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The Effect of the Employee Resiliency and Organizational Effectiveness in a Business Organization Financial Capability

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ABSTRACT

This study examined the associations of employee resiliency and organizational effectiveness with perceived financial capability in a business organization in Pampanga, Philippines, and used the results to develop a training proposal. A quantitative survey approach was employed with 147 administrators and rank-and-file employees (47 and 100, respectively). The study used questionnaires measuring four resiliency dimensions, eight organizational-effectiveness dimensions, and three indicators of organizational financial capability. Responses were summarized using means and standard deviations, and multiple linear regression was performed at a .05 significance level. Among resiliency dimensions, control and spirituality received the highest mean (4.01), while trusting one's instincts and tolerating negative effects received the lowest (3.59). Skills and competencies (3.91) received the highest organizational-effectiveness mean, whereas structures, systems, and processes received the lowest (3.48). Work output had the highest financial-capability mean (4.11), followed by profitability (3.60) and human-related financial stability (3.59). The reported regression model had $R = .362$, $R^2 = .131$, $F = 3.365$, and $p = .044$; however, the two individual predictors were not significant at .05 (resiliency, $p = .400$; organizational effectiveness, $p = .069$). The findings informed the proposed Resiliency and Organizational Performance Effectiveness to Employees (ROPEE) training program, emphasizing coping skills, organizational systems, personnel planning, and recognition. The study contributes a context-specific basis for organizational development while recognizing that perceived financial capability was assessed by survey rather than audited financial records.

Keywords: *employee resilience, organizational effectiveness, organizational financial capability, workplace adaptability, multiple regression, employee development*

INTRODUCTION

Business organizations depend on employees who can maintain effective work practices while adapting to disruption. During the COVID-19 pandemic, changes in organizational routines, financial uncertainty, and employee well-being placed additional demands on business continuity. Research on organizational resilience emphasizes that resilience involves anticipating, responding to, and learning from adverse conditions rather than merely returning to previous routines (Duchek, 2020; Conz & Magnani, 2020). In crises, small and medium enterprises may face simultaneous pressures on financial resources and organizational decision-making (Eggers, 2020).

Employee resiliency and organizational effectiveness represent related but distinct organizational resources. Employee resilience concerns adaptive capacity under strain, while organizational effectiveness concerns the extent to which strategy, leadership, culture, systems, competence, and performance management

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support organizational objectives. Studies describe workplace resilience as a capability supported by organizational learning, resource provision, and employee–leader relationships (Caniëls & Hatak, 2022; Hartwig et al., 2020). Organizational resilience likewise reflects interactions between employees' practices and the institutions in which they operate (Ishak & Williams, 2018; Rodríguez-Sánchez et al., 2019).

The financial consequences of workplace adaptation warrant particular attention. Organizations' financial capability, as used in the present thesis, encompassed respondent assessments of profitability, work output, and human-related financial stability. This operationalization differs from independently audited financial performance; it captures employees' organizational perceptions. Building on the thesis's local context in Pampanga, the study evaluated employees' assessments of resilience, organizational effectiveness, and financial capability, then tested whether the first two variables jointly predicted the third. Its practical objective was to prepare a training program responsive to the domains receiving comparatively lower ratings.

Literature Review

Employee resilience and adaptation

Resilience in organizations includes the capacity to respond constructively to uncertainty and sustain or restore functioning under difficult conditions. Duchek (2020) described resilience as a capability developed through organizational processes, while Conz and Magnani (2020) emphasized the dynamic character of resilience across phases of disruption. A workplace review by Hartwig et al. (2020) linked team resilience with the ability to manage demands, recover, and adapt collectively. These perspectives are relevant because the thesis measured coping and adaptation as employee-level dimensions rather than assessing resilience as a single undifferentiated trait.

