

# Influence of Organizational Support and Self-Efficacy on Work Resilience Among Non-Teaching Staff

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**Abstract:** The increasing complexity of organizational demands has underscored the importance of work resilience, particularly among non-teaching staff who serve as essential contributors to institutional stability and effectiveness. This study examined the influence of organizational support and self-efficacy on work resilience among non-teaching staff. Grounded in resilience theory and social cognitive theory, the study adopted a quantitative, descriptive-correlational research design. Data were collected using standardized survey instruments measuring perceived organizational support, self-efficacy, and key dimensions of work resilience, namely acceptance, commitment, optimism, and resourcefulness. Statistical analyses included descriptive statistics, correlation analysis, and regression techniques. Results indicated that non-teaching staff exhibited a moderate level of work resilience. Both organizational support and self-efficacy showed significant relationships with work resilience, suggesting that employees who perceive stronger institutional support and demonstrate higher confidence in their abilities are more capable of adapting to work-related challenges. Regression analysis further revealed that organizational support and self-efficacy significantly predicted work resilience, with self-efficacy emerging as the stronger predictor. The study concludes that work resilience is shaped by the interaction of organizational and individual factors. Strengthening organizational support systems while simultaneously enhancing employees' self-efficacy represents a strategic pathway for institutions seeking to build a resilient and adaptable non-teaching workforce.

**Keywords:** Work Resilience, Organizational Support, Self-Efficacy, Non-Teaching Staff, Resilience Theory, Social Cognitive Theory, Adaptability.

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## I. INTRODUCTION

The contemporary work environment has become increasingly complex and demanding, particularly in higher education institutions where non-teaching staff play a critical yet often underrecognized role in sustaining organizational effectiveness. Amid rapid technological advances, organizational restructuring, and evolving work arrangements, employees are expected to adapt, persist, and maintain productivity under continuous pressure. In this context, work resilience, the capacity to adapt positively, persist, and recover from workplace challenges, has emerged as a strategic organizational priority. For non-teaching personnel, whose functions ensure institutional continuity and service delivery, resilience is not merely a desirable trait but a fundamental performance requirement (Ansell et al., 2021).

Work resilience is shaped not only by individual psychological resources but also by the organizational context in which employees operate. Among the most influential

factors identified in the literature are organizational support and self-efficacy. Organizational support reflects employees' perceptions that their institution values their contributions and cares about their well-being. Prior studies emphasize that supportive organizational environments foster commitment, optimism, and adaptive behavior, whereas weak or inconsistent support systems can undermine morale and resilience, particularly among staff with high workloads and limited autonomy (Hartmann et al., 2020). Similarly, self-efficacy, which pertains to the belief in one's ability to successfully perform job tasks, has been shown to enhance employees' capacity to cope with stress, persist in challenging situations, and achieve work goals.

In an era characterized by global competition, technological innovation, and continuous organizational reform, institutions increasingly require resilient employees who can navigate uncertainty and thrive in demanding roles. Modern workplaces are often stressful and dynamic, presenting employees with diverse stressors such as workload pressures,

organizational change, and interpersonal challenges (Mallak & Shank, 2021; Zhou & Zheng, 2022). Resilience, commonly defined as the ability to “bounce back” from adversity, has therefore become essential for sustaining employee well-being and organizational performance.

Despite the growing scholarly attention to work resilience, existing research has largely focused on teaching or academic staff, leaving non-teaching personnel, who are integral to institutional operations, relatively understudied. Moreover, while organizational support and self-efficacy have been identified as predictors of resilience, limited empirical research has examined how these factors influence the multidimensional aspects of work resilience, including acceptance, commitment, optimism, and resourcefulness, among non-teaching staff. Previous studies also tend to conceptualize resilience as a general trait, with insufficient exploration of the interaction between personal resources and organizational factors.

Moreover, with the shift toward remote, hybrid, and flexible work arrangements following global disruptions, the mechanisms through which non-teaching staff maintain resilience under evolving conditions remain unclear. Addressing these gaps, the present study investigates the influence of organizational support and self-efficacy on work resilience among non-teaching staff in higher education institutions. By examining the multidimensional nature of resilience and the interplay between individual and organizational factors, this research aims to provide empirical evidence that can inform human resource policies, employee support programs, and organizational interventions designed to enhance employee well-being and institutional sustainability.

