Title of the Research Paper

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Abstract

The abstract should be one paragraph of about **250 words**. It should have the following structure: an opening sentence that sets the question/problem that you address and is comprehensible to the general reader, research objectives/questions specific to the study, methodology, results, a concluding sentence, and recommendation for future research. It should be one paragraph only. Use MS Word, Times New Roman typeface, 12-point font size, single space. Leave a single space between sentences. The abstract should be **justified**.

Keywords: *3 to 5 keywords only, separated by commas, italicized, and should use lower case letters unless they are initials or proper nouns*

Place the introduction, background of the study, and research objectives/questions on the first section of the paper. There is **NO NEED** to have a separate section for the Review of Literature; just include significant literature/studies in the introduction as part of the background of the study.

The whole manuscript follows the **IMRaD format** (Introduction, Methodology, Results and Discussion). Please make sure to submit **a maximum of 15-page manuscript** including your tables, figures, and references. The body of the paper (paragraphs and reference entries) must be **left aligned**.

Methodology

All descriptions of materials and methods should be discussed here. It should be broken down into sections, each with a short subheading.

Research Design

Describe the research design used in your study and ensure to explain why the design fits the study.

Population and Sampling Techniques

Place here the specific population and the number of samples involved in your study.You should also include the sampling technique used and the inclusion criteria in choosing the respondents/participants.

Instrumentation (**Materials** instead of instrumentation for experimental research)

Include here the data gathering tool/s used to gather information needed in your study as well as the reliability test result done after a pilot study (if applicable).

Data Analysis

Discuss briefly how the gathered data were analyzed; what statistical analysis/process was employed, etc.

Ethical Considerations

To ensure that the research has undergone a standard ethical protocol, please discuss here the processes done especially if the nature of the study must seek clearance from your institution's ethics review council.

Results and Discussion

Present the significant findings of your study here. Include a discussion that elaborates their implications. There should be a paragraph outlining the limitations of your results and interpretation, as well as a discussion of the steps that need to be taken for the findings to be applied. **Figures and tables** should be presented using the **7th edition of the APA format** and in **editable form** and **NOT** in image form. References should be cited according to the **7th edition of the APA guidelines**. Make sure to divide your discussion into sections **chronological to your research questions/objectives**. Use short subheadings accordingly. On the latter part of the discussion, present your conclusions drawn from your results, the results' implication, as well as the recommendation/s.

References

Author, A. (Year Published). Title of journal article. Name of Journal, Volume(issue), pages. URL or DOI in a link format (no more "Retrieved from")

Author, A. (Year Published). Title of book. Publisher. (no more publication address)

7th edition of the APA style: https://www.scribbr.com/apa-style/apa-seventh-edition-changes/?fbclid=IwAR2i5dcX6Wkncg9OIW5yN9urobBNJe0Ij2QzyqDfYeze5rmIfzXS331S6P Y

Sample Paper

Stress Management, Spiritual Growth, and Workplace Well-Being Among the Employees of a Selected University in the Philippines

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Abstract

The well-being of employees is a key factor in determining an organization's long-term effectiveness as a direct link between productivity levels and the general health and well-being of the workforce have been indicated in several studies. Since employees' well-being or the lack thereof can play a critical role in the life of an organization, it is therefore important to periodically assess employees' well-being. This study aimed to determine the level of the employees' workplace well-being and to assess whether stress management and spiritual growth relate to the well-being of the employees. Using descriptive correlational design and random sampling techniques, 164 university employees participated in an online survey via Google Forms. Anchored on the five components of well-being namely positive emotions, engagement, relationships, meaning, and accomplishment (PERMA), a 23-item Workplace Well-being Scale, using a 10-point Likert response scale with eight dimensions was adopted in this study. Findings show that employees have very good stress management skills (M = 4.09± 0.62), a high level of spiritual growth (M = 4.14± 0.58), and a high level of workplace well-being (M = 7.78± 0.93). Further, regression analysis shows that stress management (β = .393, t = 5.466, p <.001) and spiritual growth (β = .286, t = 3.984, p < .001) are significant positive predictors of workplace well-being accounting for 33.8% (r^2 change = .338, p = <.001) of the variance in the workplace well-being. Results are useful to further enhance workplace well-being such that the university may devise systems that foster good relationships and engagement, as well as programs for stress reduction techniques. It would be relevant for the next study to explore workplace experiences, challenges, and coping strategies to understand better workplace well-being.