At the individual level, Caniëls and Hatak (2022) discussed resilience in relation to exchanges between employees and leaders. Näswall et al. (2019) developed an employee-resilience measure focused on adaptive behaviors, underscoring the role of learning and improvement. Rodríguez-Sánchez et al. (2019) similarly connected organizational resilience to antecedents and consequences relevant to human resources. Together, these studies suggest that individual coping capacities and institutional support need to be considered jointly in explaining employee functioning.

The original study organized resilience around tenacity and competence, trusting one's instincts and tolerating negative effects, accepting change and maintaining security within relationships, and control and spirituality. These domains reflect behavioral, relational, and meaning-oriented aspects of adaptation. Neal (2018) situated spirituality in workplace meaning and purpose, while Prayag et al. (2020) considered psychological resilience alongside organizational resilience and life satisfaction. Ashford et al. (2018) examined adaptation and flourishing in changing forms of work. The inclusion of these perspectives supports assessment of psychological resources without treating spirituality or optimism alone as proof of improved business outcomes.

Organizational effectiveness and internal capabilities

Organizational effectiveness depends on the alignment of decisions, resources, and daily operations. Bryson (2018) emphasized strategic planning as a means of clarifying institutional priorities, and Posch and Garaus (2019) examined the contingent role of planning in organizational ambidexterity. Within the present study, strategy and leadership were therefore assessed together with culture, innovation, structures, and other operational dimensions to capture a broad picture of organizational effectiveness.

Evidence on organizational capability further highlights the importance of learning and improvement. DiBella (2019) discussed the evolution from learning organizations toward learning cultures, while Lam (2019) examined ambidextrous learning organizations. Kotková Stříteská and Sein (2021) addressed performance-driven organizational culture, and El-Kassar and Singh (2019) linked innovation and organizational performance to managerial commitment and human-resource practices. These perspectives show why an organization's

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effectiveness cannot be inferred solely from formal strategy statements: workforce capabilities and implementation systems matter.

Workplace systems also shape the way employees use and share organizational knowledge. Rialti et al. (2018) linked organizational agility to business-process management systems, while Tan and Olaore (2022) examined organizational learning and effectiveness in relation to employee productivity and management performance. These findings provided a basis for interpreting the study's relatively low rating for structures, systems, and processes as an area for organizational attention, not proof of systemic failure.

Financial capability, work output, and organizational resilience

Financial capability was operationalized in the thesis through perceptions of profitability, employee work output, and human-related financial stability. Although these indicators concern different organizational outcomes, each is relevant to continuity during financial strain. Zhang et al. (2020) documented financial-market disruptions associated with COVID-19, while Eggers (2020) considered the challenges and opportunities facing smaller enterprises during a crisis. Such contextual evidence explains why organizations may need to manage financial resources and human capabilities together.

Performance cannot be understood only through output volume. Chhetri et al. (2018) examined productivity benefits associated with employer-sponsored training, and Adeinat and Kassim (2019) considered employee productivity in the service-profit chain. Thus, employee support, knowledge development, and job organization may influence how individuals complete tasks and meet organizational objectives. In the present study, the work-output scale captured self-reported task planning, timeliness, initiative, and engagement rather than independently measured productivity or revenue.

Human-related financial stability includes employee perceptions of benefits, incentives, insurance, and opportunities. Ketprapakorn and Kantabutra (2019) discussed relationships within a sustainable social-enterprise model, and Santoro et al. (2021) examined the links between individual resilience and small-firm performance. These studies provide context for exploring employees' financial-security concerns while cautioning against treating survey ratings of benefits as objective measurements of firm profitability.

Integrative framework and research gap

The study drew on Norman Garmezy's Resilience Theory and the organizational ecology perspective of Hannan and Freeman. In this conceptualization, employees' adaptive qualities and the organizational environment jointly matter for the capacity to respond to pressure. Related perspectives on organizational adaptation emphasize that employee experiences, institutional capabilities, and external conditions interact in shaping resilience (Ishak & Williams, 2018; Chen et al., 2021).

