

Challenges and resilience of job order personnel in the Local Government Unit of Kalibo, Aklan

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ABSTRACT

This survey-correlational research aimed to determine the level of challenges encountered and the resilience exhibited by job order personnel in the Local Government Unit (LGU) of Kalibo, Aklan. A total of 294 job order personnel were selected through stratified random sampling using the Slovin's formula from a population of 1,113. A validated, researcher-made survey questionnaire was used to gather data on demographic profiles, workplace challenges, and resilience levels. The questionnaire had three parts: demographic profile, challenges encountered, and resilience exhibited. Both the challenges and resilience instruments underwent face and content validation by experts and were pilot-tested among 30 non-participant job order personnel to ensure reliability. The level of challenges was treated as the independent variable, while the level of resilience served as the dependent variable. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to analyze the data. Inferential statistics, including Analysis of Variance (ANOVA) and Pearson r , were applied to test the significant differences and relationships, with a 5% level of significance. Findings revealed that job order personnel in the LGU of Kalibo experienced moderate levels of challenges (mean = 2.69, SD = 0.92) and exhibited a very high level of resilience (mean = 4.36, SD = 0.61). A significant difference was found in resilience levels based on the degree of challenges encountered ($F = 17.346$, $p = 0.000$). Moreover, a significant negative correlation was found between challenges and resilience ($r = -0.294$, $p = 0.000$). It is recommended that resilience and stress management training be provided. The HR office and local leadership may support job security and well-being initiatives. Future research may explore strategies to enhance resilience and its impact on job performance and employee wellness.

Keywords: job order personnel, Local Government Unit (LGU), challenges encountered, resilience, Roxas City, Capiz, Philippines

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INTRODUCTION

The Local Government Unit (LGU) of Kalibo, Aklan relies heavily on the dedication and service of Job Order Personnel, who play a vital role in ensuring that essential public services reach the community. Despite their significant contributions, these personnel face considerable challenges, particularly their lack of job security, limited opportunities for career advancement, and minimal benefits. These circumstances place them in a precarious position, yet many remain steadfast in their duties, embodying resilience and commitment to public service. Their situation highlights the need for a deeper understanding of the factors that influence their well-being and perseverance in the workplace.

This study is anchored on three theoretical foundations: the Job Demands-Resources (JDR) Model, Resilience Theory, and Social Support Theory. The JDR Model, as developed by Bakker and Demerouti (2017), explains the balance between job demands and available resources. High job demands such as workload, insecurity, and lack of advancement opportunities can lead to stress and burnout if not supported by adequate resources like supervision, peer relationships, and training. Conversely, when resources are sufficient, employees are more likely to build resilience and sustain their performance. Resilience Theory, as discussed by Masten (2021), emphasizes that resilience is not merely a personal trait but a dynamic process shaped by internal strengths and external support systems. For Job Order Personnel, resilience can manifest in their ability to maintain motivation, manage stress, and remain emotionally stable despite uncertainties. Complementing these perspectives, Social Support Theory (Cohen et al., 2017) underscores the importance of relationships and networks, which provide both emotional encouragement and instrumental assistance that buffer against workplace stress.

The relevance of these theories is reinforced by the researcher's own experience as a former Job Order Personnel, which provided firsthand insight into the difficulties faced by employees in such positions. Factors such as general ability and political connections often influence employment opportunities, and many remain in temporary positions for years without being granted permanent status. These realities shaped the motivation for this study, which aims to analyze how challenges encountered by Job Order Personnel impact their resilience, and to explore how personal and contextual resources allow them to persist in their roles.

Guided by its conceptual framework, the study identifies the challenges faced by Job Order Personnel as the independent variable and their level of resilience as the dependent variable. Resilience in this study is understood as the ability to adapt, cope, and recover from workplace difficulties. By examining the relationship between these two variables, the research seeks to determine whether different levels of challenges correspond to variations in resilience. This inquiry is critical for understanding how adversity influences coping capacities, and ultimately, how resilience shapes job performance among Job Order Personnel in the LGU of Kalibo. The findings are expected to provide meaningful insights that can inform policies,

training, and support systems designed to strengthen employee well-being and enhance organizational effectiveness.