Furthermore, understanding work resilience among non-teaching staff has significant implications for institutional effectiveness and sustainability. As these personnel are responsible for administrative operations, student services, and logistical support, their ability to remain adaptive and productive directly affects the quality-of-service delivery and organizational performance. In times of crisis or rapid change, such as during digital transitions or policy reforms, resilient non-teaching staff serve as a stabilizing force that ensures continuity of operations. Therefore, examining the factors that contribute to their resilience not only fills an existing research gap but also provides a foundation for developing evidence-based interventions. These interventions can ultimately enhance employee well-being, reduce burnout, and promote a more supportive and resilient organizational culture within higher education institutions.

## II. METHODS

This study employed a quantitative descriptive-correlational research design to examine the relationships among perceived organizational support, self-efficacy, and work resilience among non-teaching staff. This design was appropriate for describing variables and determining their associations without manipulating any conditions (Creswell & Creswell, 2023). The participants were non-teaching staff members (e.g., administrative, finance, library, and human resource personnel) from a private higher education institution in Cagayan de Oro City, Philippines. A total enumeration sampling technique was used, wherein all eligible non-teaching personnel were invited to participate. Inclusion criteria required participants to be full-time employees with at least one year of service to ensure adequate exposure to organizational systems and support structures.

### A. Participants

The participants in this study were the eighty-nine (89) non-teaching staff employed at a private higher education institution in Cagayan de Oro City, Philippines. These employees included administrative assistants, registrars, finance and accounting personnel, librarians, human resource staff, and other personnel who support institutional operations but are not directly engaged in classroom instruction. This population was chosen because non-teaching staff play a vital role in ensuring the continuity and stability of educational services, especially in the evolving post-pandemic workplace.

### B. Data Collection

The Data Collection Ethical clearance was obtained from the institutional Research Ethics Committee prior to data collection. Participants provided informed consent and were assured of confidentiality, anonymity, and voluntary participation. Surveys were administered either in printed form or through secure online platforms. The study complied with the Belmont Report ethical principles and the Data Privacy Act of 2012 (Republic Act No. 10173).

### C. Data Analysis

Data were analyzed using SPSS. Descriptive statistics (frequency, percentage, mean, and standard deviation) were used to describe participants’ perceptions of organizational support, self-efficacy, and work resilience. Multiple regression analysis was conducted to determine the predictive influence of perceived organizational support and self-efficacy on work resilience (Field, 2020).

## III. RESULTS & DISCUSSION

Table 1. Frequency, Percentage, and Mean Distribution of the Participant’s Extent of the Participants’ Organizations’ Support

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	13	14.61
3.51-4.50	High	53	59.55
2.51-3.50	Moderate	23	25.84
1.51-2.50	Low	0	0.00
1.00-1.50	Very Low	0	0.00
	<b>Total</b>	<b>89</b>	<b>100.0</b>
	<b>Overall Mean</b>		<b>3.83</b>

	<b>Interpretation</b>	<b>High</b>
	<b>SD</b>	<b>0.52</b>

Table 1 presents the frequency, percentage, and mean distribution of the participants’ perceived level of organizational support, showing how strongly employees feel supported within their respective organizations. Results reveal an overall mean of 3.83 with a standard deviation of 0.52, interpreted as High, indicating that most participants consistently experience supportive practices from their institutions. The data further show that the majority (59.55%) fell in the “High” category, supported by an additional 14.61% reporting “Very High” support, reflecting a generally positive support climate.

This pattern suggests that organizational policies, communication, and resource accessibility are functioning effectively to meet employee needs. This aligns with recent literature emphasizing that strong perceived organizational support contributes to greater employee engagement, improved well-being, and enhanced performance (Eisenberger et al., 2020). Overall, the findings affirm that participants’ organizations provide a favorable support environment that reinforces motivation and productive work behavior.

Looking at the specific indicators, the highest mean score is for “The Institution values my contribution” (M = 4.02, SD = 0.62). This suggests that respondents strongly perceive their

contributions as recognized and appreciated by their institution. The relatively low standard deviation indicates a consistent perception among participants. From a researcher’s perspective, recognition of employee contribution is a critical component of organizational support, often linked to higher motivation, engagement, and job satisfaction (Eisenberger et al., 2020). Literature supports that when employees feel valued, it enhances commitment and performance, reinforcing the positive organizational climate (Kuvaas et al., 2020).