The reviewed literature addresses workforce resilience, managerial effectiveness, and organizational performance in separate strands, but the thesis sought to consider both employee resiliency and organizational effectiveness as predictors within one local organizational setting. The analysis assessed whether the combined predictor model was statistically meaningful and which domains might guide an applied employee-development program. This was an observational regression study: the proposed model tested associations, not experimentally verified causal effects.

Figure 1 reproduces the conceptual relationships in the thesis: two independent variables—employee resiliency and organizational effectiveness—are linked to the dependent variable of perceived business organizational financial capability. It retains the original categories and directional layout of the source figure.

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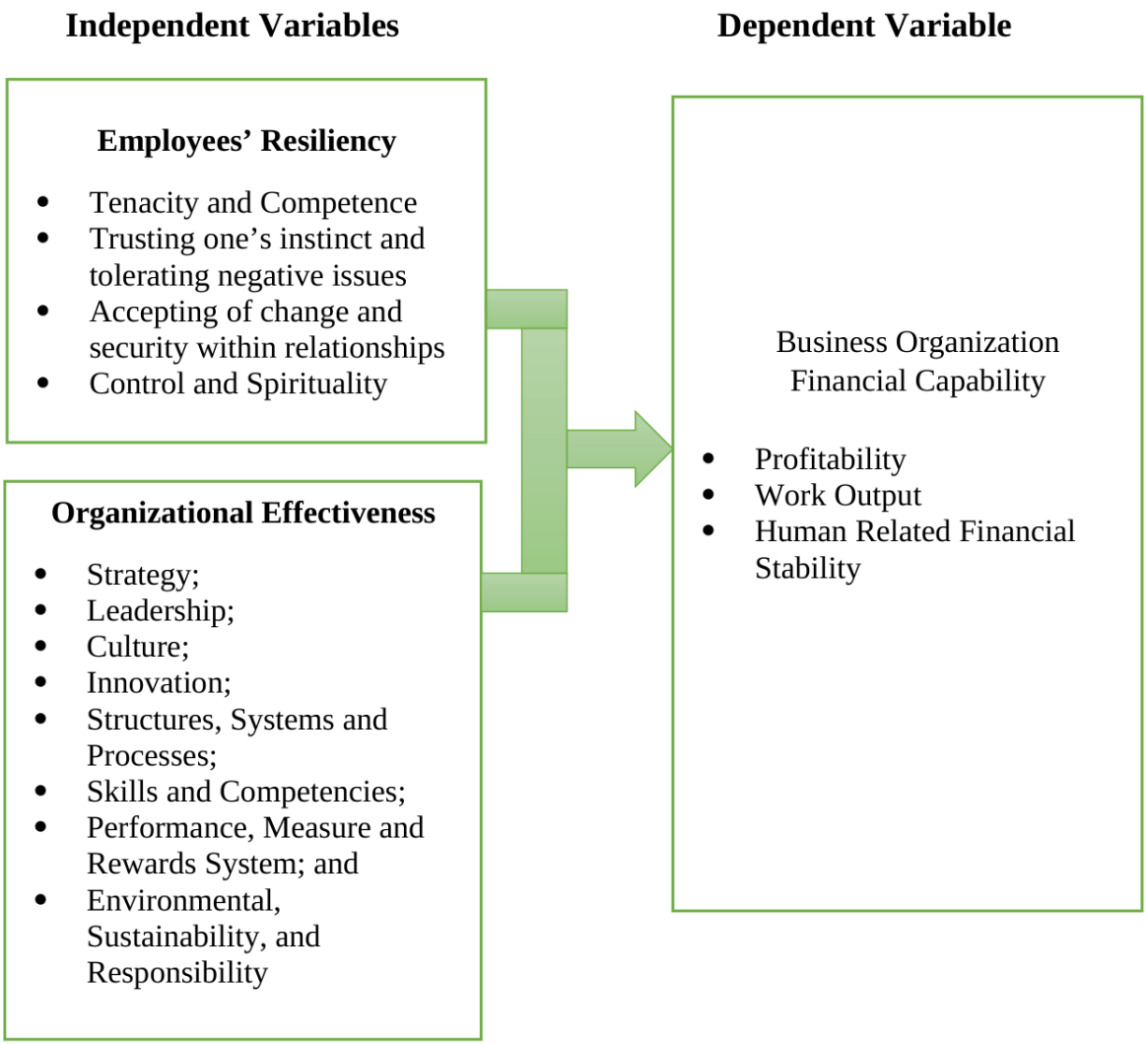


