxiety and stress before these become unmanageable or detrimental to the institution; (ii) provide employees with coping skills; (iii) implement workplace flexibility; (iv) offer more time with family; (iv) promote familial or peer support; (vi) encourage healthy diets and eating habits; and (vii) facilitate regular exercise or sports.

Correlational data suggested that programs for the following: (i) reducing home and work anxiety, worries, stress, and depression; (ii) promoting healthy eating habits, regular exercise or sports; (iii) promoting familial support as well as relationships or relationship-building; (iv) promoting work competence, exceeding work expectations, continuous self-improvement, exposure to new experiences, and enjoyment of doing new things are work; (v) empowering employees to stand by their convictions and to lead; (vi) providing employee assistance, mental health counseling, and paid time-off; (vii) judging one's self-based on one's values; and (viii) promoting personal and work contentment may also be beneficial for as sustained wellness of workers.

Table 11. Correlations for Q41 (Social Well-Being)

– I consider it important to have new experiences that challenge how I think about myself and the world –			
r	Well-Being	Profile Code	Correlated Survey Item
0.552388	Social	Tq47	"Looking back, I can say that I am happy with how my life turned out to be."
0.493935	Occupational	Tq43	"I have been enthusiastic at work lately."

Based on the findings and conclusions of this study, the following recommendations were suggested:

a. Employee Wellness for institutions should be part of the school's thrust. For a sustained employee wellness program, it should cover at least these three major areas: assistance to employee performance; physical and mental health, and social and emotional support.

b. Educational institutions to come up with a unit or a team that would address and promote employees' positive well-being. One example is the establishment of a **BOOST EMPLOYEE SUPPORT TEAM (BEST)** that comprises specialists and practitioners in the academic workplace (*i.e Guidance Counselors, Health Professionals, Employee Advocates, and Spiritual Formator*)

c. The BEST can be tapped to design and offer services and programs that will promote a healthy lifestyle, address anxieties and work-related stress, and boost personal-professional balance among members of the institution.

d. Structured and sustained programs should be crafted and not a one-time activity to promote physical well-being, such as creating an exercise routine in the office. While work, family, and social commitments hinder employees to incorporate regular physical exercise, academic institutions can provide a venue and facilities and allow employees to exercise "on the clock" for at least 30 minutes every day. The same is true with offering services and partnerships with fitness providers. Apart from exercise at work, the institution should also focus on providing healthy food choices in the canteen. Consuming a nutritious diet is essential for individual well-being as it supplies the essential nutrients and energy needed for the body to operate at its best.

e. Programs and activities that engage employees to socialize among other members of the workforce promote professional relationship building. This could include giving of committee assignments, and delegating tasks within line of expertise, hobbies, and or talents.

f. Regular assessments like periodic emotional wellness checks may be conducted among employees and offer assistance for those who need to cope with work-related anxiety and stress by: (i) helping community members feel calm and relaxed at work; (ii) providing life-coaching services for them; (iv) refer community members to therapists or professionals who can address mental health and wellness concerns.

g. Employee engagement and giving meaningful work experiences should be included for employees to continuously boost their confidence and professional growth.

h. Since family support is critical and the ultimate source of employee resilience, it is important for organizations to ensure that a positive work-life is defined and set boundaries between work and family life. Employers should establish a policy and measures. wherein employees disengage from work-related communications, including emails, telephone calls, and video calls, or from sending or reviewing other messages after office hours to lessen their work-related stress and anxiety and have more time to take care of themselves and their families.

i. The employee wellness program is based on the needs of the workforce, thus, no one size fits all program can be developed, thus it is important for every institution should assess the need, design the program, and implement and evaluate the plans for a successful effective, and sustainable program that will benefit both individual and the institution.

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