The job performance, challenges, and resilience among Job Order (JO) personnel in Local Government Units (LGUs) are influenced by many factors that shape their Job Order Personnel's experiences. It shows that elements like the work environment, personal resilience, and management practices play a key role in influencing how well these employees perform their jobs. The connection between job satisfaction and quality of work life suggests that focusing on overall employee well-being is crucial, as it can have a positive impact on job performance. In terms of resilience, it is clear that various factors like the relationship between employees and employers, access to training, job satisfaction, social support, and the wider context in which they work—affect how resilient Job Order Personnel are. While these workers face significant challenges such as limited training, job insecurity, and a lack of social protections, many of them show incredible resilience, relying on both their own inner strength and external support from colleagues and the organization. Even though job satisfaction matters, it does not always directly lead to better job performance. Things like the work environment, pay, and fairness are important for job satisfaction, but they do not always guarantee higher performance levels. The challenges faced by Job Order Personnel such as unstable jobs and limited benefits make things even harder. These pressures can lead to low morale and job dissatisfaction. But despite these struggles, many JO workers demonstrate strong resilience. Organizational commitment, social support, and personal coping strategies play a big part in helping them cope with job insecurity and stress. This resilience is key to helping them maintain their performance and well-being, even in tough situations. Taken together, these findings show that there is a real need for policy changes that go beyond just offering job security or training. We need to create a work environment that is supportive and fair, where job satisfaction and resilience can thrive. When these factors are addressed, we can expect improved job performance and a better overall experience for Job Order Personnel in Local Government Units.

Statement of the problem

This study aimed to explore the challenges faced by the Job Order Personnel in the Local Government Unit of Kalibo, Aklan, and examine their resilience on March 2025.

Specifically, this study sought to answer the following questions:

1. What is the level of challenges encountered by the Job Order Personnel in the Local Government Unit of Kalibo, Aklan?
2. What is the level of resilience exhibited by the Job Order Personnel in the Local Government Unit of Kalibo, Aklan?
3. Is there a significant difference in the Level of Resilience among the Levels of Challenges encountered by the Job Order Personnel in the Local Government of Aklan?
4. Is there a significant relationship between Challenges Encountered and Resilience Exhibited by the Job Order Personnel in the Local Government of Aklan?

METHODOLOGY

The purpose of this study was to explore and analyze the challenges and resilience of Job Order Personnel in the Local Government Unit (LGU) of Kalibo, Aklan. It specifically sought to identify the difficulties these workers encounter in their day-to-day roles, such as job insecurity, inadequate benefits, workload pressures, and organizational constraints, while also examining their capacity to adapt and cope in the workplace. The findings aimed to contribute to a deeper understanding of their working conditions and coping mechanisms, offering insights that could inform policy recommendations to improve their well-being, increase their resilience, and enhance their overall job satisfaction. Furthermore, the study was intended to serve as a foundation for future research in public sector employment, particularly concerning the experiences of temporary government workers.

To achieve these objectives, the study employed a survey-correlational research design, which allowed for the systematic examination of the challenges faced by Job Order Personnel and the resilience they exhibited without manipulating the variables under investigation. This design was deemed appropriate as it enabled the exploration of relationships between the two primary variables, while recognizing that correlation does not imply causation. In this context, the survey-correlational approach facilitated the identification of patterns and associations that clarified how adversity and resilience interact in the experiences of Job Order Personnel. The statistical treatment included both descriptive and inferential tools, with frequency counts, percentages, means, and standard deviations providing a profile of the data, while Analysis of Variance (ANOVA) and Pearson's r tested differences and correlations at a significance level of 0.05.

The participants of this study were 294 Job Order Personnel drawn from a total population of 1,113 employed within the LGU of Kalibo, Aklan. These personnel were non-permanent employees engaged on a contractual basis, typically for short-term or project-specific roles. They performed diverse functions such as administrative support, clerical work, and technical assistance, all of which contributed to the effective operations of the local government. The sample size was determined using Slovin's formula with a margin of error of 0.05, and the respondents were chosen through simple random sampling to ensure representativeness and equal opportunity for selection across the population.