Keywords: *mental health, spiritual growth, emotional well-being at work*

The COVID-19 pandemic has caused unprecedented challenges not only in terms of health and morbidity, but also in other areas such as economics, industry, and education. In particular, the landscapes of organizational and educational processes have been largely disrupted because of lockdown procedures, travel restrictions, and controlled face-to-face transactions which forced organizations to adopt short-time work and wage subsidy schemes to minimize job losses (ilo.org, 2021).

The education sector is facing the challenges of the pandemic both as an organization and an educational institution. As an educational institution, teachers and students alike had difficulty adapting to the online setup which affected students' motivation and teachers' productivity (Ogunode, 2020; Toquero, 2020) among other personal and social issues. As an organization,

employees of an educational institution are confronted with issues related to job security, the relevance of skills in the new normal, and personal health and safety. Studies that pertain to the effects of the pandemic in an educational institution focused mainly on students' learning and well-being, but current literature is dearth when it comes to the health and safety needs of school employees.

Worldwide government and private organizations have begun to recognize the need to take workplace well-being seriously according to Giorgi et al. (2021). Workplace well-being relates to all aspects of working life, not only to the quality and safety of the physical environment but also to workers' morale, engagement, and the social climate of the organization (Workplace well-being, 2021). Studies show that the well-being of employees is a key factor in determining an organization's long-term effectiveness. There is a direct link between productivity levels and the general health and well-being of the workforce (Haddon, 2018; Nielsen et al., 2017). Further, employees' well-being, or the lack of it can play a critical role in the life of organizations. It may influence rates of absenteeism, fluctuation, workplace conflict, and cooperation, as well as personal performance (Fisher, 2010).

Studies on well-being have found the tenets of positive psychology a salient framework. The central objective of positive psychology is to facilitate happiness and subjective well-being and to promote scientific inquiry that focuses on the aspects of the human condition that lead to happiness, fulfillment, and flourishing. According to the father of positive psychology Martin Seligman (2011), there are five components of well-being namely positive emotions, engagement, relationships, meaning, and accomplishment (PERMA). It is important that these components are enhanced to achieve a high level of well-being (Forgeard et al., 2011).

Realizing the importance of maintaining workplace well-being to achieve positive results in an organization, it is therefore important to periodically assess employees' well-being. This assessment will not only provide information about the healthy functioning of employees but can also determine the increasing level of performance, or even tension, that would indicate the necessity of organizational transformation. Hence, the main thrust of this study was primarily to determine the level of the employees' workplace well-being and to assess whether stress management and spiritual growth relate to the well-being of the employees.

Methodology

Research Design

This study utilized a descriptive-correlational design. This design was used for the study because the aim was to describe the characteristics of the population according to the variables. Using the survey method, data were gathered and analyzed quantitatively for frequencies, averages, and other statistical measures to determine relationships (McCombes, 2020).

Population and Sampling Technique

The population of the study was composed of regular employees of a selected university. Using purposive sampling, 164 samples participated in the study, of which 61 were male and 103 were female. In terms of the respondents' employment category, 70 are teaching faculty, 58 are non-teaching staff, 28 are administrators and middle managers, and 8 are having dual positions. In terms of age, most of the respondents (n=92; 56.1%) belong to the age bracket 41-56 years old, while 44 employees (26.8%) are within the age bracket 25-40 years old, and the least number of respondents in terms of age is within 57-75 years old (n=28; 17.1%).