Figure 1. *Original conceptual model of the study.*

METHODS

Research Design

The research used a quantitative survey design examining predictor and criterion variables. Descriptive statistics summarized the three sets of survey measures, and multiple linear regression evaluated the combined contribution of employee resiliency and organizational effectiveness to perceived business organizational financial capability. The specified significance threshold was $\alpha = .05$.

Research Locale

The study was situated in a business organization in Pampanga, Philippines, during the period addressed by the thesis. The preliminary materials identify permission assistance from an organization in Santa Ana, Pampanga. The institutional name is not treated as the sampled organization's confirmed research-site name because the methodological narrative does not state this unambiguously.

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Participants and Sampling Technique

The study included 147 employee-respondents, comprising 47 administrators and 100 rank-and-file personnel. Participants were drawn from organizational departments and divisions, with the questionnaire distributed across employee groups following institutional authorization. The original thesis did not unambiguously identify a probability sampling technique; accordingly, no such technique is asserted here.

Research Instrument

Three questionnaires were administered online. The employee-resiliency instrument was described as based on the Connor–Davidson Resilience Scale, addressing tenacity and competence; trusting one's instincts and tolerating negative effects; acceptance of change and security in relationships; and control and spirituality. Organizational effectiveness was measured using items adapted from Quantisoft's Organizational Effectiveness Survey across eight domains. Financial capability comprised profitability, work output, and human-related financial stability; the source identified work-output items derived from the Individual Work Performance Questionnaire and reported reliability information for selected component instruments. These were self-report measures rather than audited business records.

Data Gathering Procedure

Permission was sought from the organization's human-resources manager and president and from the Graduate School of La Consolacion University Philippines. Following authorization, the researcher obtained departmental population information and distributed Google Forms questionnaires to participants. Completed electronic responses were retrieved and checked for completeness before statistical processing.

Data Analysis

Survey responses were encoded and analyzed using SPSS version 23 and GraphPad InStat version 3. Means and standard deviations described the assessment domains according to the source's five-point interpretation scales. Multiple regression was used to assess perceived financial capability as an outcome jointly modeled by employee resiliency and organizational effectiveness. The original thesis reported the overall model statistics and individual regression coefficients; these are reproduced below without re-estimation.

Ethical Consideration

Participation was voluntary and based on informed consent. The thesis described participants' rights to withdraw and their rights to anonymity, privacy, and confidentiality. Information was to be handled in accordance with Republic Act No. 10173, the Philippine Data Privacy Act of 2012. No approval number or ethics-board certificate was identified in the supplied thesis text, so none is claimed.

RESULTS AND DISCUSSION

Respondent composition

Table 1. *Respondents by employee group*

Group	Respondents	Percent of sample
Administrators	47	31.97%
Rank-and-file personnel	100	68.03%
Total	147	100.00%

Note. Percentages in this table are calculated from 147 total respondents.

The sample was composed primarily of rank-and-file employees, although administrators formed a substantial proportion. This dual perspective is important because employee assessments of processes and organizational support may differ between managerial and personnel roles. The study's descriptive results below

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pool participants according to the source tables; the reported regression results likewise use the study's combined sample.

Employee resiliency

Table 2. *Resiliency domain ratings*

Employee-resiliency domain	Mean	SD	Source interpretation
Tenacity and competence	3.87	0.59	Often true
Trusting instinct and tolerating negative effects	3.59	0.46	Often true
Accepting change and security in relationships	3.88	0.38	Often true
Control and spirituality	4.01	0.36	Often true

Respondents reported relatively positive levels of resilience across all four components. Control and spirituality obtained the highest mean (4.01), reflecting comparatively strong endorsement of life purpose and perceived control. Trusting one's instincts and tolerating negative effects obtained the lowest mean (3.59), although this still fell within the thesis's "Often True" band. The difference suggests a targeted opportunity to strengthen emotional coping and confidence during adversity rather than a generalized lack of resilience.

