

Resilience, stress, and turnover intentions of employees in private higher education institutions

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Corresponding Author e-mail: baduamonina72@gmail.com**Received:** 25 March 2026**Revised:** 15 May 2026**Accepted:** 20 May 2026**Available Online:** 23 May 2026**Volume 1 (2026), Issue 2, P-ISSN – 3116-3785; E-ISSN - 3116-3793**<https://doi.org/10.63498/ijabms3>**Abstract****Aim:** This study examines the levels of resilience, perceived stress, and turnover intentions among employees in private higher education institutions (HEIs) in the Philippines and analyzes their relationships to inform human resource management strategies for employee retention and organizational sustainability.**Methodology:** A quantitative descriptive-correlational design was employed involving 204 teaching and non-teaching employees from two private HEIs in Region II, Philippines. Data were collected using validated instruments, including the Connor–Davidson Resilience Scale (CD-RISC-25; $\alpha = 0.89$), the Perceived Stress Scale (PSS-10; $\alpha = 0.78$), and the Turnover Intention Scale (TIS-6; $\alpha = 0.80$). Descriptive statistics and Spearman's rho correlation analysis were used to analyze the data.**Results:** The findings indicate that most employees exhibit high resilience (57.84%) and moderate stress levels (80.88%), with a majority expressing intent to remain in the organization (68.63%). A very weak but significant negative relationship was found between resilience and turnover intention ($r = -0.183$, $p = 0.009$), while stress showed a moderate positive relationship with turnover intention ($r = 0.366$, $p < 0.001$). These results suggest that resilience slightly reduces turnover intention, whereas increased stress significantly contributes to employees' intention to leave.**Conclusion:** The study underscores the importance of strategic human resource interventions focusing on stress management and resilience development to enhance employee retention. The findings provide practical implications for institutional leaders and HR managers in designing evidence-based programs that improve workforce stability, employee well-being, and organizational performance in private higher education institutions.**Keywords:** *Employee Retention, Human Resource Management, Workplace Stress, Turnover Intention, Organizational Behavior***INTRODUCTION**

In today's rapidly evolving global business environment, employee turnover has become a critical strategic concern affecting organizational sustainability, competitiveness, and financial performance. Post-pandemic workforce shifts—including hybrid work arrangements, increased employee mobility, and the emergence of "quiet quitting"—have intensified the global talent retention crisis. As a result, organizations are compelled to strengthen their human resource management (HRM) strategies, focusing not only on recruitment but also on long-term employee retention. High turnover generates significant direct and indirect costs, including recruitment and training expenses, loss of institutional knowledge, decreased productivity, and disruptions in service delivery. Consequently, understanding the drivers of turnover intention is essential for organizations seeking to maintain operational efficiency and long-term competitiveness (Handayani & Pujianto, 2024).

Within this context, workplace stress and employee resilience have emerged as critical determinants of employee retention and organizational performance. Workplace stress, a common feature of modern professional life, has been consistently associated with emotional exhaustion, job dissatisfaction, and reduced organizational commitment. When unmanaged, prolonged stress can lead to burnout, absenteeism, and diminished productivity, thereby increasing the likelihood of employee turnover (Pei et al., 2024). Turnover intention, defined as an employee's conscious desire or plan to leave an organization, is widely recognized as a strong predictor of actual resignation (Sharma & Syal, 2022).

High turnover rates, in turn, create substantial organizational challenges, including workforce instability, reduced service quality, and economic inefficiencies (Pei et al., 2024). Conversely, resilience—defined as an individual's capacity to cope with stress and recover from adversity—serves as a critical psychological and organizational resource. Employees with higher levels of resilience are better equipped to manage work-related stressors, sustain engagement, and maintain performance under pressure. This reduces the risks of burnout, disengagement, and turnover intentions, making resilience a key factor in workforce sustainability and talent management strategies (Saputra et al., 2024). Organizations increasingly recognize resilience not only as an individual trait but also as a strategic capability that contributes to employee well-being, productivity, and long-term retention (Handayani & Pujiyanto, 2024).

In the Philippine context, employee turnover remains a persistent challenge, particularly in knowledge-intensive sectors such as higher education. The labor landscape is characterized by increasing workforce mobility, contractual employment conditions, and ongoing retention difficulties. Private higher education institutions (HEIs) face additional HR challenges, including limited financial resources, high workload demands, job insecurity, and heightened performance expectations. These factors create a high-pressure work environment that may elevate stress levels and weaken organizational commitment, ultimately contributing to turnover intentions. Given the competitive nature of the education sector, the inability to retain qualified employees can significantly affect institutional productivity, service quality, and overall organizational performance. (Sharma & Syal, 2022)

Despite the growing body of literature on resilience, stress, and turnover intention, existing studies have largely examined these variables independently or within corporate and public-sector settings. There is limited empirical evidence exploring their interrelationships within private higher education institutions, particularly in the Philippine context. More importantly, current literature does not sufficiently explain how these factors can inform strategic HR decision-making, such as retention policy development, workforce planning, and cost management. This gap limits the ability of organizational leaders to implement evidence-based interventions aimed at reducing turnover and enhancing organizational effectiveness. Anchored in Social Exchange Theory, this study conceptualizes resilience as a personal resource that enables employees to cope with workplace demands, while stress represents a psychological cost that may disrupt the employee–organization relationship. When perceived costs outweigh organizational support and rewards, employees are more likely to develop turnover intentions.

By examining the interrelationships among resilience, stress, and turnover intention, this study contributes to human resource management and organizational behavior literature by providing insights into employee retention strategies, workforce sustainability, and organizational performance optimization. Focusing on employees in private higher education institutions, this study offers both theoretical and practical contributions.

