Work context and social support climate as determinants of organizational resilience among librarians

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ABSTRACT

The main purpose of this study attempted to determine which domain of work context and social support climate best influences organizational resilience among librarians. It was once verified in a quite number of researches that resilience is very crucial in today's constantly changing work environment particularly in this growing old society, which has been predictable as predominant world threat in the future. The research was done through non-experimental quantitative research design utilizing descriptive-correlational technique using Mean, Pearson r, and Regression Analysis as statistical tools. The research used adapted questionnaires that were modified to suit the current study. Data was generated through universal sampling technique with 141 librarians from various academic, private, public, and school libraries in Davao City, Philippines. From the result of the study, it was found out that there is a significant relationship between work context and social support climate and organizational resilience. Among the indicators of work context and social support climate, the Feedback from Job was the domain which best influences organizational resilience among librarians.

Keywords: library and information science; work context and social support climate; organizational resilience; descriptive-correlational technique; Philippines

INTRODUCTION

The resilience of staff in today's fast-changing setting is a critical resource for organizations (Amir & Standen, 2012). In reality, it has been found that Malaysian workers' life events in an organization have failed to deal with stressful circumstances owing to low resilience levels (Lee, 2011). The same holds true in Kenan-North Carolina where it was found out that most of the employees in an organization were disengaged at work due to mentally checked out, causing to a low performance, lost productivity, absenteeism and that employees felt stress and anxiety at work (White, 2013). Furthermore, stressed staff were not as committed to the organization as they had more plans to leave their work and showed more adverse attitudes towards resilience as they did not have the means to deal with and adapt to the workplace issues (Vakola & Nikolaou, 2005).

Organizational resilience is essential in knowing how organizations respond to external activities and extremely self-motivated environments and increasing distractions to organizational life through financial crises have increased knowledge of the significance of resilience for organizations and their staff (Ho, Teo, Bentley, Verreyne, & Galvin, 2014). Improving an individual's resilience, however, will also enable the organization to better acknowledge its core exposures and set priorities when establishing company connections and leadership development alternatives (McManus, 2008). Resilience is needed in today's generation for a setting in which stress can grow over time due to impact such as job overload, job relationships, absence of resources and support, mental and physical exhaustion, and conflict between job and life (Vanhove, Herian, Perez, Harms, &

Lester, 2015).

Studies have shown that resilient people are more probable than non-resilient people to have additional social support (Hickling, Gibbons, Barnett, & Watts, 2011; Lee, Sudom, McCreary, & McCreary, 2011; Prati & Pietrantoni, 2010). Resilience is very important for employees, receiving support from their colleagues would increase the feeling of belongingness and personal control (Simmons & Yoder, 2013). In fact, a study indicated that to remain physically and mentally healthy, employees must have strong social support, which makes a person more resilient (Ozbay, Fitterling, Charney, & Southwick, 2008). In addition, perceived higher social support allows an individual to develop their resiliency in the organization because of its support from the management (Mattanah et al., 2010).

Several types of research had been conducted in organizational studies, human resources management, and strategic management literature but it is mainly rooted in the environmental psychology, ecology field, and disaster management field. Practically, no study, to the best knowledge of the researchers, has been done on the domain of librarianship that focuses on determining the influences of work context and social support climate and organizational resilience of librarians pertaining to the concepts in the local setting. This study then was proposed to address this research gap.

METHOD

This study employed a non-experimental descriptive correlation design utilizing the descriptive correlation technique of research. Specifically, this study utilized a correlational research approach since the study seeks to establish the relationship between work context and social support climate and organizational resilience among librarians. The study was conducted in Davao City involving N=141 professional librarians. They were chosen as respondents because they were able to comprehend the contents of the survey questionnaire and were able to interpret it to the best of their ability based on their job experiences.

The researchers adopted existing scales in making the two-part survey instrument. The first part is the Work Context and Social Support Climate Scale from the study of Chen-Chi and Cheng-Chieh (2013), which consists of six indicators: social support, organizational identification, task variety, feedback from job, work autonomy, and knowledge sharing. A pilot test involving 30 librarians was done to contextualize the scales, yielding a Cronbach's alpha value of 0.932, which is excellent. On the other hand, the second part is the Organizational Resilience Scale developed by Mafabi, Munene, and Ahiauzu (2013) to measure the level of organizational resilience among librarians. The scale consists three indicators: organizational adaptation, organizational competitiveness, and organizational value. The same pilot test involving 30 librarians was done to contextualize the scales, yielding a Cronbach's alpha value of 0.915, which is a very good reliability.