Instrumentation

An online survey questionnaire using Google Forms was used to gather data. There were three parts to the questionnaire. First is the respondent's profile which includes age, sex, civil status, employment category, work assignment, and education. The second part is a 5-point scale to measure stress management and spiritual growth which was adapted from the Lifestyle Profile II by Walker et al. (1995). The last part is the 23-item Workplace Well-being Scale using a 10-point Likert response scale with eight dimensions namely: positive emotion, engagement, relationships, meaning, accomplishment, negative emotion, health, and happiness.

The internal consistency of the questionnaire is shown in Table 1. According to Polit and Beck (2012), for group-level comparisons, coefficients in the vicinity of .70 are adequate and .80 or greater are highly desirable.

Table 1

Reliability Statistics of the Scales Used

	Cronbach's Alpha	**Number of Items**
1. Workplace Well-being Scale	.94	23
Positive Emotion	.90	3
Engagement	.65	3
Relationships	.87	3
Meaning	.92	3
Accomplishment	.87	3
Negative Emotion	.81	3
Health	.91	3
Happiness	.68	2
2. Stress Management	.77	4
3. Spiritual Growth	.89	9

Analysis of Data

Data gathered were analyzed through IBM SPSS Statistics version 23. Participants' personal profiles were organized using frequency and percentage. The employees' level of stress management, spiritual growth, and workplace well-being were assessed using mean and standard deviation. Relationship between variables were tested using Pearson's *r* and linear regression.

Ethical Considerations

Prior to the administration of the questionnaire, an application was submitted to the Ethics Board of the University, and approval was obtained. Consent was secured for voluntary participation before the respondents answered the research questions via Google form. Email addresses were not collected, and responses were not associated with their identity. Data were handled with confidentiality.

Results and Discussion

Health-promoting Behavior on Stress Management

Table 2 shows the perceived health-promoting behavior on stress management among the respondents. The result shows that the respondents have *very good* practices in stress management ($M = 4.09 \pm 0.62$).

Table 2

Mean and Standard Deviation of Stress Management

	Mean	***SD***	**Interpretation**
I have a positive outlook in life even during challenging times.	4.18	.80	*Very Good*
I accept those things in my life which I cannot change.	4.15	.75	*Very Good*
I adapt well to changes in life.	4.14	.77	*Very Good*
I take some time for relaxation each day.	3.88	.92	*Very Good*
Overall Mean	**4.09**	**.62**	**Very Good**

Legend: *Very Poor =1.00-1.49; Poor =1.50-2.49; Good=2.50-3.49; Very Good =3.50-4.49; Excellent =4.50-5.00*

Stress management refers to cognitive and behavioral techniques used to control the effects of stress (Robinson et al., 2020). The result implies that the employees can appropriately use techniques that alleviate stress symptoms. Employees mostly use cognitive techniques such as having a positive outlook, and acceptance, but finding the time to relax is something that they least likely use. In different studies concerning the health-promoting lifestyle of college students, stress management also appeared to be consistently high (Yang et al., 2017; Abbasi et al., 2020).

Health-promoting Behavior on Spiritual Growth

Table 3 shows the perceived health-promoting behavior on spiritual growth among the participants. The respondents have *high* practices on spiritual growth ($M = 4.14 \pm 0.58$).

Table 3

Mean and Standard Deviation of Spiritual Growth

	Mean	***SD***	**Interpretation**
I believe that my life has a purpose.	4.74	.54	*Very High*
I am growing and changing in positive ways.	4.43	.68	*High*
I have a close relationship with God.	4.40	.66	*High*
I spend meaningful time with God through prayers.	4.35	.71	*High*
I spend personal time with God by reading the Bible.	4.04	.85	*High*
When the Bible exposes an area of my life needing change, I respond to make things right.	4.03	.74	*High*
I spend time in fellowship with other members of the church.	3.88	.97	*High*
I share my faith and the truth I received with others.	3.79	.96	*High*
I read the writings of Ellen G. White books.	3.48	.99	*High*
Overall Mean	**4.14**	**.58**	**High**

Legend: *Very Low =1.00-1.49; Low =1.50-2.49; Satisfactory=2.50-3.49; High =3.50-4.49; Very High =4.50-5.00*