Theoretically, it extends existing HR and organizational behavior frameworks by integrating resilience and stress into a retention-focused model. Practically, the findings aim to guide HR managers and institutional leaders in designing targeted interventions that reduce turnover costs, enhance employee well-being, and improve productivity. Furthermore, the study supports the development of effective HR policies and aligns with broader organizational goals related to sustainable workforce management and long-term institutional competitiveness, consistent with the United Nations Sustainable Development Goals (SDG 3: Good Health and Well-Being and SDG 8: Decent Work and Economic Growth).

Review of Related Literature and Studies

Resilience is widely recognized as a critical psychological and organizational resource that enables employees to adapt to workplace challenges and sustain performance under pressure. In human resource management (HRM), resilience is increasingly viewed not only as an individual capability but also as a strategic asset that supports workforce sustainability and organizational effectiveness. It refers to an individual's ability to recover from adversity, regulate emotional responses, and maintain productivity in demanding environments. Employees with higher resilience are better equipped to manage workplace pressures, thereby contributing to improved well-being, engagement, and professional effectiveness (Saputra et al., 2024). From a business perspective, resilient employees help organizations maintain continuity, reduce disruption, and enhance overall performance, particularly in high-demand sectors such as education.

In higher education institutions, resilience plays a crucial role in sustaining employee productivity and commitment amid complex and evolving work demands. Academic personnel are expected to balance teaching, research, and administrative responsibilities while meeting institutional performance standards. This multifaceted role increases the need for resilience as a mechanism for maintaining motivation and effectiveness. Empirical evidence suggests that resilient educators are more likely to remain engaged and achieve positive work outcomes even under

high-pressure conditions (Chen, 2024). Furthermore, resilience is not solely an inherent trait but can be developed through organizational interventions such as supportive leadership, collaborative work environments, and positive institutional culture. These factors enhance employees' coping capacities, strengthen psychological well-being, and improve retention outcomes (Strolin-Goltzman et al., 2024; Good et al., 2023). Thus, resilience can be positioned as a key element in talent management strategies aimed at improving employee retention and organizational performance.

In contrast, workplace stress represents a significant organizational challenge that directly affects employee well-being, productivity, and retention. Stress occurs when individuals perceive that workplace demands exceed their ability to cope, resulting in emotional, cognitive, and behavioral strain (Saputra et al., 2024). Within the context of higher education, employees frequently experience stress due to heavy workloads, administrative pressures, performance expectations, and student-related responsibilities. These stressors have intensified in the post-pandemic work environment, where employees must adapt to changing work arrangements and increased institutional demands (Chen et al., 2022). From an organizational standpoint, excessive stress can lead to burnout, absenteeism, reduced efficiency, and increased operational costs. While moderate stress may enhance motivation and engagement in some cases (Rathi & Kumar, 2023), prolonged and unmanaged stress negatively affects employee performance and organizational outcomes. Therefore, understanding stress levels is essential for designing HR policies and workforce management strategies that promote employee well-being and sustain productivity (Kaur et al., 2024).

Turnover intention is a critical outcome variable in HRM, reflecting an employee's conscious and deliberate intention to leave an organization. It is widely regarded as a strong predictor of actual turnover, which has significant implications for organizational stability and financial performance. In academic institutions, turnover intention is influenced by multiple factors, including workplace stress, workload, job satisfaction, and perceived organizational support. Empirical studies indicate that high levels of stress and excessive workload significantly increase employees' likelihood of considering resignation (Pei et al., 2024). Additionally, insufficient institutional support, limited career development opportunities, and inadequate compensation further contribute to employees' intention to leave (Sharma & Syal, 2022; Columna & Sánchez-Montesinos García, 2024). From a strategic perspective, high turnover disrupts organizational operations, increases recruitment and training costs, and weakens institutional competitiveness. As such, managing turnover intention is essential for achieving workforce stability and long-term organizational success.

Synthesis of the Literature

The reviewed literature establishes that resilience serves as a protective factor that enhances employee well-being and performance, while stress acts as a risk factor that undermines productivity and increases turnover intention. Existing studies consistently demonstrate that high stress levels are associated with increased turnover intention, whereas resilience contributes to better coping mechanisms and improved work outcomes. However, most prior research has examined resilience, stress, and turnover intention independently or within non-academic and public-sector contexts. There remains limited empirical evidence explaining how these variables interact within private higher education institutions, particularly in the Philippine setting. Moreover, current literature provides insufficient guidance on how these psychological and organizational factors can be translated into strategic HR interventions, such as retention policies, workforce planning, and cost-reduction strategies. This gap highlights the need for integrative research that not only examines the relationships among resilience, stress, and turnover intention but also situates these variables within a business and management framework.

In response to these gaps, the present study contributes to the literature by examining the interrelationships among resilience, stress, and turnover intention in a private higher education institutions. It aims to generate evidence that can inform HR managers and organizational leaders in developing data-driven strategies to reduce turnover, enhance employee well-being, and improve organizational performance. By doing so, the study advances understanding in human resource management, organizational behavior, and workforce sustainability within the context of higher education

Theoretical Framework

This study is anchored on Social Exchange Theory, developed by the American sociologist Peter Blau in 1964. Social Exchange Theory posits that workplace relationships are governed by reciprocal exchanges in which employees evaluate organizational interactions based on perceived costs and rewards. Within the context of human resource management (HRM), this theory provides a valuable framework for understanding employee behavior, particularly in relation to retention, engagement, and organizational commitment. Employees are more likely to

remain in an organization when they perceive that the benefits they receive—such as support, recognition, and manageable work demands—outweigh the associated costs. Conversely, when perceived costs exceed rewards, employees may disengage and develop intentions to leave.