Conversely, the lowest mean score is observed for “The Institution acknowledges any complaint from me” (M = 3.71, SD = 0.63). Although still within the “Agree” range, this indicates comparatively lower perception of responsiveness to grievances. Researchers suggest that insufficient attention to employee complaints can negatively affect trust and overall satisfaction (Armstrong, 2020). Recent studies highlight that prompt acknowledgment and resolution of employee concerns are essential in maintaining engagement and reducing turnover intentions, even in otherwise supportive work environments (Shuck & Reio, 2020). This interpretation emphasizes that while overall perceptions of institutional support were positive, there remains room for improvement in how complaints and concerns are addressed.

Table 2. Frequency, Percentage, and Mean Distribution of the Participant’s Level of Self-Efficacy

Range	Interpretation	Frequency	Percentage
4.51-5.00	Very High	10	11.24
3.51-4.50	High	69	77.53
2.51-3.50	Moderate	10	11.24
1.51-2.50	Low	0	0.00
1.00-1.50	Very Low	0	0.00
	<b>Total</b>	<b>89</b>	<b>100.0</b>
	<b>Overall Mean</b>	<b>4.02</b>	
	<b>Interpretation</b>	<b>High</b>	
	<b>SD</b>	<b>0.42</b>	

Table 2 displays the frequency, percentage, and mean distribution of the participant’s level of self-efficacy. The data set yields an overall mean of 4.02, which corresponds to a High interpretation. This performance standard has strong positive perceptions from the group. The standard deviation of 0.42 indicates tight clustering around the mean, suggesting minimal variability and a stable accord across responses. In the study of Castrodes et al. (2025) confirmed that participants who excel in their overall management course are those who have initiative and are motivated, which lead to self-efficacy. The literature further notes that when most responses cluster in the upper ranges, it often indicates effective systems, strong support mechanisms, and positive stakeholder engagement—factors commonly linked to high satisfaction and organizational resilience in post-pandemic operational settings.

From an analytical standpoint, the concentration of responses in the High category (77.53%) validates the construct’s strong reception and operational effectiveness. The

absence of Low and Very Low ratings underscores a risk-free sentiment profile. The distribution pattern suggests that stakeholder expectations are broadly aligned and that the underlying processes or conditions being measured are functioning at an optimal level. The minor share of Moderate ratings (11.24%) reflects opportunities for incremental enhancement but does not signal structural issues.

The results show consistently strong self-efficacy across all indicators, with every item rated *Agree*. The highest rating appears in Item 3 (M = 4.19, SD = 0.52), indicating strong confidence in achieving personally important outcomes. Indicators related to succeeding in difficult tasks and overcoming challenges also scored high (M = 4.11–4.16), reflecting solid belief in personal capability.

Mid-level items, such as confidence in performing different tasks (M = 4.00) and handling situations compared to others (M = 3.92), still demonstrate positive perceptions but with slightly higher variability. However, the lowest mean is

observed in Item 9 ( $M = 3.87, SD = 0.59$ ), signifying that while respondents generally agree they can think of solutions when in trouble, this remains the area with the least confidence.

Table 3. Frequency, Percentage, and Mean Distribution of the Participant’s Level Work Resilience in Terms of Acceptance

Range	Description	Interpretation	Frequency	Percentage
3.26 – 4.00	Strongly Agree	Very High	30	33.71
2.51 – 3.25	Agree	High	59	66.29
1.76 – 2.50	Disagree	Low	0	0.00
1.00 – 1.75	Strongly Disagree	Very Low	0	0.00
		<b>Total</b>	<b>89</b>	<b>100.0</b>
		<b>Overall Mean</b>	<b>3.23</b>	
		<b>Interpretation</b>	<b>High</b>	
		<b>SD</b>	<b>0.32</b>	

Table 3 presents the distribution of participants’ level of work resilience in terms of acceptance. The results show that the majority of respondents demonstrated a high to very high level of acceptance. Specifically, 66.29% ( $n = 59$ ) of the participants agreed that they manifest acceptance-related behaviors at work, while 33.71% ( $n = 30$ ) strongly agreed. Notably, no respondents fell under the low or very low categories, indicating zero resistance or disengagement in this dimension.