Contingent with UMERC approval A344-0901-2018, the researchers set schedule with the director of the libraries on the conduct of survey involving their librarians. Before the administration of the questionnaires, the study was introduced by the researchers to the respondents and the research tool and its purpose was explained to them. Then, the researchers oriented the respondents about the appropriate manner of accomplishing the questionnaires and explained to them all the items individually and thoroughly to ensure valid and reliable results. The entire survey process took three months – September, October, and November 2018.

In analyzing the data, mean and standard deviation were used to describe the levels and variability of work context and social support climate and organizational resilience among librarians. Pearson product moment correlation test was used to determine the significance of the relationship between work context and social support climate and organizational resilience among librarians, while linear regression analysis was used to determine the coefficient of determination or the magnitude of relationship of work context and social support climate and organizational resilience among librarians. All statistical analyses were implemented in IBM-SPSS version 24.

RESULTS AND DISCUSSION

Shown in Table 1 is the level of work context and social support climate with an overall mean of 4.33 (*SD*=0.47), described as very high, indicating that the most of the items regarding work context and social support climate were observed all the time among librarians. The generated overall mean score was based on the individual mean scores of 4.26 or Very High for work autonomy, 4.40 or Very High in organizational identification, and 4.38 or Very High for task variety. The rest of the indicators obtained mean ratings between 4.17 and 4.32. From the findings, social support had the highest mean score of 4.47 or Very High. This was followed by organizational identification, task variety, feedback from job, and work autonomy with 4.40, 4.38, 4.32, and 4.26 mean ratings respectively. Knowledge sharing was assessed the least among the indicators, with a mean rating of 4.17 or High.

Table 1. *Level of Work Context and Social Support Climate among Librarians*

Indicators	SD	Mean	Descriptive Level
Social Support	0.54	4.47	Very High
Organizational Identification	0.57	4.40	Very High
Task Variety	0.59	4.38	Very High
Feedback from Job	0.68	4.32	Very High
Work Autonomy	0.74	4.26	Very High
Knowledge Sharing	0.64	4.17	High
Overall	0.47	4.33	Very High

The *very high* level of work context and social support climate among librarians is due to the very high rating given by the respondents on work autonomy and task variety including feedback from job, social support, and organizational identification. These work designs are tremendously one of the essential characteristics of work context and social support climate that allows the librarians to decide about their work and management provides feedback about their performance. Likewise, this will give the chance and opportunity to develop their interpersonal relationship and perceive that their supervisor is concerned about their welfare and also realize the feeling of belongingness, being acknowledged as part of the support services.

The result implied that most of the librarians generally experience support from the organization. The result of the study acknowledged the statement of Skinner, Roche, O'Connor, Pollard, and Todd (2005) that support from subordinates, supervisors, top management and the organization as a whole has been recognized as the significant characteristic that contributes to the employees' wellbeing and value. Likewise, the result is being asserted by Kossek, Pichler, Bodner, and Hammer (2011) that management has the responsibility to their employees by showing them a sense of belongingness and affection. This is important because workplace social support enables the employee to feel that they are significant to the organization and that they are being loved, care, and valued by the top management and organization as a whole.

On the other hand, shown in Table 2 is the level of organizational resilience among librarians with an overall mean of 4.24 *(SD*=0.54), described as very high, indicating that all the enumerated indicators of organizational resilience were observed all the time. The generated overall mean score was the result obtained from the mean scores of 4.41 or Very High for organizational adaptation, 4.21 or Very High for organizational competitiveness, and 4.09 or High for organizational value. Based on the result, organizational adaptation has the highest mean score of 4.41 or Very High followed by organizational competitiveness and organizational value with 4.21 and 4.09 mean ratings respectively.

Table 2. *Level of Organizational Resilience among Librarians*

Indicators	SD	Mean	Descriptive Level
Organizational Adaptation	0.56	4.41	Very High
Organizational Competitiveness	0.66	4.21	Very High
Organizational Value	0.59	4.09	High
Overall	0.54	4.24	Very High

The overall result of a very high level of organizational resilience among librarians is due to the very high rating given by the respondents on organizational adaptation and organizational competitiveness. The librarians in these organization believed that their library services are in line with the required library standards and clients' needs because the library resources were utilized and were made flexible which are maintained by the library personnel. They also assumed that clients were successful in accessing the services amidst the lack of resources and also the stakeholders and the people they served are satisfied with the services offered to achieve the set goal.