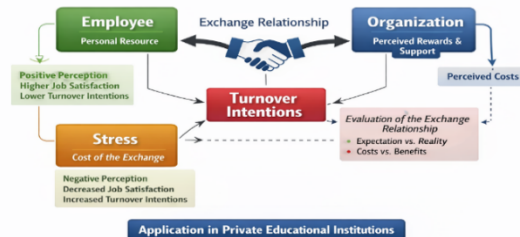


Figure 1

Theoretical Framework of the Study Based on Blau's Social Exchange Theory

From a business and HR perspective, Social Exchange Theory explains how organizations can strategically influence employee retention through effective workforce management practices. Organizational investments in employee well-being, supportive leadership, and professional development can strengthen positive exchange relationships, thereby enhance employee commitment and reduce turnover costs. In this study, resilience is conceptualized as a critical psychological resource that employees bring into the exchange relationship. Resilience enables individuals to cope with workplace challenges, adapt to stress, and sustain productive performance despite demanding conditions. Employees with higher resilience are more capable of managing job demands, which strengthens their perception of organizational support and contributes to higher job satisfaction and lower turnover intention. Empirical evidence supports this perspective, as resilient employees are more likely to experience positive professional outcomes, including reduced emotional exhaustion and increased work engagement (Chen, 2024).

In contrast, stress is conceptualized as a perceived organizational cost within the exchange relationship. When employees experience excessive workload, role ambiguity, or inadequate institutional support, stress levels increase and disrupt the balance between contributions and rewards (Kaur et al., 2024). From an HR management standpoint, unmanaged stress represents a critical risk factor that can diminish productivity, increase absenteeism, and elevate turnover-related costs. When employees perceive that the demands of their work environment outweigh the benefits provided by the organization, they are more likely to experience dissatisfaction and consider leaving. This leads to the development of turnover intention, which is recognized as a form of withdrawal behavior and a strong predictor of actual turnover (Zhu et al., 2022).

Integrating these constructs, this study proposes that resilience and stress interact within the social exchange process to influence turnover intention. Specifically, resilience is expected to function as a buffering resource that mitigates the negative effects of stress, while stress is expected to increase the likelihood of turnover intention when left unmanaged. From a model-testing perspective, Social Exchange Theory provides the theoretical basis for examining the directional relationships among variables: (1) resilience is hypothesized to negatively influence turnover intention, (2) stress is hypothesized to positively influence turnover intention, and (3) resilience is expected to reduce perceived stress, thereby indirectly influencing turnover intention.

Furthermore, this research contributes to HRM and organizational behavior literature by linking psychological resources and workplace conditions to strategic outcomes such as employee retention, workforce stability, and organizational performance. The framework also provides practical implications for HR managers, emphasizing the importance of balancing job demands and organizational support to optimize employee engagement and minimize turnover costs.

Conceptual Framework

The conceptual framework of this study is grounded in Social Exchange Theory, which explains employee behavior as a function of perceived costs and resources within the employee–organization relationship. Guided by this theory, the study examines how resilience and stress influence turnover intention as part of an exchange process that affects employee retention and organizational stability.

In this framework, resilience and stress are treated as independent variables, while turnover intention serves as the dependent variable. Resilience is conceptualized as a psychological and organizational resource that

enables employees to adapt to workplace challenges, cope with stress, and sustain productivity without experiencing burnout. In dynamic work environments, resilience allows employees to maintain performance and well-being despite changing demands and pressures. Employees with higher resilience are better equipped to handle job-related challenges, which contributes to improved work outcomes and reduced likelihood of leaving the organization (Saputra et al., 2024). From an HR management perspective, resilience supports workforce sustainability by strengthening employee engagement and reducing turnover-related costs.

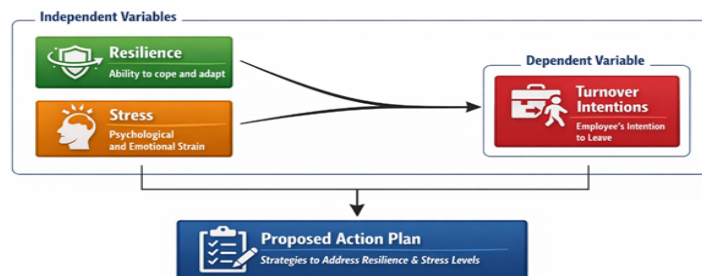


Figure 2
Conceptual Framework of the Study

In contrast, stress is conceptualized as a perceived cost within the social exchange relationship. It arises when employees perceive that job demands exceed their capacity to cope, resulting in psychological, behavioral, and physiological strain. Stress manifests through feelings of tension, worry, and pressure, which may negatively affect job performance and organizational commitment. When stress is prolonged or unmanaged, it disrupts the balance between employee contributions and organizational support, increasing the likelihood of withdrawal behaviors such as turnover intention.

Turnover intention, the dependent variable, refers to an employee's deliberate and conscious plan to leave the organization. It is considered a strong predictor of actual turnover and represents a critical outcome in human resource management due to its implications for organizational performance, workforce stability, and operational costs. Employees who perceive an imbalance in the exchange relationship—where costs outweigh benefits—are more likely to develop intentions to resign (Obeng & Atan, 2025; Saputra et al., 2024). Consistent with the theoretical foundation and aligned with the research objectives of the study, the framework proposes that resilience and stress have direct and significant relationships with turnover intention.