Spiritual growth includes beliefs about God and practices such as prayer, Bible study, fellowship, and evangelism which are believed to largely contribute to self-actualization and fulfillment in life. Generally, the result implies that employees have a strong belief in God and that they practice ways to have a deeper and closer relationship with Him. The selected locale is a Christian-sectarian institution and the adoption of religious-spiritual practices is evident as part of their held lifestyle. It is however worth noting that employees' spiritual growth is mostly focused on private practices such as prayer and personal meditation and Bible study but not much on public practices that pertain to fellowship and evangelism.

Workplace Well-being

Table 4 shows the workplace well-being on positive emotion, engagement, relationships, meaning, and achievement. To confirm the results of the PERMA, the questionnaire also includes the presence of negative emotions and health status as variables.

Table 4

Workplace Well-being and Its Dimensions

	Mean	***SD***	**Interpretation**
Meaning	8.50	1.17	*Very High*
Accomplishment	8.38	.92	*Very High*
Positive Emotion	8.08	1.17	*High*
Relationships	8.02	1.33	*High*
Engagement	7.85	1.20	*High*
Happiness	7.49	1.72	*High*
Health	7.44	1.27	*High*
Negative Emotion	6.40	1.78	*Average*
Workplace Well-being	**7.78**	**.93**	**High**

Legend: *Exceptionally low = 1-1.49 ; Extremely Low = 1.50-2.49; Very Low = 2.50-3.49; Low = 3.50-4.49; Below Average= 4.50-5.49; Average = 5.50-6.49; Above Average = 6.50-7.49; High = 7.50-8.49; Very High = 8.50-9.49; Extremely High = 9.50-10.*

The result indicates that employees perceive a *high* (M = 7.78± 0.93) level of workplace well-being. This means that employees are generally happy, functioning, and flourishing in their work. Flourishing pertains to a state of good mental and physical health and being free from illness and distress as well as being filled with vitality and functioning well in one's personal and social life (APA Dictionary of Psychology, 2021).

Since the proponents of the model posit that the PERMA are the building blocks in which well-being is built, the result also implies that the employees enhance these five areas. Particularly, the highest of the five areas is on meaning (M = 8.50± 1.17) and accomplishment (M = 8.38± 0.92). This means that employees find their work purposeful and meaningful. They believe that the work that they do brings more than just career or economic gains but a greater purpose. They are also able to handle work-related responsibilities and believe that they can accomplish work-related goals. Among the five dimensions, engagement has the lowest mean (M = 7.25±1.20) although it is still interpreted as *high*. This denotes that the employees find it relatively less likely to be absorbed in what they do to a point of losing track of time.

Confirmatory variables in the questionnaire also yielded *high* scores on happiness (M = 7.49± 1.72), and health (M = 7.44± 1.27) signifying that they are happy and satisfied with their current health status. The lowest mean of negative emotion (M = 6.40± 1.78) indicates that they are less likely to be sad, angry, or anxious, but it is worth stating that among these three negative emotions, the most pronounced is the feeling of anger.

Relationship of Stress Management, Spiritual Growth, and Workplace Well-being Among University Employees

Table 5 presents the correlation analysis of stress management, spiritual growth, and workplace well-being. The result shows that all three variables are significantly correlated. Workplace well-being has a positive moderate relationship with stress management (*r*=.522), and spiritual growth (*r*=.464). Employees who perceive themselves as having high well-being, also could manage their stress and adopt practices that make them grow spiritually. Consequently, stress management and spiritual growth are also positively correlated (*r*=.452) which indicates that the more employees practice a lifestyle that would make them grow spiritually, the more they also tend to adopt positive ways of controlling their stresses.