Data were collected using a researcher-made, validated 40-item questionnaire composed of two sections. The first section measured the challenges encountered by Job Order Personnel through 20 items that addressed issues such as job insecurity, unclear roles, inadequate training, and poor working conditions. Responses were rated on a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree," with numerical weights assigned for statistical interpretation. The second section measured resilience through 20 items related to adaptability, problem-solving, persistence, stress management, and positive outlook. This instrument used the same five-point scale, with descriptive equivalents ranging from "Very Low" to "Very High." Both instruments underwent face and content validation by a panel of experts, followed by pilot testing with 30 Job Order Personnel not included in the main study. Reliability was determined using Cronbach's alpha, with results indicating high internal consistency: 0.920 for the challenges questionnaire and 0.944 for the resilience questionnaire, both exceeding the accepted

threshold of 0.70. These results confirmed the instruments' validity and reliability in measuring the intended constructs.

Prior to data collection, the researcher sought approval from the Dean of the Graduate School of Filamer Christian University and the Municipal Mayor of Kalibo, Aklan, as well as permission from the heads of offices employing Job Order Personnel. The objectives of the study were explained to the participants, emphasizing the voluntary nature of their involvement. Informed consent was secured, assuring participants of confidentiality and data privacy. No personal identifying information was required, and all responses were treated as strictly confidential and used solely for academic purposes. During administration, the questionnaires were personally distributed by the researcher during office hours at times convenient to the personnel, allowing approximately 20 minutes for completion before retrieval.

The collected data were encoded and analyzed using the Statistical Package for the Social Sciences (SPSS), with the results validated by a statistician. Frequency counts and percentages were used to describe demographic profiles, while weighted means provided an overall measure of challenges and resilience levels. ANOVA was applied to test significant differences based on demographic factors, and Pearson's r was used to examine the correlation between challenges and resilience. A 5% level of significance was set for hypothesis testing. Ethical standards were strictly observed throughout the study. Participants were assured of their right to withdraw at any point without consequence, and safeguards were placed to ensure the protection of their rights, privacy, and dignity. Data were securely stored to prevent unauthorized access, thereby preserving the integrity of the research process.

This methodological approach ensured that the study was grounded in a sound research design, guided by ethical considerations, supported by reliable and validated instruments, and analyzed using appropriate statistical tools, ultimately providing a rigorous and credible examination of the challenges and resilience of Job Order Personnel in the LGU of Kalibo.

RESULTS AND DISCUSSION

The study involved 294 Job Order Personnel selected from a total population of 1,113 employed within the Local Government Unit (LGU) of Kalibo, Aklan. Using a survey-correlational design, the research gathered data through a validated 40-item questionnaire that measured both the challenges encountered and the resilience exhibited by the respondents. Statistical tools such as mean, standard deviation, Analysis of Variance (ANOVA), and Pearson r were employed, with all tests set at a 5% significance level. The results provide a comprehensive view of the participants' workplace experiences, particularly the nature of the challenges they face and the adaptive mechanisms they employ to cope with them.

The descriptive analysis revealed that Job Order Personnel generally encountered challenges at a moderate level, with a computed mean of 2.69 and a standard deviation of 0.92. This indicates that while the difficulties they faced were noticeable, they were not overwhelming to the extent of paralyzing their performance. The moderate variability in responses suggests that some personnel experienced heavier challenges compared to others, reflecting differences in job functions, tenure, or personal circumstances. These findings imply that the challenges, although not extreme, were significant enough to affect the employees' work experiences and satisfaction.

Addressing these issues—such as improving job security, clarifying job roles, or providing benefits and support systems—could lessen the strain on employees and enhance their overall workplace well-being. The findings are consistent with the study of Jackson, Firtko, and Edenborough (2017), who argued that resilience is essential for public service workers in mitigating the impact of job stress and sustaining performance in challenging environments.