Specifically, resilience is expected to negatively influence turnover intention by enhancing employees' ability to cope with workplace challenges, while stress is expected to positively influence turnover intention due to its adverse effects on well-being and job satisfaction. These relationships directly correspond to the study's objectives of determining the levels of resilience, stress, and turnover intention, as well as examining their significant associations.

Furthermore, the framework supports the development of an action plan aimed at reducing turnover intention by strengthening resilience and managing stress among employees. From a strategic HR perspective, this highlights the importance of implementing interventions such as stress management programs, employee support systems, and resilience-building initiatives to improve retention and organizational effectiveness.

Statement of the Problem

Employee retention remains a critical human resource management issue in private higher education institutions, as high turnover rates can lead to increased recruitment and training costs, reduced organizational performance, and decreased service quality. Employees in these institutions often experience heavy workloads, administrative demands, and organizational pressures that may affect their well-being, job satisfaction, and commitment to the organization.

Resilience plays a vital role in enabling employees to cope with workplace challenges and sustain productivity, while workplace stress may increase employees' intention to leave the organization. Turnover intention, as a predictor of actual employee exit, poses significant risks to institutional stability and long-term organizational sustainability. Despite the growing importance of employee well-being in organizational management, there remains limited empirical evidence examining the combined influence of resilience and stress on turnover intention, particularly within private higher education institutions in the Philippine context.

This gap limits the ability of institutional leaders and human resource managers to develop evidence-based strategies for improving employee retention. Hence, this study seeks to examine the relationships among resilience, stress, and turnover intention and to provide a basis for developing an action plan that supports employee well-being and organizational stability.

Research Objectives

General Objective

To examine the relationship among resilience, stress, and turnover intention of employees in private higher education institutions as a basis for developing an action plan to enhance employee retention and organizational stability.

Specific Objectives

1. To determine the level of resilience of the employees.
2. To determine the level of stress of the employees.
3. To determine the level of turnover intention of the employees.
4. To determine the significant relationship between resilience and turnover intention.
5. To determine the significant relationship between stress and turnover intention.
6. To develop an action plan to address stress and strengthen resilience in order to reduce turnover intention.

Research Questions

1. What is the level of resilience of employees in the private higher education institutions?
2. What is the level of stress of employees in the private higher education institutions?
3. What is the level of turnover intention of employees in the private higher education institutions?
4. Is there a significant relationship between resilience and turnover intention of employees?
5. Is there a significant relationship between stress and turnover intention of employees?
6. What action plan can be proposed to address stress and strengthen resilience to reduce turnover intention?

Hypotheses

- H₀₁: There is no significant relationship between resilience and turnover intention of employees.
H₀₂: There is no significant relationship between stress and turnover intention of employees.

METHODS

Research Design

This study employed a quantitative descriptive-correlational research design, a systematic approach used to collect and analyze numerical data in order to describe variables and examine relationships among them. According to Siedlecki (2020), descriptive research provides detailed and accurate information about variables as they naturally occur. This design is appropriate for the present study as it enables the measurement of employees' levels of resilience, stress, and turnover intention, as well as the determination of significant relationships among these variables. From a human resource management (HRM) and organizational perspective, the use of a descriptive-correlational design allows for data-driven analysis of factors influencing employee retention. By identifying patterns and relationships among resilience, stress, and turnover intention, the study generates empirical evidence that can support strategic HR decision-making, particularly in developing retention strategies, workforce planning, and stress management interventions.

The quantitative approach facilitates objective measurement and statistical analysis, ensuring reliability and generalizability of findings within the organizational setting. Compared to qualitative methods, this design provides quantifiable results that are essential for assessing the extent of turnover-related risks and for formulating evidence-based recommendations aimed at improving employee well-being, reducing turnover costs, and enhancing organizational stability.

Population and Sampling

This study was conducted in two private higher education institutions, the University of La Salette, Inc., in Santiago City and La Salette of Roxas College in Roxas, Isabela. These institutions were selected due to the absence

of prior empirical studies examining the relationship among resilience, stress, and turnover intention within their organizational context.

The target population consisted of both teaching and non-teaching personnel, with a total population size of 325 employees (265 teaching and 60 non-teaching personnel). The required sample size of 204 respondents was determined using the Raosoft sample size calculator, with a 5% margin of error, 95% confidence level, and an assumed response distribution of 50%. This method ensures an adequate and statistically reliable sample size for analyzing relationships among variables in an organizational setting.

A stratified random sampling technique was employed to ensure proportional representation across academic and administrative units. The population was divided into relevant strata, including teaching personnel from various colleges—such as the College of Arts and Sciences (CAS), College of Teacher Education (CTE), College of Business Education (CBE), College of Engineering and Architecture (CEA), College of Information Technology (CIT), College of Midwifery and Allied Medical Professions (CMAMP), College of Accountancy (COA), College of Criminal Justice Education (CCJE), and College of Nursing, Pharmacy, and Hospitality Management (CNPBM)—as well as the institutional research unit (La Salette Research Center).

For non-teaching personnel, respondents were selected from offices including Accounting, Registrar, Library, Laboratory, Administrative Staff, Health and Development Center/Office of Student Services and Affairs (HDC/OSSA), Office of the President and Vice Presidents, Research and Graduate School, EMIS/HR/UPO, and Physical Plant/Dormitory services, yielding 49 respondents from a total non-teaching population of 60. This sampling approach ensured adequate representation from both academic and administrative personnel, enhancing the reliability and generalizability of the study findings.

