

Shaping Resilience: How Organizational Values Affect Stress and Coping Mechanisms in the Workplace

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ABSTRACT: Every employee has the right to a safe and healthy workplace. This study looked into how organizational values relate to work stress and how employees in a local government unit in Iligan City cope with it. Specifically, it explored how much employees agree with their organization's values, what causes their stress at work, and how they manage that stress. The study used a quantitative approach, focusing on relationships between variables. Data was collected through purposive sampling, and the Pearson correlation was used to see how organizational values, stress levels, and coping strategies were connected. Results showed that employees felt strong support for organizational values but still experienced high levels of work-related stress. Because of this result, many turned to task-focused and avoidant coping methods. The study suggests that a Human Intervention Program should be implemented to help reduce stress and support better coping strategies among employees.

KEYWORDS: organization values, work-related stress and stress coping mechanism

1.0 INTRODUCTION

Many employees deal with daily struggles at work, such as poor communication, feeling unappreciated, long working hours, and not having enough resources. These problems can lead to stress, burnout, and lower work performance. But when the workplace is supportive and positive, it lifts employees' spirits and helps them work better. When people feel valued, they become more motivated, and this creates a ripple effect that benefits the entire community (Asplund, Ahlin, Astrom & Lindgren, 2022), this study was carried in academic year the 2024–2025.

2.0 OBJECTIVES

This study aims to understand how organizational values, stress, and coping mechanism affect employees working in the local government units in Iligan City. It hopes to find ways to make the work environment healthier and more supportive. The goal is to offer simple, practical suggestions that can help reduce stress, lift employee morale, and improve overall work performance. In the end, the study hopes to help create a workplace where employees feel valued, supported, and inspired to serve the community well. The final output of this research is a human resource intervention program that can guide these improvements.

3.0 THEORETICAL FRAMEWORK

This study was grounded on the following theories, the Organizational Culture Theory by Edgar H. Schein in 1985 using the Organizational Culture Assessment Questionnaire (OCAQ) Dr. Shelley H. Glaser's, Job Demands-Resources (JD-R) Model by Arnold Bakker and Evangelia Demerouti in 2006, and Transactional Model of Stress and Coping by Richard Lazarus and Susan Folkman in 1984.

4.0 METHODS

The study used various statistical methods for data analysis, including frequency and percentage to describe the respondents' demographic profile, and mean to assess the level of agreement on organizational values, work-related stress, and coping mechanism. The Pearson product-moment correlation coefficient was applied to examine the relationships between organizational culture, work-related stress, and coping strategies. Total number of respondents were 181 employees from local government units in Iligan City.

5.0 RESULTS AND DISCUSSIONS

This chapter shares the information collected during the study, along with a clear explanation and understanding of what the data means.

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Table 1: Extent of the Dimensions of Organizational Values as Perceived by the Respondents

Dimensions	Min	Max	Mean	SD	<i>Qualitative Interpretation</i>
Managing Change	1.00	5.00	3.87	.561	Strong
Achieving Goals	1.00	5.00	3.92	.703	Strong
Coordinated Teamwork	1.00	5.00	3.93	.727	Strong
Customer Orientation	1.00	5.00	3.99	.740	Strong
Cultural Strength	1.00	5.00	3.89	.698	Strong
Organizational Culture (Total)	1.00	5.00	3.92	.630	Strong

Legend: 4.0-5.0 Exceptional, 3.40-4.19 Strong, 2.60-3.39 Moderate, 1.80-2.59 Weak 1.0-1.79 Very Weak

The findings show that among the different organizational values, customer orientation and managing change got the highest and lowest score respectively. This means that employees of the local government in Iligan City are strongly committed to serving the public and giving good customer service. However, they find it more difficult to adjust to new rules, systems, or ways of doing things. To help improve this, it is important to strengthen communication, give clear instructions, and support employees as they go through changes. When people feel guided and supported, they become more open to new ideas and better prepared for challenges. Learning to embrace change can lead to better service and a more flexible, effective workforce that meets the needs of the community. To create a more positive environment, organizations should focus on listening more, being transparent, and making sure everyone feels included and valued in the process (Emerson, 2022).