In contrast, the level of resilience exhibited by the Job Order Personnel was found to be very high, with a mean of 4.36 and a standard deviation of 0.61. This demonstrates that most employees possessed strong coping mechanisms that allowed them to manage stress and adapt to their work environment effectively. The low variability in responses suggests that resilience was a common attribute among the personnel, likely shaped by shared experiences and the organizational culture within the LGU of Kalibo. This very high resilience implies that employees were able to maintain motivation, recover quickly from stressors, and remain committed to their duties despite job insecurity and limited benefits. Such findings align with Hartmann, Weiss, Newman, and Hoegl (2020), who highlighted resilience as a key factor in sustaining productivity and psychological stability among public service workers. While the personnel's resilience is commendable, it also underscores the importance of sustaining this strength through supportive workplace policies to prevent long-term burnout and ensure employee well-being.

Further analysis through ANOVA revealed a significant difference in resilience levels across the varying degrees of challenges encountered, with an F value of 17.346 and a p-value of 0.000. This finding means that the intensity of challenges faced by the Job Order Personnel had a significant influence on their resilience. Those with higher resilience tended to perceive challenges as less overwhelming, while those with lower resilience found the same challenges more difficult to manage. This result reinforces the notion that resilience serves as a protective factor, shaping how challenges are experienced and responded to. Employees with greater resilience were better able to manage stress and maintain stability in demanding environments, whereas those with lower resilience were more vulnerable to workplace pressures. These findings are consistent with Hartmann et al. (2020), who noted that workplace adversity could either foster resilience through adaptive coping strategies or diminish it if the challenges became excessive and prolonged.

The correlation analysis further strengthened these results by establishing a significant negative relationship between challenges encountered and resilience exhibited, with a Pearson r value of -0.294 at a p-value of 0.000. This indicates that as resilience increased, the level of perceived challenges decreased. In other words, individuals with higher resilience were better equipped to cope with workplace demands, thereby experiencing fewer challenges, while those with lower resilience were more likely to feel overwhelmed. This negative correlation underscores resilience as a critical buffer against job-related stressors, suggesting that strengthening resilience can reduce the detrimental effects of adversity, improve coping capacity, and enhance performance. However, the results also highlight that prolonged or severe challenges, if not addressed through institutional support, may erode resilience over time, potentially leading to burnout, disengagement, or decreased productivity. These findings align with previous studies that warned of the long-term consequences of unmitigated workplace stress, even among resilient employees.

Overall, the results demonstrate that while Job Order Personnel in the LGU of Kalibo face moderate challenges in their work environment, they exhibit a very high level of resilience that enables them to adapt effectively and continue performing their roles. The significant difference in resilience across challenge levels, coupled with the negative correlation between challenges and resilience, highlights the dynamic interaction between these two variables. The findings suggest that resilience acts as a vital protective mechanism, helping employees manage the effects of adversity, but also emphasize the need for supportive policies and programs—such as resilience-building initiatives, stress management training, and improvements in job security—to sustain employee well-being and organizational effectiveness.

CONCLUSION

This study aimed to examine the challenges encountered and the resilience exhibited by Job Order Personnel in the Local Government Unit (LGU) of Kalibo, Aklan. Conducted in March 2025, it employed a survey–correlational research design to explore the extent of workplace difficulties faced by personnel and their capacity to adapt to such challenges. The specific research questions focused on determining the level of challenges encountered, the level of resilience exhibited, the presence of significant differences in resilience across levels of challenges, and the existence of a significant relationship between challenges and resilience. The hypotheses tested posited that there would be no significant difference in resilience across levels of challenges and no significant relationship between the two variables.

The participants consisted of 294 Job Order Personnel, selected from a total population of 1,113 using Slovin’s formula with a margin of error of 0.05, ensuring representativeness through simple random sampling. These employees were non-permanent staff hired on a contractual basis to perform administrative, clerical, and technical roles essential to local government operations. Data collection utilized two researcher-made, duly validated instruments: a 20-item Challenges Encountered Questionnaire and a 20-item Resilience Exhibited Questionnaire. The instruments were subjected to face and content validation by experts and were pilot-tested with 30 Job Order Personnel not included in the main study. Reliability was assessed using Cronbach’s alpha, with the Challenges Questionnaire achieving a value of 0.920 and the Resilience Questionnaire a value of 0.944, both exceeding the 0.70 threshold for high reliability.