From a human resource management perspective, the use of stratified random sampling combined with a statistically determined sample size supports more accurate workforce analysis. This enables organizational leaders to make evidence-based decisions related to employee retention, workload management, and strategic HR planning.

Instruments

This study employed three standardized and internationally validated instruments to measure the variables of interest: resilience, perceived stress, and turnover intention. All instruments used in this study are fully adopted and have been widely validated in previous research across various organizational and academic settings. Their selection is based on established psychometric properties, extensive prior use, and strong evidence of reliability and validity in measuring the respective constructs.

Connor-Davidson Resilience Scale (CD-RISC-25)

The Connor-Davidson Resilience Scale (CD-RISC-25), developed by Connor and Davidson (2003), was adopted to assess employees' resilience. The CD-RISC-25 consists of 25 items rated on a five-point Likert scale ranging from 0 ("Never") to 4 ("Always"). It measures multiple dimensions of resilience, including adaptability, personal competence, tolerance of negative affect, control, and spiritual influences. Total scores range from 0 to 100, with higher scores indicating greater resilience. Scores are interpreted as follows: 0–49 (low resilience), 50–75 (moderate resilience), and 76–100 (high resilience). In the present study, the scale demonstrated excellent internal consistency (Cronbach's $\alpha = 0.89$). The CD-RISC-25 has demonstrated strong psychometric properties in previous research, including high internal consistency and established construct validity across diverse populations (Connor & Davidson, 2003). Its extensive validation supports its appropriateness for measuring employee resilience in this study.

Perceived Stress Scale (PSS-10)

The Perceived Stress Scale (PSS-10), developed by Cohen (1994), was adopted to measure the level of stress experienced by employees. It consists of 10 items rated on a five-point Likert scale. Scoring requires reversing four positively stated items (Items 4, 5, 7, and 8), after which all item scores are summed to yield a total score ranging from 0 to 40. Higher scores indicate higher levels of perceived stress, interpreted as follows: 0–13 (low stress), 14–26 (moderate stress), and 27–40 (high stress). In the present study, the scale showed strong internal consistency (Cronbach's $\alpha = 0.78$). The PSS-10 has demonstrated acceptable reliability and construct validity across different populations (Cohen, 1994). Its broad use in organizational research confirms its suitability for assessing workplace stress in this study.

Turnover Intention Scale (TIS-6)

The Turnover Intention Scale (TIS-6), developed by Bothma and Roodt (2013), was adopted to assess employees' intention to remain in or leave the organization. The instrument consists of six items rated on a five-point Likert scale ranging from 1 ("Never") to 5 ("Always"), with total scores ranging from 6 to 30. Scores below 18 indicate low turnover intention (intention to stay), while scores above 18 indicate high turnover intention (intention to leave). In the present study, the scale demonstrated good internal consistency (Cronbach's $\alpha = 0.80$). The TIS-6 has shown good internal consistency ($\alpha = 0.80$ in the original study) and strong predictive and criterion validity (Bothma & Roodt, 2013). Permission to adopt the instrument was obtained from the original author via email.

Data Collection

The researcher employed a systematic approach in collecting data for the study. Prior to data gathering, permission to conduct the research was secured from the administration of the University of La Salette through the Office of the President. A formal request letter was also submitted to the Vice President for Administration for approval to administer the survey questionnaires. Data collection was conducted from April 2025 to May 2025 following the approval of the research proposal and data-gathering permit. Upon receiving the necessary approvals, the questionnaires were distributed to the selected respondents. For participants who were part-time employees or had limited on-site availability, the researcher utilized the Google Forms platform to facilitate remote participation, ensuring accessibility and convenience while maintaining data consistency. After the completion of the survey, all retrieved questionnaires—both printed and online responses—were collected, checked for completeness, and encoded. The data were then tallied, tabulated, and prepared for statistical analysis in accordance with the research objectives. Appropriate statistical tools were applied to ensure accurate interpretation of results. This procedure ensured the systematic, ethical, and reliable collection of data while maintaining the confidentiality, anonymity, and integrity of all participants' response

Treatment of Data

The data collected in this study were analyzed using appropriate statistical tools aligned with the research objectives. Descriptive statistics, specifically frequency counts and percentages, were used to determine the levels of resilience, stress, and turnover intention among employees. These measures provided a summary of the distribution of responses and facilitated the interpretation of the overall condition of the variables under study.

The rating scale below was used.

Table 1

Scoring Guide for Connor-Davidson Resilience Scale

Score Range	Interpretation
0 – 49	Low resilience
50 – 75	Moderate resilience
76 – 100	High resilience

For the Perceived Stress Scale (PSS-10), responses were scored by reversing the positively stated items (items 4, 5, 7, and 8) as follows: 0 = 4, 1 = 3, 2 = 2, 3 = 1, and 4 = 0. The total score was obtained by summing all item responses, with possible scores ranging from 0 to 40. Higher scores indicate higher levels of perceived stress.

The rating scale below was used.

Table 2

Scoring Guide for Perceived Stress Scale

Score Range	Interpretation
0-13	Low stress
14-26	Moderate stress
27-40	High perceived stress

For the Turnover Intention Scale (TIS-6), each item was rated on a five-point Likert scale ranging from 1 to 5. The total score was computed by summing all six items, with possible scores ranging from 6 to 30. Lower scores indicate a stronger intention to stay, while higher scores indicate a stronger intention to leave the organization.).

The rating scale below was used.