Table 2: Respondents' Level of Work-Related Stress

Factors	Min	Max	Mean	SD	<i>Qualitative Interpretation</i>
Job Resources	1.39	5.00	3.78	.569	<i>High Stress</i>
Job Demand	1.10	4.59	3.27	.717	<i>Moderate Stress</i>
Work-Related Stress (Total)	1.45	4.55	3.53	.552	<i>High Stress</i>

Legend: 4.0-5.0 Exceptionally High Risk, 3.40-4.19 High Risk, 2.60-3.39 Moderate Stress, 1.80-2.59 Low Stress, 1.0-1.79 Extremely Low Stress

Table 2 shows that job resources, like leadership, training, teamwork, and proper tools, play a bigger role in work-related stress than the actual job demands. This means that while employees do feel some stress, it is only at a moderate level. Even with these challenges, the respondents continue to work in a positive and supportive environment because they have strong support systems and the right tools to do their jobs, and their workloads are manageable, they feel more motivated and less overwhelmed. This healthy balance helps create a better workplace, leads to greater job satisfaction, and gives employees more energy and drive to serve the community well. . These motivating distinctions in the workplace is fundamental to creating a thriving and dynamic workplace culture where appreciation is shown in a meaningful way (Ogerio, 2024).

Table 3: Respondent's Preferred Coping Strategies in Stressful Situation

Factors	Min	Max	Mean	SD	<i>Qualitative Interpretation</i>
Task Coping	1.93	5.00	3.99	.433	<i>High Preference</i>
Emotion Coping	1.19	4.50	3.06	.746	<i>Moderate Preference</i>
Avoidance Coping	1.27	4.53	3.45	.624	<i>High Preference</i>

Legend: 4.0-5.0 Very High Preference, 3.40-4.19 High Preference, 2.60-3.39 Moderate Preference, 1.80-2.59, Low Preference 1.0-1.79 Very Low Preference

Table 3 shows that most respondents prefer task-oriented coping strategies (average score = 3.99), which is considered a high preference. This means that when faced with stress, they usually take direct action to solve the problem. On the other hand, emotional coping had the lowest score means it is only moderately used. Task-oriented coping is a practical and healthy way to deal with stress because it focuses on finding solutions and taking control of the situation. However, in certain cases, seeking emotional support or changing how one views the problem can also be helpful. Overall, local government unit employees in Iligan City show a strong sense of responsibility and commitment to solving problems, even in stressful times. This reflects their dedication to serving the community and doing their best under pressure (Roche, 2021).

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Table 4: Effect of the Organizational Culture to the Employees Work-Related Stress

Predictor	Estimates			p-value	R ²
	B	SE	B		
Intercept	2.795	.254		<.001	.045
Organizational Culture	.186	.064	.212	.004**	

** $p < 0.01$

Table 4 shows that organizational values have a positive and significant impact on work-related stress. This means that the way an organization operates, its culture, values, and environment, can affect how stressed employees feel. The average stress level reported was 2.795, which falls in the moderate range, even when no major changes are happening in the organization. When organizational values increase by just one unit, stress also slightly increases by 0.186, showing a moderate effect ($\beta = 0.212$). This result implied that sometimes, as expectations around values or culture grow, they may also put more pressure on employees. The analysis shows that organizational culture explains about 21.2% of the variation in stress, and this relationship is statistically significant ($p = 0.004$), which means the result is reliable and not due to chance. However, the R^2 value of 0.045 means that only 4.5% of the total stress levels can be explained by organizational values alone. In other words, while values do play a role in stress, other factors like workload, personal life, resources, or team dynamics also influence how stressed employees feel.