Table 5

Correlation Between Stress Management, Spiritual Growth and Workplace Well-being

		Stress Management	Spiritual Growth	Workplace Well-being
Stress Management	Pearson Correlation	1	**.452****	**.522****
	Sig. (2-tailed)		.000	.000
	N	164	164	164
Spiritual Growth	Pearson Correlation	**.452****	1	**.464****
	Sig. (2-tailed)	.000		.000
	N	164	164	164
Workplace Well-being	Pearson Correlation	**.522****	**.464****	1
	Sig. (2-tailed)	.000	.000	
	N	164	164	164

*Legend: ** Correlation is significant at the 0.01 level (2-tailed).*
+1 Perfect Relationship, +0.80-+0.99 Very Strong Relationship, +0.60-+0.79 Strong Relationship, +0.40-+0.59 Moderate Relationship, +0.20-+0.39 Weak Relationship, +0.01-+0.19 Very Weak Relationship, 0 No Relationship

Tables 6 and 7 present the linear regression model summary and coefficients of the predictors of workplace well-being. The analysis was conducted to determine if stress management and spiritual growth can influence the respondents' likelihood to experience workplace well-being.

Results showed that 33.8% (r^2 change = .338, p = <.001) of the variance in workplace well-being can be accounted for by the two predictors, collectively. The overall regression model was *significan*t, F (2, 161) = 41,122 p < .001, with an R square of .33.8.

Table 6

Model Summary Regression of the Predictors of Workplace Well-being

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change
1	.581[a]	**.338**	.330	.76409	.338	41.122	<.001

Table 7

Coefficients of Predictors of Workplace Well-being

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	***SE***	**β**	***t***	***p***
1	(Constant)	3.463	.486		7.123	<.001
	Stress Management	.591	.108	.393	5.466	**<.001**
	Spiritual Growth	.460	.116	.286	3.984	**<.001**

a. Dependent Variable: Workplace Well-being

In the final model, the two independent variables such as stress management (β = .393, *t* = 5.466, *p* <.001) and spiritual growth (β = .286, *t* = 3.984, *p* < .001) are statistically significant and positive predictors of workplace well-being. The final predictive equation would be workplace well-being = 3.463 + .591 (stress management) +.460 (spiritual growth). The overall contribution of these two variables to workplace well-being is 33.8% which means that the 66.2% predictor remains unknown.

Findings suggest that stress management and spiritual growth positively predict workplace well-being. This result confirms previous studies on the impact of spirituality and stress management on workplace well-being. On spirituality or spiritual growth, studies conclude that it plays a significant role in creating an encouraging work climate which gives employees a greater sense of purpose and motivates them to achieve and become productive hence improving their overall performance and health (Garg, 2017; Liang et al., 2017).

This result confirms previous studies on the impact of spirituality and stress management on workplace well-being. On spirituality or spiritual growth, studies conclude that it plays a significant role in creating an encouraging work climate which gives employees a greater sense of purpose and motivates them to achieve and become productive hence improving their overall performance and health (Garg, 2017; Liang et al., 2017). Moreover, studies also show that stress reduction programs are effective measures to improve employees' well-being and increase their level of efficiency (Patro & Kunar, 2019; Holman et al., 2018).

Conclusion and Recommendation

The pandemic has affected not only the physical health but also the psychological well-being of every individual. Those who are in the working classes may experience distress that can affect their work efficiency, productivity, and overall health. This study investigates workplace well-being, as well as health-promoting lifestyles such as stress management and spiritual growth of employees in a university in the Philippines. This study finds that employees have very good stress management skills, a high level of spiritual growth, and a high level of workplace well-being.

In a private sectarian university where faith and service are promoted, it is evident that employees adhere to the Christian lifestyle that the institution requires of its workers not only in terms of religious practices, but also in certain beliefs about life, God, circumstances, and ministry which consequently yielded positive effects to their coping and well-being. The result also shows that employees mainly use cognitive strategies for stress management and private practices of spiritual growth but fall short of applying behavioral techniques such as relaxation in coping and public practices of spiritual growth such as fellowshipping and evangelism.

This study recommends that to further enhance workplace well-being, the university should devise systems that foster good relationships and engagement, as well as programs for stress reduction techniques that are behavioral in nature such as relaxation and other mindfulness activities.

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