These beliefs, therefore, likely motivate the organizational resilience level since it acknowledged the views of Mafabi, Munene, and Ahiauzu (2013) who showed that there is really a need for a successful implementation of organizational adaptation and competitiveness to have an encouraging workplace for organizational resilience. On the other hand, this acknowledged the statement of Mark (2003) who pronounced that successful organizational adaptation may result in a more effective organizational structure and process, replacement of outdated and a better fit with developing environmental settings.

Shown in Table 3 is the results of the pairwise correlation analysis via Pearson product moment correlation test between work context and social support climate and organizational resilience indicators of librarians. As described in the table, it presented an overall *r*-value of .606 with a $p< 0.05$. This suggests that the null hypothesis is rejected and that there is significant relationship between work context and social support climate and organizational resilience. Therefore, the null hypothesis of no significant relationship between work context and social support climate of librarians and their organizational resilience was rejected.

Furthermore, it was observed that overall, the indicators of the work context and social support climate showed a significant relationship to the individual indicators of organizational resilience namely: adaptation, competitiveness and value. However, the computed *r*-value and *p*-values for the correlations between the individual indicators of independent variable and overall indicators of the dependent variable are presented as follows: for work autonomy and organizational resilience registered, an *r*-value of .382 with a $p< 0.05$; task variety and organizational resilience, an *r*-value of .422 with a $p< 0.05$; feedback from job and organizational resilience, an *r*-value of .501 with a $p< 0.05$; social support and organizational resilience, an *r*-value of .442 with a $p< 0.05$; organizational identification and organizational resilience, an *r*-value of .495 with a $p< 0.05$; and knowledge sharing and organizational resilience, an *r*-value of .507 which is $p<0.05$ significance level.

The results implied that work autonomy, task variety, and feedback from job, social support, organizational identification, and knowledge sharing showed significant relationship with indicators adaptation, competitiveness and value. This relationship signaled the researchers to further test the influence of the above-mentioned organizational domain on work context and social support climate. Regression was employed for the test.

Table 3. *Significance on the Relationship between Work Context and Social Support Climate and Organizational Resilience among Librarians*

Work Context and Social Support Climate	Organizational Resilience			
	Adaptation	Competitiveness	Value	Overall
Work Autonomy	.199*	.446**	.361**	.382**
	(.018)	(.000)	(.000)	(.000)
Task variety	.393**	.379**	.356**	.422**
	(.000)	(.000)	(.000)	(.000)
Feedback from Job	.453**	.456**	.433**	.501**
	(.000)	(.000)	(.000)	(.000)
Social Support	.411**	.427**	.343**	.442**
	(.000)	(.000)	(.000)	(.000)
Organizational Identification	.425**	.515**	.377**	.495**
	(.000)	(.000)	(.000)	(.000)
Knowledge Sharing	.435**	.435**	.489**	.507**
	(.000)	(.000)	(.000)	(.000)
Overall	.505**	.588**	.524**	.606**
	(.000)	(.000)	(.000)	(.000)

** $p<0.05$

The overall test of the relationship between variables revealed that there is a significant relationship between work context and social support climate and organizational resilience among librarians. Thus, the null hypothesis is rejected. The data implied that work context and social support climate are correlated with organizational resilience. This means that the higher work context and social support climate the more likely would increase the organizational resilience of librarians. The revealed result is congruent with the study of Li, Ji, and Chen (2014) stating that work context and social support from supervisors, co-workers, and significant others are suggested to predict a positive association with resilience. Employees who have expressively high support from the top management are expected to have a very high level of resilience. The organizational support of management will add value to the librarians to increase their work productivity.

On the other hand, the domain work autonomy, task variety, feedback from job, social support, organizational identification and knowledge sharing of work context and social support climate are correlated with the domain organizational adaptation, organizational competitiveness and organizational value of organizational resilience. The domain work autonomy is congruent on the study of Choudhury (2011) stated that autonomy creates admiration and confidence among organizational resilience and it is a good motivator for employees to perform their job. Because work autonomy allows employees to do their job to the best of their knowledge and ability have given that they are allowed the freedom to decide on what and how to do the works in many ways and be responsible to their decisions.

Moreover, the domain task variety is also correlated with the domains of organizational resilience. The results acknowledged the views of various authors (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Maric, Hernaus, Vujcic & Cerne, 2019) who pronounced that the high level of task variety is related with positive motivational outcomes, such as organizational resilience and reflected to be interesting because employees can benefit from using a different task variety by enhancing their own productivity, and a sense of their competitiveness.