The result concluded that even though a strong organizational values can bring positive direction, it can also add some pressure. Leaders need to make sure that these values are realistic, well-communicated, and supported by proper tools and training. At the same time, it is important to look at other areas, like job demands and support systems, when trying to reduce stress in the workplace.

Table 5: Relationship Between the Work-Related Stress and Coping Strategies

Work-Related Stress	Coping Strategies	Correlation Coefficient (rho)	p-value
Job Resources	Task Coping	.015	.837
	Emotion Coping	.204**	.006
	Avoidance Coping	.271**	<.001
Job Demand	Task Coping	.068	.366
	Emotion Coping	.277**	<.001
	Avoidance Coping	.314**	<.001

**Correlation is significant at the 0.01 level

Table 5 shows how different coping strategies relate to work-related stress. The findings reveal that task-oriented coping which involves actively solving problems does not have a significant effect on stress levels, as shown by the high p-value of 0.837. This means that using task-based strategies does not clearly reduce or increase stress in this case. However, emotion-focused coping which involves dealing with feelings through support or emotional expression does have a significant connection to stress, with a p-value of 0.006. This suggests that how employees manage their emotions has a real impact on how stressed they feel at work. Most importantly, avoidance coping which involves ignoring problems or avoiding stressful situations has a strong and significant positive relationship with work-related stress ($p < 0.001$). This means that the more employees avoid dealing with stress, the higher their stress levels tend to be.

The result concluded that not all coping methods are equally helpful. Trying to avoid stress by ignoring the problem actually makes stress worse. On the other hand, handling emotions well can help lower stress. While task-oriented strategies are usually helpful, in this study, they didn't show a strong effect possibly because the tasks themselves are tied to fixed responsibilities or challenges that can not be easily changed.

This highlights the importance of encouraging healthy emotional coping and discouraging avoidance behaviors in the workplace. Providing emotional support and stress management programs could make a big difference in helping employees manage their stress more effectively.

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RATIONALE

Working life basically includes stress as a fundamental aspect. Numerous solutions exist that employers can implement to reduce stress in the workplace. However, the effectiveness of these solutions centers on the Human Resources Office personnel, who have the skills to promote stress-reduction activities and assist department heads mitigate employees' stress levels.

The Human Resource Intervention Program aimed at mitigating work-related stress may include the following objectives:

1. Develop targeted training programs to enhance skills, efficiency, and job performance.
2. Implement coaching and mentorship initiatives to support continuous professional growth.
3. Foster a positive work culture through recognition programs and employee involvement initiatives.
5. Enhance communication channels between management and employees to encourage feedback and collaboration.
6. Promote reasonable work hours by rescheduling time break suitable with the working environment.
7. Organize a positive workplace culture through open communication, teamwork, and mutual support among employees.

Area of Concern	Activities	Objective	Persons Involved	Time	Budget	Monitoring Scheme
WORK RELATED STRESS	Stress Management Workshop Theme: Recharge, Refocus, Revive: Mastering Stress for a Healthier You	Help participants recognize common workplace stressors and their impact on mental and physical health	Department Heads of LGU Iligan Employees	2 nd quarter	Php 20,000.00	Attendance Sheet Certificate of Participation Activity Evaluation
	Mindfulness Session Pause, Breathe, Thrive: Cultivating Mindfulness for a Balanced Life"	To introduce participants to mindfulness and relaxation techniques that help reduce stress, improve focus, and enhance overall well-being	Department Heads of LGU Iligan Employees	2 nd quarter	Php 10,000.00	Attendance Sheet Certificate of Participation Activity Evaluation
	Employee Assistance Program (EAP) or Counseling Services	To promote a culture that prioritizes mental well-being and open communication.	Department Heads of LGU Iligan Employees	2 nd quarter	Php 20,000.00	Attendance Sheet Certificate of Participation Activity Evaluation
	Time Management Training Theme: Master Your Minutes: Smart Strategies for Effective	To equip participants with practical time management skills that enhance productivity, reduce stress,	Department Heads of LGU Iligan Employees	2 nd quarter	Php 20,000.00	Attendance Sheet Certificate of Participation Activity Evaluation