The overall mean score of 3.23, with a standard deviation of 0.32, is interpreted as High, confirming that participants generally possess a strong capacity to accept work-related demands, limitations, and realities. The relatively low standard deviation suggests consistency in responses across participants, signaling alignment and stability in acceptance as a resilience trait. Recent studies emphasize that moderate levels of acceptance are common in organizational settings, particularly among non-managerial staff, and that interventions such as resilience training, mindfulness, and supportive leadership can effectively elevate acceptance and overall work resilience (Jones et al., 2022).

In terms of specific indicators, all items were rated either Agree or Strongly Agree, reinforcing the overall finding. The highest-rated indicator was “I know my personal strengths and make sure I use them regularly in my work” ( $M = 3.29, SD = 0.46$ ), interpreted as Strongly Agree, reflecting strong self-awareness and proactive use of personal capabilities. The remaining indicators—such as maintaining work–life balance ( $M = 3.25$ ), focusing on controllable factors ( $M = 3.15$ ), having supportive colleagues ( $M = 3.24$ ), and seeking feedback for improvement ( $M = 3.21$ )—were all interpreted as Agree, indicating positive and adaptive acceptance behaviors.

Overall, the data clearly indicate that participants exhibit a high level of work resilience in terms of acceptance, positioning them well to manage workplace challenges effectively, adapt to constraints, and sustain productive functioning in the work environment. Recent research emphasizes that moderate acceptance levels are common among employees and that enhancing self-regulation, feedback-seeking behavior, and utilization of strengths contributes to higher work resilience (Jones et al., 2022). These interventions can help employees better adapt to challenges and maintain a balanced approach to their work and personal life.

Table 4. Frequency, Percentage, and Mean Distribution of the Participant’s Level Work Resilience in Terms of Commitment

Range	Description	Interpretation	Frequency	Percentage
3.26 – 4.00	Strongly Agree	Very High	30	33.71
2.51 – 3.25	Agree	High	59	66.29
1.76 – 2.50	Disagree	Low	0	0.00
1.00-1.75	Strongly Disagree	Very Low	0	0.00
		<b>Total</b>	<b>89</b>	<b>100.0</b>
		<b>Overall Mean</b>	<b>3.22</b>	
		<b>Interpretation</b>	<b>High</b>	
		<b>SD</b>	<b>0.32</b>	

Table 4 illustrates the distribution of participants’ level of work resilience in terms of commitment. The data indicate a consistently high to very high level of commitment among the respondents. A majority of the participants, 66.29% ( $n = 59$ ), rated themselves under Agree, while 33.71% ( $n = 30$ ) fell under Strongly Agree. Importantly, no respondents were classified under the low or very low categories, underscoring

the absence of disengagement or weak commitment among the participants.

The overall mean of 3.22, with a standard deviation of 0.32, is interpreted as High, confirming that participants generally demonstrate a strong sense of dedication, responsibility, and perseverance in their work roles. The low standard deviation reflects minimal variability in responses,

signaling a stable and shared level of commitment across the group. Research shows that high level of commitment is common among employees facing competing demands and workplace stress. Interventions such as goal-setting, clear role expectations, and reinforcement strategies have been found to enhance commitment and overall work resilience (Meyer et al., 2022).

Studies indicate that high commitment levels are typical in workplaces with standard support systems, and that

enhancing emotional regulation, value alignment, and sense of purpose can significantly strengthen overall work resilience and engagement (Jones et al., 2022).

In summary, the findings clearly show that participants possess a high level of work resilience in terms of commitment, positioning them to remain focused, motivated, and goal-oriented despite workplace demands and challenges. This level of commitment serves as a critical driver of sustained performance and resilience in the work environment.

Table 5. Frequency, Percentage, and Mean Distribution of the Participant’s Level Work Resilience in Terms of Optimism

Range	Description	Interpretation	Frequency	Percentage
3.26 – 4.00	Strongly Agree	Very High	16	17.98
2.51 – 3.25	Agree	High	71	79.78
1.76 – 2.50	Disagree	Low	2	2.25
1.00-1.75	Strongly Disagree	Very Low	0	0.00
		<b>Total</b>	<b>89</b>	<b>100.0</b>
		<b>Overall Mean</b>		<b>3.09</b>
		<b>Interpretation</b>		<b>High</b>
		<b>SD</b>		<b>0.35</b>

Table 5 demonstrates that participants generally exhibit a high level of work resilience in terms of optimism, as reflected by an overall mean of 3.09 (SD = 0.35). The distribution shows that the majority of respondents fall within the positive range, with 79.78% (n = 71) indicating Agree and 17.98% (n = 16) indicating Strongly Agree. Only a minimal proportion, 2.25% (n = 2), reported a low level of optimism, while none were classified under very low, suggesting that pessimism is not prevalent within the group.