At the indicator level, working to attain goals received a mean of 4.11, while preference for taking the lead in problem-solving received 3.46. Within the lowest-rated resiliency dimension, managing unpleasant feelings was rated 3.10, whereas confidence in reaching goals despite obstacles was 3.84. These distinctions make the comparatively weaker coping and stress-tolerance indicators useful priorities for the proposed ROPEE training. Such targeted support is consistent with research on resilience as a developable workplace capability (Hartwig et al., 2020; Näswall et al., 2019).

Organizational effectiveness

Table 3. *Organizational-effectiveness domain ratings*

Organizational-effectiveness domain	Mean	SD	Source interpretation
Strategy	3.65	0.69	Effective
Leadership	3.84	0.58	Effective
Culture	3.83	0.58	Effective
Innovation	3.74	0.68	Effective
Structures, systems, and processes	3.48	0.63	Neutral
Skills and competencies	3.91	0.63	Effective
Performance measures and rewards	3.84	0.56	Effective
Environmental sustainability and responsibility	3.78	0.40	Effective

Skills and competencies showed the highest mean (3.91), followed by leadership and performance measures and rewards (both 3.84). In contrast, structures, systems, and processes had the lowest mean (3.48) and were labeled "Neutral" in the thesis. The indicator addressing whether organizational systems support employees scored 3.40, whereas sharing essential business knowledge scored 3.55. This points to a more specific concern with enabling workflows and operational structures than with knowledge-sharing alone.

The comparatively lower systems score matters because employee capacity may be constrained when procedures, responsibilities, and information flows do not facilitate daily work. Organizational learning and strategic planning literature similarly emphasizes that organizational design and employee competencies should reinforce each other (Bryson, 2018; Rialti et al., 2018). The descriptive ratings do not establish that organizational systems caused differences in financial capability, but they identify a defensible focus for institutional development.

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Perceived organizational financial capability

Table 4. *Financial-capability domain ratings*

Financial-capability domain	Mean	SD	Source interpretation
Profitability	3.60	0.77	Agree
Work output	4.11	0.57	Agree
Human-related financial stability	3.59	0.66	Agree

Note. Means and standard deviations are survey responses about organizational financial capability, not audited profit or payroll figures.

Work output received the highest mean (4.11), followed by profitability (3.60), with human-related financial stability (3.59) marginally lower. Work-output indicators included setting priorities (4.24), finishing tasks on time (4.23), and maintaining job-related knowledge (4.17), demonstrating relatively favorable self-assessments of individual productivity. By contrast, the item on allowing employees to choose benefits suited to their lives scored 3.12 within human-related financial stability, indicating a particular concern with flexibility of employment benefits.

These results should be interpreted within the study's measurement design. Profitability was inferred from employees' perceptions of changes in business margins and income prospects; it was not verified through financial statements. Human-related financial stability assessed perceived employment benefits and support. Nevertheless, the domain profile points to possible improvements in benefits communication, organizational continuity planning, and skills development, supported by the literature connecting training and productive workplace outcomes (Chhetri et al., 2018; Adeinat & Kassim, 2019).