For statistical analysis, descriptive tools such as frequency counts, percentages, weighted means, and standard deviations were used to summarize the data. Inferential analyses included the Test of Significant Difference, performed through Analysis of Variance (ANOVA), and the Test of Correlation using Pearson r , both evaluated at a 5% level of significance ($p < 0.05$). The independent variable was the level of challenges encountered, while the dependent variable was the level of resilience exhibited.

The findings revealed that the overall level of challenges experienced by the Job Order Personnel was “moderate,” with a mean of 2.69 and a standard deviation of 0.92. This suggests that the challenges were noticeable but not overwhelmingly severe. The variability indicated that some personnel faced greater challenges than others, influenced by factors such as job role, tenure, or personal circumstances. Although moderate, these challenges were significant enough

to affect employees' work experiences and well-being, underscoring the need for interventions to reduce job strain.

Despite these challenges, the Job Order Personnel demonstrated a "very high" level of resilience, with a mean score of 4.36 and a standard deviation of 0.61. This indicates that the majority of employees possessed strong coping mechanisms, adaptability, and perseverance, enabling them to remain motivated and committed despite temporary employment status, lack of benefits, and job insecurity. The low variability in resilience responses reflected a shared strength across the group, likely fostered by organizational culture and peer support within the LGU.

Inferential analysis confirmed a significant difference in resilience among personnel across varying levels of challenges, with ANOVA results yielding an F value of 17.346 at a significance level of 0.000. This demonstrates that the intensity of challenges directly influenced resilience levels. Employees who encountered fewer challenges exhibited higher resilience, while those who experienced greater challenges struggled to maintain the same level of adaptability.

Furthermore, correlation analysis showed a significant negative relationship between challenges and resilience, with a Pearson r value of -0.294 and a p -value of 0.000. This suggests that as resilience increased, the perception of challenges decreased. Conversely, lower resilience was associated with a heightened perception of workplace difficulties. This finding underscore resilience as a crucial buffer against stress and adversity, while also warning that prolonged exposure to workplace challenges without adequate support may erode resilience over time.

In conclusion, the study established that Job Order Personnel in the LGU of Kalibo faced moderate challenges but exhibited very high resilience in coping with them. The significant difference in resilience across challenge levels and the significant negative correlation between challenges and resilience indicate that resilience plays a critical role in how personnel perceive and manage workplace stress. These findings emphasize the need for the LGU to implement proactive measures such as resilience-building programs, stress management training, supportive leadership, and policies that improve job security and benefits.

Based on these conclusions, several recommendations are proposed. Job Order Personnel should be encouraged to participate in resilience-building workshops, stress management training, and professional development activities to strengthen their coping abilities and enhance work-life balance. The Human Resource Officer is advised to design and implement targeted support programs that address issues such as job insecurity, lack of benefits, and limited career advancement, with mechanisms for regular feedback and assessment. The Municipal Mayor is encouraged to work closely with the HR Office to allocate resources and create policies that reduce workplace stressors, improve compensation, and foster open communication between personnel and management. Social science supervisors should facilitate resilience-focused programs, including stress management and peer support networks, to help personnel share strategies and develop collective coping mechanisms. Parents also play a role by nurturing emotional intelligence and resilience in their children, preparing them for future workplace demands.

Finally, future researchers are encouraged to expand on this study by exploring the long-term impact of resilience-building interventions on employee well-being, performance, and job satisfaction. Further investigations may also examine the relationship between resilience,

burnout, and turnover in public service contexts, providing deeper insights into how resilience can be sustained in challenging work environments. By addressing these recommendations, the LGU of Kalibo can foster a more resilient and productive workforce, ensuring the continued delivery of essential public services despite the inherent challenges of temporary employment conditions.

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