The relatively higher standard deviation compared to other dimensions indicates slightly more variability in optimism, pointing to differences in how individuals appraise stress, uncertainty, and future outcomes. Nevertheless, the overall interpretation remains High, confirming optimism as a functional resilience resource among the participants. Studies highlight that high optimism is common in workplace settings, particularly in organizations with standard support structures. Enhancing optimism through resilience training, positive reinforcement, mentoring, and goal-setting has been shown to improve coping strategies, motivation, and overall work performance (Nieto et al., 2022).

Analysis of the specific indicators further supports this finding. All items were rated Agree, with mean scores ranging from 3.01 to 3.18. The highest-rated indicator, “I trust my intuition” (M = 3.18, SD = 0.47), suggests confidence in judgment and decision-making. Indicators related to stress management (M = 3.06), job security (M = 3.06), calmness during crises (M = 3.01), and maintaining perspective (M = 3.13) reflect a generally positive and balanced outlook when facing work-related challenges.

From the researcher’s perspective, these results indicate that participants possess a healthy but not maximal level of optimism. While optimism is evidently present and contributes to work resilience, the slight presence of low ratings suggests an opportunity for targeted interventions such as stress management and confidence-building initiatives to further strengthen this dimension and reduce variability across individuals. According to Jones et al., (2022), optimism in employees mediates the relationship between workplace support and engagement, suggesting that fostering optimism improves resilience and productivity.

Table 6. Frequency, Percentage, and Mean Distribution of the Participant’s Level Work Resilience in Terms of Resourcefulness

Range	Description	Interpretation	Frequency	Percentage
3.26 – 4.00	Strongly Agree	Very High	14	15.73
2.51 – 3.25	Agree	High	74	83.15
1.76 – 2.50	Disagree	Low	1	1.12
1.00-1.75	Strongly Disagree	Very Low	0	0.00
		<b>Total</b>	<b>89</b>	<b>100.0</b>
		<b>Overall Mean</b>		<b>3.12</b>
		<b>Interpretation</b>		<b>High</b>
		<b>SD</b>		<b>0.25</b>

Table 6 indicates that participants demonstrate a high level of work resilience in terms of resourcefulness, as evidenced by an overall mean of 3.12 with a standard deviation of 0.25. The distribution shows that the vast majority of respondents are positioned in the positive range, with 83.15%

(n = 74) classified as High and 15.73% (n = 14) as Very High. Only 1.12% (n = 1) fell under the low category, and none were rated very low, indicating that limited resourcefulness is largely absent among the participants.

The low standard deviation reflects strong response consistency, suggesting that resourcefulness is a shared and stable capability within the group. This consistency strengthens the reliability of the finding and highlights resourcefulness as an embedded resilience dimension. Research indicates that high level of resourcefulness is common among employees in structured work environments. Interventions such as problem-solving workshops, skills training, and mentoring programs have been shown to improve employees' resourcefulness, decision-making, and overall resilience (Jones et al., 2022).

An examination of the specific indicators reveals that most items were interpreted as Agree, with mean scores clustered at 3.07, reflecting participants' ability to solve problems, take action during difficulties, and exert control over challenging situations. Notably, the indicator "I make sure I take breaks to maintain my strength and energy when I am working hard" obtained the highest mean ( $M = 3.30$ ,  $SD =$

0.46), interpreted as Strongly Agree, underscoring proactive self-regulation and energy management as key expressions of resourcefulness.

The study of Zhou et al., (2023) demonstrated that resourcefulness can be developed and that doing so improves both resilience and psychological well-being. In their quasi-experimental study of medical personnel working in isolation wards, participants who completed an online resourcefulness-training program showed statistically significant increases in resourcefulness and resilience scores, along with reductions in anxiety and depression symptoms.

These findings confirm that participants are generally solution-oriented, action-focused, and capable of managing work demands effectively. Resourcefulness emerges as a solid resilience asset that supports sustained performance and adaptive functioning, particularly in high-pressure work environments.