Table 3

Scoring Guide for Turnover Intention Scale

Score Range	Interpretation
Below 18	Desire to stay
Above 18	Desire to leave

To determine the significant relationships between resilience and turnover intention, and between stress and turnover intention, Spearman's rho correlation coefficient was used. This non-parametric test was chosen because the data are ordinal in nature and may not meet the assumptions of normal distribution required for parametric tests. Spearman's rho is appropriate for measuring the strength and direction of association between ranked variables in behavioral and organizational research. Hypotheses were tested at a 0.05 level of significance

The rating scale below was used:

Table 4

Scoring Guide for Relationship between the Variables

Score Range	Interpretation
0.01-0.19	Very weak relationship
0.20-0.29	Weak relationship
0.30-0.39	Moderate relationship
0.40-0.69	Strong relationship
≥0.70	Very strong relationship

Ethical Considerations

The researcher strictly adhered to ethical principles in the conduct of this study to ensure the protection of participants and the integrity of the research process. At the time the study was conducted, the university did not have a formal Research Ethics Committee or Institutional Review Board (IRB). Consequently, formal ethics board clearance and a protocol number were not obtained. Instead, prior to data collection, official approval to conduct the study was obtained from the administration of the participating institutions through the Office of the President and other relevant academic authorities, in compliance with existing institutional research protocols.

Participation in the study was entirely voluntary. Respondents were fully informed of the study's purpose, procedures, potential risks and benefits, and their right to refuse participation or withdraw at any time without any form of penalty or consequence. Informed consent was secured from all participants prior to data collection.

Confidentiality and anonymity were strictly observed throughout the study. Respondents' identities were protected through the use of codes instead of personal identifiers, and all data were reported in aggregate form only.

The researcher ensured that no information could be traced back to individual participants. Data protection measures were implemented, including secure storage of both physical and digital files, accessible only to the researcher. All participants were treated with respect regardless of gender, position, or background. No coercion or undue influence was applied during participation. No monetary or material incentives were provided to avoid bias in responses. The study was conducted with the aim of maximizing benefits to organizational understanding while minimizing any potential risk or harm to participants.

RESULTS and DISCUSSION**1. Level of Resilience of the Employees in private higher education institutions****Table 5***Overall Distribution of Employees according to their Level of Resilience*

CATEGORY	f	Percentage
Low Resilience	3	1.47%
Moderate Resilience	83	40.69%
High Resilience	118	57.84%
Total	204	100%

The majority of employees in the private higher education institutions demonstrated high resilience (57.84%), while only 1.47% exhibited low resilience. This distribution indicates that most employees possess strong adaptive capacities to cope with adversities, workplace pressures, and organizational changes within the academic environment.

From a management perspective, a highly resilient workforce represents a strategic human capital asset. Resilient employees are generally better equipped to maintain performance levels, sustain productivity, and contribute to organizational stability even during challenging periods. This finding is consistent with Good et al. (2023), who emphasized that resilience enables employees to recover quickly from setbacks and maintain engagement. Similarly, Obeng and Atan (2025) highlighted that organizations with higher workforce resilience experience improved employee engagement and reduced costs associated with turnover and absenteeism. Therefore, private higher education institutions may benefit from sustaining and further developing this resilience through targeted programs such as professional development workshops and well-being initiatives.

2. Level of Stress of the Employees in private higher education institutions**Table 6***Overall Distribution of Employees according to their Level of Stress*

CATEGORY	f	Percentage
Low Stress	34	16.67%
Moderate Stress	165	80.88%
High Stress	5	2.45%
Total	204	100%

A substantial majority of employees (80.88%) reported moderate stress levels, with only a small percentage experiencing high stress (2.45%). This suggests that while employees face considerable work demands inherent in higher education settings (such as teaching loads, administrative tasks, and research expectations), the overall stress remains largely within a manageable range for most. Although moderate stress can sometimes act as a motivator for growth and performance, its notable relationship with turnover intention (discussed in Section 4) indicates a need for caution. Rathi and Kumar (2023) and Kaur et al. (2024) noted that even moderate stress, when sustained, can gradually erode employee well-being, leading to decreased productivity, increased absenteeism, and higher recruitment and training costs. Lubis et al. (2024) further support this by highlighting the importance of proactive stress management in academic institutions. Additionally, Bilbao et al. (2024) explained that without adequate organizational support, moderate stress may progress into emotional exhaustion, burnout, and reduced job satisfaction. These findings underscore the necessity for institutions to implement structured interventions such as workload balancing, mental health support programs, and supportive leadership practices to prevent escalation of stress-related issues.

3. Level of Turnover Intentions of Employees in private higher education institutions

Table 7*Overall Distribution of Employees according to their Level of Turnover Intentions*

CATEGORY	f	Percentage
Desire to Stay	140	68.63%
Desire to Leave	64	31.37%
Total	204	100%

The majority of employees (68.63%) expressed a desire to stay in their current institutions, while 31.37% showed some intention to leave. This result reflects a generally favorable level of employee retention and suggests that the institutions maintain a relatively positive working environment. This finding aligns with Wang and Yu (2023), who demonstrated that strong professional identity and job satisfaction significantly reduce turnover intentions among academic staff. Likewise, Bilbao et al. (2024) reported that employees who find meaning and fulfillment in their roles tend to exhibit higher work engagement and organizational commitment, which in turn strengthens their intention to remain. These insights imply that private higher education institutions should continue nurturing professional identity, career development opportunities, and positive workplace conditions to sustain this favorable retention level and minimize the risk of talent loss.