Regression analysis of financial capability

Table 5. *Reported multiple regression coefficients*

Predictor	B	SE	β	t	p
Constant	2.985	0.563	—	5.309	.000
Employee resiliency	0.080	0.107	.131	0.841	.400
Organizational effectiveness	0.240	0.131	.288	1.852	.069

Note. $R = .362$; $R^2 = .131$; $F = 3.365$; *model* $p = .044$; $\alpha = .05$. *Values are reproduced without recalculation. The reported model statistics and coefficient arithmetic should be checked against the original SPSS output.*

The thesis reported a significant overall regression model ($p = .044$), with $R^2 = .131$. Interpreted as an association within the fitted model, the latter implies that approximately 13.1% of variation in the perceived financial-capability outcome was accounted for by the two included predictors. The source's hypothesis was rejected on the basis of the model-level result. However, neither employee resiliency ($p = .400$) nor organizational effectiveness ($p = .069$) met the .05 significance threshold as an individually estimated coefficient. Thus, the reported findings support the model-level conclusion, not a claim that either predictor independently had a statistically significant effect.

This distinction is especially important because the design relied on cross-sectional self-reported questionnaires. Although the thesis used the term "effect," the observed model does not establish a causal impact on financial performance. Moreover, some reported regression statistics do not precisely reconcile arithmetically, and no raw data were provided for reanalysis. The source values have therefore been preserved, and original software output should be checked before journal acceptance. Evidence from broader organizational resilience research likewise supports cautious interpretation of how workforce adaptability and organizational processes operate together (Ishak & Williams, 2018; Chen et al., 2021).

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Proposed ROPEE training program

Table 6. *Proposed Resiliency and Organizational Performance Effectiveness to Employees (ROPEE) program*

Period	Module / target	Proposed activity
Quarter 1	Emotional intelligence and coping	Three-day Mindfulness in the Workplace seminar-workshop
Quarter 2	Supportive structures and people management	Three-day Effective People Management team-building
Quarter 3	Personnel continuity and benefits planning	Three-day Efficient Personnel Administration capacity-building
Quarter 4	Performance recognition and motivation	Year-end Gawad Parangal recognition activity

The proposed program mapped the lowest-rated constructs to targeted modules: coping with negative emotions, supportive organizational structures, personnel succession and exit planning, and the recognition of performance. Its sequential quarterly format combines employee-development activities with organizational systems and reward practices. This approach follows from the descriptive findings rather than from an experimentally validated intervention effect.

Management may adapt the program in consultation with employees, reviewing budget availability, workload, and institutional priorities before implementation. Evaluation should include baseline and post-program assessments of the same constructs, as well as independently documented organizational outcomes where accessible. Such monitoring would help distinguish perceived improvements from measurable changes in financial capability and organizational functioning.

CONCLUSION

The study documented positive employee assessments of resiliency and most organizational-effectiveness dimensions among 147 respondents in a Pampanga business organization. Control and spirituality received the highest resilience rating, while trusting one's instincts and tolerating negative effects received the lowest. Organizational skills and competencies were rated most favorably, whereas structures, systems, and processes were the lowest-rated effectiveness domain. Work output ranked highest within perceived organizational financial capability, and human-related financial stability ranked lowest.

The overall multiple-regression model was reported as statistically significant at the .05 threshold, but neither employee resiliency nor organizational effectiveness was individually significant in the same model. These results support a carefully qualified interpretation of the combined model, not a demonstrated causal effect of either predictor. As an applied contribution, the proposed ROPEE training program offers a structured response to the comparatively weaker domains. Its effectiveness remains to be assessed through subsequent implementation and evaluation.

Recommendation

Organizational leaders and human-resources personnel should consider implementing targeted capacity building on emotional regulation, decision-making under stress, and supportive organizational processes. Employees may be engaged in identifying workflow obstacles and strengthening communication across units. Management should also review the clarity and accessibility of benefits, career continuity arrangements, and appropriate recognition mechanisms. These measures align with the comparatively lower-rated domains rather than assuming that all dimensions require the same intervention.

The proposed ROPEE program may be piloted with documented participation, measurable objectives, and before-and-after assessments. Future researchers should examine additional organizations and use independent financial indicators where appropriate, identify and report the sampling strategy in greater detail, and retest the reported regression findings from the original SPSS output. Longitudinal or intervention-based designs would be

needed to determine whether changes in employee resilience or organizational practices produce measurable improvements in organizational financial outcomes.

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