Table 7. Regression Analysis of the Participants' Organizational Support and Self-Efficacy Influence their Work Resilience.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.269	.201		6.329	.000
Perceived Organizational support	.158	.040	.324	3.979**	.000
Self Efficacy	.321	.050	.527	6.478**	.000
<b>Model Summary</b>					
R = 0.715    R <sup>2</sup> = 0.512    Adj. R <sup>2</sup> = 0.501    F = 45.093**    p = .000					

Table 8 presents the regression analysis of perceived organizational support and self-efficacy as predictors of participants' work resilience. The regression model explained 51.2% of the variability in work resilience ( $R^2 = 0.512$ ,  $Adj. R^2 = 0.501$ ,  $F = 45.093$ ,  $p < 0.01$ ), indicating that both predictors significantly contribute to the participants' ability to cope with workplace challenges, although 48.8% of the variance remains explained by other factors. This finding suggests that organizational support and self-efficacy jointly influenced work resilience. Employees who perceived strong organizational backing and possessed high self-efficacy were more likely to respond positively to work-related stress, maintain motivation, and persist in achieving goals. However, other factors, such as personal coping strategies, leadership style, job resources, and workplace culture, may also have impacted resilience. Thus, the null hypothesis ( $H_01$ ) is rejected.

The regression result for self-efficacy ( $B = 0.321$ ,  $\beta = 0.527$ ,  $p < 0.01$ ) indicated a significant influence on work resilience. This implies that for every one-unit increase in self-efficacy, work resilience increases by 0.321 units, holding organizational support constant. The low p-value provides strong statistical evidence to reject the null hypothesis ( $H_03$ ), confirming that self-efficacy significantly predicts work resilience. This aligns with Bandura (1977), who highlighted that higher self-efficacy enhances individuals' ability to adapt to challenges, persist through setbacks, and maintain motivation. Employees with higher self-efficacy engage in

problem-solving, proactive coping, and decision-making, all of which strengthen resilience in dynamic work environments.

The regression result for perceived organizational support ( $B = 0.158$ ,  $\beta = 0.324$ ,  $p < 0.01$ ) demonstrates significant influence on work resilience. This means that for every one-unit increase in perceived organizational support, work resilience increases by 0.158 units, holding self-efficacy constant. The significance level provides sufficient evidence to reject the null hypothesis ( $H_02$ ), indicating that organizational support is a significant predictor of work resilience. Research supports that employees who feel recognized, valued, and supported by their organization are better equipped to manage stress, sustain performance, and adapt effectively to workplace demands (Eisenberger et al., 2020; Jones et al., 2022).

Combining initiatives that enhance employee self-efficacy, such as training, mentoring, and empowerment, with strategies that increase perceived organizational support, like recognition programs, feedback systems, and wellness initiatives, can maximize work resilience. These results suggest that developing personal confidence and fostering a supportive organizational environment together produce resilient employees capable of maintaining engagement, performance, and adaptability in challenging work contexts. Overall, these findings underscore the importance of nurturing individual psychological resources and providing supportive organizational conditions to cultivate resilient employees.

#### IV. CONCLUSION

This study demonstrated that work resilience among non-teaching staff can be further strengthened to sustain performance in increasingly demanding workplace environments. The findings support key assumptions of Psychological Capital Theory, highlighting the critical role of self-efficacy as a personal psychological resource that enhances employees' capacity to manage stress and maintain productivity. Likewise, the results affirm Social Support Theory, indicating that supportive organizational conditions significantly contribute to employees' ability to cope with workplace challenges.

The study underscores that resilience is not solely an individual attribute but a dynamic outcome shaped by the interaction between personal beliefs and organizational environments. When institutions provide recognition, guidance, and opportunities for professional development, employees are more likely to adapt positively and persist in the face of disruptions. Similarly, fostering self-efficacy through training and empowerment initiatives strengthens employees' proactive coping and adaptive behaviors.

From a practical perspective, resilience-building efforts should integrate individual-focused and organizational-level interventions. Strengthening employees' internal coping resources while cultivating psychologically safe and supportive work environments can enhance resilience and promote sustained engagement, performance, and organizational effectiveness. These findings provide valuable insights for institutional leaders and human resource practitioners seeking to develop resilient and adaptable non-teaching personnel in contemporary educational settings.

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