Accordingly, it acknowledged the viewpoint of Shantz, Alfes, Truss, and Soane (2013) who showed that task variety is intensely associated to work engagement and work resilience because when employees have

to complete a variety of different task throughout their work, they may feel motivated and energized. Also, Humphrey, Nahrgang, and Morgeson (2007) indicated that task variety is absolutely correlated to employee involvement, job motivation which implies that it could also be positively related to organizational resilience. This means that the more the librarians engage in a variety of task the more it increases organizational resilience.

On the other hand, the domain feedback from job is correlated with the domains of organizational resilience. This confirmed the views of Cooke, Cooper, Bartram, and Wang (2016) who concluded that a high level of job feedback has a positive impact on the resilience of the employee. This is congruent to the statement of Kuntz, Connell, and Naswall (2017) who revealed that the higher levels of job feedback the more the employees display higher levels of resilience. The results point out that the organization had established a strong feedback mechanism, with employees receiving frequent feedback on their current projects and on how they could address and improve their own performance.

Likewise, the domain social support is correlated with the domain of organizational resilience and it confirmed the views of Ozbay et. al. (2008) who established that the growth of resilience is promoted with social support because it is significant for an organization to provide an encouraging workplace to survive with the changes. These supportive association with top management and the employee had a big impact to increase the resilient organization level since it is congruent to the views of various authors (Dent & Cameron, 2003; Kuntz et al., 2017; Tarrant, 2010; Weeks, 2008) who pronounced that organizational resilience would be increased by facilitating the provision of essential services, supervisory support, peers support, and groups, among others. Also, based on the findings of Weeks (2008) showed that the more conducive the workplace social support climate, the higher the level of organizational resilience. Similarly, the more the organizational support such as the provision of rewards or time for creativity, the better organizations cope with challenges or improve service delivery.

Similarly, the domain organizational identification is also correlated to the domains of organizational resilience. The result of the study is in line with the results of a study done by Edwards and Peccei (2007) who pronounced that when organizational identification is measured as an emotional and intellectual connection between the individual and the organization it is likely to expect that this connection may affect his/her emotional state toward work and result in high levels of organizational resilience while working. Also, it acknowledged the views of Boros, Curseu, and Miclea (2015) who reported that organization has a vital place in the life of their work and through this identification, employees' will identify both intellectual and emotional association and enhance their self-esteem with their employing organization. This implied that when employees truly feel part of the organization for which they work is really an essential factor and it is found to have benefits for the organization and for employees' resilience.

Lastly, knowledge sharing significantly correlated with organizational resilience. This confirmed the statement of Ongaro (2004) and Nelson (2003) who reported that knowledge sharing resources are accumulated through organizational routines that enhance organizational value, adaptation, and competitiveness. It appears that knowledge management practices like knowledge sharing require a good perception of organizational support and work group support to promote the exchange and transfer of knowledge (Warier, 2009).

Finally, Table 4 exhibits the result of the multiple linear regression analysis showing the influence of work context and social support climate indicators on overall organizational resilience among librarians. Among the six indicators of work context and social support climate, two were found to be significant influence of overall organizational resilience among librarians: feedback from job (β=0.288, t=3.302, p<0.01) and co-knowledge sharing (β=0.268, t=3.132, p<0.01). This means that holding other unaccounted variables constant, a one-point increase of feedback from job and knowledge sharing may likely provide respective increase on organizational resilience among librarians by 0.288 and 0.268. Moreover, between the two significant influence, feedback from job was found to best influence overall organizational resilience among

librarians. However, work autonomy, task variety, social support, and organizational identification posed beta statistics were found to pose non-significant influence on organizational resilience among librarians, having *p*-values greater 0.05.

Table 4. *Significance on the influence of Work Context and Social Support Climate and Organizational Resilience among Librarians*

Independent Variable (Indicators)	Dependent Variable			
	B	β	t	*p*-value
Work Autonomy	-.028	-.039	-.436	.663
Task Variety	.032	.036	.396	.693
Feedback from Job	.228	.288	3.302	.001**
Social Support	.064	.064	.633	.528
Organizational Identification	.190	.202	1.871	.064
Knowledge Sharing	.224	.268	3.132	.002**
R^2	0.639			** *p*<0.05
Adjusted R^2	0.409			
F	15.435			
p-value	.000			

The result of the study showed a significant influence of work context and social support climate of librarians on organizational resilience as mentioned in the influence section of the study (F-value of 15.435 with a p-value of .000). Thus, the null hypothesis is rejected. The revealed data implied that among the six identified indicators of work context and social support climate, only feedback from job has the highest degree of influence on organizational resilience compared to work autonomy, task variety, social support, organizational identification, and knowledge sharing. The result validated the idea of Kuntz et al. (2017) who showed that the establishment of common and productive feedback from the superior is predicted to have a high level of positive impact on employee resilience, as it helps supervisor-supervisee relationship through regular discussions of performance, and encourages both support- and feedback-seeking behaviors.