4. Relationship Between the Level of Resilience and Turnover Intentions of the Employees

Table 8*Relationship Between the Level of Resilience and Turnover Intentions of the Employees*

Variable	Turnover Intentions	Interpretation
Level of Resilience	r	-0.183
	p-value	0.009
*Significant at p<0.05		

Spearman's rank-order correlation (ρ) was employed to examine the relationship between the study variables. This non-parametric test was selected because the data were collected using ordinal Likert-scale instruments and did not meet the assumption of normality required for Pearson's correlation. As is common in social science and organizational research involving perceptual scales, the variables (resilience, stress, and turnover intention) were treated as ordinal data. This approach provides a more robust and defensible analysis when distributions are potentially skewed or non-normal.

The analysis revealed a statistically significant but very weak negative correlation between resilience and turnover intention ($\rho = -0.183$, $p = 0.009$). The coefficient of determination ($\rho^2 \approx 0.0335$) indicates that resilience explains only about 3.35% of the variance in turnover intentions. Following Cohen's (1988) guidelines, this constitutes a small effect size ($|r| < 0.3$).

Although statistically significant, the weak correlation and small effect size suggest limited practical predictive power. With a sample of 204 respondents, even small effects can reach statistical significance. Therefore, while higher resilience is associated with slightly lower turnover intention, its influence appears modest, and other unexamined variables (e.g., compensation, leadership, and career growth) are likely more influential.

From a managerial perspective, resilience-building initiatives such as coaching and well-being programs may offer supplementary value in supporting retention. However, these should not be viewed as a primary or standalone solution for reducing turnover. These findings are consistent with Al-shomrani et al. (2024), Strolin-Goltzman et al. (2024), and Saputra et al. (2024), who reported similarly modest protective effects of resilience on turnover intention in organizational and higher education settings.

5. Relationship Between the Level of Stress and Turnover Intentions of the Employees

Table 9*Relationship Between the Level of Stress and Turnover Intentions of the Employees*

Variable		Turnover Intentions	Interpretation
Level of Stress	r	0.366	Moderate Positive significance
	p-value	<0.001	
*Significant at p<0.05			

Using Spearman's rho correlation, a moderate positive and statistically significant relationship was found between stress and turnover intention ($\rho = 0.366$, $p < 0.001$). Stress explains approximately 13.4% of the variance in turnover intentions ($\rho^2 = 0.134$), representing a more meaningful effect size than resilience.

This moderate correlation confirms the rejection of the null hypothesis at the 0.05 level of significance. Given the sample size ($n = 204$), the highly significant result indicates a relatively robust association. Stress therefore emerges as a more potent risk factor for turnover intention compared to resilience as a protective factor in this context. From a human resource and organizational viewpoint, these findings emphasize the importance of addressing workplace stress as a key operational risk. Prolonged stress can lead to withdrawal behaviors, reduced productivity, burnout, and increased turnover-related costs. Institutional leaders are encouraged to implement comprehensive stress-reduction strategies, including workload optimization, employee assistance programs, mental health support, and leadership training. This recommendation is supported by Rathi and Kumar (2023), Kaur et al. (2024), and Pei et al. (2024), who consistently demonstrated strong linkages between workplace stress and turnover intention in higher education environments.

6. Proposed Action Plan for Resilience, Stress Management, and Turnover Intentions

Rationale of Plan of Action

The findings indicate that resilience and stress significantly influence employee turnover intention, highlighting the need for targeted human resource interventions. From a Social Exchange Theory perspective, employees remain in organizations when perceived organizational support and psychological resources outweigh workplace costs such as stress. Since employees exhibit generally high resilience but moderate stress levels, the proposed action plan focuses on strengthening resilience-building programs and implementing structured stress management interventions. These strategies aim to improve employee well-being, reduce turnover intention, and enhance organizational performance through improved retention, reduced recruitment costs, and increased workforce stability.

Objectives

1. To strengthen and maintain the high level of resilience among employees.
2. To reduce moderate stress levels to a manageable or low level through proactive strategies.
3. To further decrease turnover intentions by improving work conditions and support systems

Table 10*Proposed Action Plan for Employees' Resilience, Stress Management, Turnover Intentions and Retention Assessment*

1. Resilience of Employees	
Component	Description
Objective	To sustain and strengthen employee resilience and adaptability in the workplace
Program/Activity	Conduct resilience seminar-workshops focusing on coping strategies, grit-building, emotional regulation, and adaptability
Persons Involved	CAS Psychology Faculty, HRMDO, Human Development Center, Health Department
Time Frame	Once every semester
Financial Requirements	PHP 70,000 per seminar (venue, materials, speaker honorarium, food, certificates)
Baseline and Target Values	Baseline: Mean resilience score from pre-test assessment. Target: At least 15% increase in resilience scores after intervention
Performance Indicators	At least 85% of participants will demonstrate improved resilience scores based on pretest and posttest assessment
Monitoring and Evaluation Mechanism	Pretest-posttest evaluation, attendance monitoring, participant feedback survey, and quarterly program review by HRMDO
Means of Verification	Attendance sheets, evaluation forms, pretest-posttest results, photos, certificates, accomplishment reports
Expected Outcomes	Improved employee resilience, adaptability, and workplace engagement
2. Stress of Employees	
Component	Description
Objective	To reduce employee stress and promote emotional well-being
Program/Activity	Conduct monthly stress management activities such as wellness days, mindfulness sessions, online yoga, and stress-awareness campaigns
Persons Involved	CAS Psychology Faculty, HRMDO, Human Development Center, Health Department
Time Frame	Once a month
Financial Requirements	PHP 70,000 monthly (materials, facilitator fees, wellness supplies)
Baseline and Target Values	Baseline: Moderate stress level based on employee stress survey. Target: 10–15% reduction in stress scores after six months
Performance Indicators	At least 80% of participants will report reduced perceived stress levels after participation in wellness activities
Monitoring and Evaluation Mechanism	Monthly monitoring through stress assessment surveys, attendance tracking, and employee feedback evaluation
Means of Verification	Survey results, attendance sheets, photos, activity reports, evaluation forms
Expected Outcomes	Reduced stress levels and improved emotional well-being among employees
Component	Description
Objective	To maintain stress at a manageable and productive level and prevent escalation to burnout
Program/Activity	Conduct Mental Health Seminar-Workshops focusing on burnout prevention, emotional coping, and psychological first aid
Persons Involved	HRMDO, Human Development Center, Health Department
Time Frame	Once every semester
Financial Requirements	PHP 70,000 per seminar (venue, materials, speaker honorarium, food, certificates)
Baseline and Target	Baseline: Existing employee mental health awareness level from survey results. Target:

Values	90% of participants will demonstrate improved mental health awareness after the seminar
Performance Indicators	At least 90% of participants will obtain satisfactory post-seminar evaluation scores on mental health awareness and coping strategies
Monitoring and Evaluation Mechanism	Post-seminar assessment, feedback forms, and follow-up consultation monitoring
Means of Verification	Evaluation forms, attendance sheets, certificates, photos, seminar reports
Expected Outcomes	Enhanced employee awareness of mental health management and support systems

3. Turnover Intentions of Employees

Component	Description
Objective	To foster employee retention and job satisfaction
Program/Activity	Implement employee recognition and reward programs for resilient and high-performing employees
Persons Involved	School Administrators, Deans, HRMDO
Time Frame	Once a year
Financial Requirements	PHP 60,000 (awards, incentives, certificates, recognition program expenses)
Baseline and Target Values	Baseline: Existing employee turnover intention rate based on HR records/survey. Target: 10% reduction in turnover intention within one year
Performance Indicators	At least 80% of employees will report improved motivation and job satisfaction based on annual employee satisfaction survey
Monitoring and Evaluation Mechanism	Annual employee satisfaction survey, HR retention monitoring, and program evaluation
Means of Verification	Survey questionnaires, certificates, incentives, photos, HR retention reports
Expected Outcomes	Increased employee retention, morale, and job satisfaction

4. Retention Assessment

Component	Description
Objective	To identify workplace factors influencing employees' intention to remain in the institution
Program/Activity	Conduct regular performance appraisal and employee feedback assessment
Persons Involved	HRMDO
Time Frame	End of every semester
Financial Requirements	PHP 30,000 (printing, evaluation tools, data processing)
Baseline and Target Values	Baseline: Existing employee performance and retention data. Target: Increased employee satisfaction and identification of key retention factors
Performance Indicators	85% completion rate of performance appraisal and feedback assessments among employees
Monitoring and Evaluation Mechanism	Performance review analysis, interviews, and HR monitoring reports
Means of Verification	Survey questionnaires, interviews, appraisal reports, consolidated findings
Expected Outcomes	Identification of factors contributing to employee retention and institutional commitment

Monitoring and Evaluation Mechanism

The implementation of the proposed action plan will be regularly monitored and evaluated by the Human Resource Management and Development Office (HRMDO) in collaboration with the Human Development Center, Health Department, and concerned academic units. Pretest-posttest assessments, employee satisfaction surveys, attendance monitoring, feedback forms, performance appraisal results, and periodic accomplishment reports will be utilized to assess the effectiveness of each intervention. Quarterly and semester-based evaluations will likewise be conducted to determine whether the target indicators and expected outcomes are achieved. The findings from the monitoring activities will serve as the basis for improving and sustaining future employee wellness and retention programs.

Feasibility of the Proposed Action Plan

The proposed action plan is considered feasible since the recommended activities may be integrated into the institution's existing employee development and wellness programs. The identified responsible offices possess the administrative capability and professional expertise necessary for implementation. Moreover, the proposed budget allocations were designed according to the nature, frequency, and operational requirements of each activity, including training materials, facilitator honoraria, wellness resources, and program logistics. The scheduled implementation timelines are also manageable within the academic calendar, making the interventions practical, sustainable, and attainable for the institution.

Conclusion

This study contributes to human resource management and organizational behavior literature by providing empirical evidence on the relationship between resilience, stress, and turnover intention in private higher education institutions. The findings highlight that resilience serves as a protective factor that supports employee retention, while stress significantly increases the likelihood of turnover intention.

From a business and management perspective, these results emphasize the importance of integrating employee well-being into organizational strategy. Effective stress management and resilience-building initiatives can enhance employee productivity, reduce turnover-related costs, and improve overall organizational performance. The study offers practical insights for institutional leaders, HR managers, and policymakers in designing evidence-based retention strategies that support workforce stability and long-term organizational sustainability.

Recommendations

1. Organizations may implement structured resilience development programs, including training on coping strategies, adaptability, and emotional regulation, to strengthen employees' capacity to manage workplace challenges.
2. Human resource managers may establish regular stress monitoring systems, such as employee surveys and wellness assessments, to identify and address potential stress-related risks early.
3. Institutional leaders may introduce flexible work arrangements, career development opportunities, and employee support systems to reduce stress and enhance organizational commitment.
4. Organizations may integrate resilience and stress management indicators into HR policies, including recruitment, performance appraisal, and employee development programs.
5. The proposed action plan may be implemented and evaluated periodically to ensure its effectiveness in improving employee retention and organizational performance.
6. Future researchers may explore additional variables such as leadership style, organizational culture, and work-life balance to further strengthen understanding of employee retention dynamics.

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