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	Time Management	and improve work efficiency by prioritizing tasks, eliminating distractions, and optimizing daily schedules.				
COPING STRATEGIES	SEMINAR Theme; Adapt, Overcome, Thrive: Effective Coping Strategies for a Resilient Mindset	To help participants develop and apply effective coping so they can manage stress, adapt to challenges, and maintain overall well-being in both personal and professional settings.	Department Heads of LGU Iligan Employees	2 nd quarter	Php 20,000.00	Attendance Sheet Certificate of Participation Activity Evaluation
	Workshop Task-Focused Coping Activity: "The Problem-Solving Challenge"	To train participants in structured problem-solving techniques that help them actively address and resolve stressful situations.	Department Heads of LGU Iligan Employees	2 nd quarter	Php 10,000.00	Attendance Sheet Certificate of Participation Activity Evaluation Participants will present their solutions and action plans
	Emotion-Focused Coping Activity Theme: "Mindful Expression & Release"	To help participants process and regulate emotions through mindfulness, journaling, and guided discussions.	Department Heads of LGU Iligan Employees	2 nd quarter	Php 10,000.00	Attendance Sheet Certificate of Participation Activity Evaluation Participants will present their solutions and action plans
	Avoidance-Focused Coping Activity: Theme:	To help participants explore positive avoidance	Department Heads of LGU Iligan Employees	2 nd quarter	Php 10,000.00	Attendance Sheet Certificate of Participation Activity Evaluation

	"The Healthy Escape"	strategies that provide temporary relief from stress while ensuring long-term resolution.				Participants will present their solutions and action plans
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6.0 CONCLUSION

The study found that local government unit employees experience moderate work-related stress, with strong commitment to public service. They mostly use task-oriented coping strategies, but these were not significantly linked to stress reduction. Instead, emotional coping showed a meaningful effect, while avoidance coping increased stress levels. Organizational values, especially customer orientation, were strong, but managing change remained a challenge. Job resources like leadership and teamwork helped reduce stress and supported a positive work environment. Overall, emotional support and better guidance during change can help employees manage stress more effectively and continue serving the community well. Even though employees mostly prefer solving problems through task-oriented coping, the study shows that emotional support and clear guidance during times of change are more helpful in reducing stress. When there is open communication, a caring and supportive workplace, and help in learning healthy ways to handle stress, employees feel better, enjoy their work more, and are able to serve the public more effectively.

7.0 RECOMMENDATION

Based on the analysis, findings and conclusions obtained in the study, the following recommendations are listed below:

Local Government Administrators and Officials. Based on the results of the study, it is recommended that the LGU administrators of Iligan City provide more emotional support and clear guidance, especially during times of change. While employees are hardworking and prefer to solve problems directly, the study shows that what really helps reduce stress is having someone to talk to, feeling supported, and knowing what to do during changes. It would be helpful to improve communication, offer stress management workshops, and create a workplace where employees feel safe, heard, and cared for. Making sure that changes are clearly explained and that employees are part of the process can ease their worries and build trust. Also, continuing to give proper tools, training, and strong leadership will help employees stay motivated and confident in their work. When employees feel supported and well-guided, they are healthier, happier, and more able to give their best in serving the community.

Future Researchers. It is recommended to look more closely at how different coping strategies affect employees over time, especially in different types of workplaces and industries. Understanding how ways like managing time well, handling emotions, and asking for support affect both the well-being of employees and how well they do their jobs can give helpful insights. This can also show how these coping methods impact not just individuals, but the whole team. A deeper understanding can help create better support systems for employees and improve overall performance in the workplace.

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