In fact, the availability of improvement-focused feedback from superior's signals that the organization values and promotes learning and continual development which is expected to drive resilient behaviors (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014; Meneghel, Borgogni, Miraglia, Salanova, & Martinez, 2016). As a result, feedback availability from supervisors and the job represents a critical resource that prompts resilient employee behaviors. These include continually seeking and effectively responding to feedback, utilizing error as a platform for learning, and re-evaluating performance to increase accuracy and efficiencies at work (Jundt, Shoss, & Huang, 2015; Nguyen, Kuntz, Naswall, & Malinen, 2016; Schaufeli, 2015). Also, Nguyen et al. (2016) proposed that commendation for achievement and timely provision of performance feedback through recognition interact with high scores in optimism and are associated to higher levels of employee resilience.

On the other hand, this will also acknowledge the views of various authors (Brooks, 2006; Henderson & Milstein, 2003) who proposed a number of ways to structure schools to augment resilience in their personnel and found out that positive job feedback from supervisors and subordinates, as well as reward and recognition of substantial accomplishments will result to workers positive resilience, among others. An employee is more likely to have a high degree of resilience when there is an encouraging feedback and feeling of value from the management.

CONCLUSION AND RECOMMENDATION

With considerations to the findings of the study, conclusions were drawn in this section. The level of work context and social support climate of librarians was very high; the indicators were rated as very high includes work autonomy, task variety, feedback from job, social support, organizational identification, while knowledge sharing was rated as high by the respondents. The level of organizational resilience of librarians was very high; the indicators were rated as very high for the organizational adaptation and organizational competitiveness while organizational value was rated high by the respondents.

The study found a significant relationship between work context and social support climate and organizational resilience. On the other hand, it displayed that work context and social support climates such as work autonomy, task variety, social support, and organizational identification aspects were found no great impact on the organizational resilience of librarians. However, only two indicators of work context and social support climate, the feedback from job and knowledge sharing were found that best influence of organizational resilience of librarians. This means that feedback from job and knowledge sharing among librarians was associated with adaptation, competitiveness, and value to organizational resilience.

The result of the study highlighted the importance of work context and social support climate in the organizational resilience of librarians. It is widely accepted that work context and social support climate is not only the key foundation of successful management but also an important tool for improving overall organizational productivity. The result acknowledges the views of Mañacap (2015) who emphasized that when employees perceive beneficial support from their organization, their obligation to work will develop and this will enhance their resilience to the organization. It underscores that employees look at favorable factors from their organization such as fairness, support, and rewards. The findings affirmed the theory on Perceived Organizational Support (POS) framework stated that organization values the contribution and involvement of the employees and cares about their well-being and fulfills their socio-emotional needs like respect and care as well tangible benefits like wages and medical benefits (Eisenberger, Huntington, Hutchinson, & Sowa, 1986).

Based on the foregoing findings and conclusions, the following recommendations are offered. Since the result shows that the work context and social support climate of librarians is very high, the Top Management through the Human Resource Advocates may implement training or program to conduct an in-house workshop that would enhance the work context and social support climate in the organization. Likewise, the department heads may keep a high level of interpersonal relationship and create a good working environment where there is more open communication and better information sharing among personnel in order to promote the workers' feeling that they belong and part for the organizational goals.

The very high level of organizational resilience suggested that school administrator may demonstrate an assurance to employees' benefits, salary scheme, and incentives reward in order to boost their emotional bond to the organization. It is also suggested that school administrator might develop a merit system and promotional plan that will meet their job expectations and maintain social recognition in developing employee's organizational resilience in such a way that allows them to put extra miles on their job.

Moreover, the significant relationship between organizational resilience with the work context and social support climate suggests that supervisor may build a culture of social interaction and strong relationship with their co-workers that foster feedback from job and knowledge sharing that is more often expressed by library personnel in building good working environment. Additionally, department heads need to be involved in continuous training and workshop to update them with their workplace social support skills which are essential in influencing the organizational resilience of their subordinates.

Other researchers may use this study as reference in conducting similar studies in a wide scale concerning work context and social support climate and organizational resilience of librarians. It is also suggested that future researcher may explore other variables that will provide strong and influential factors to capitalize

organizational resilience in the academic community.

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